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The CGC *Circular*

CORAY GURNITZ CONSULTING: HELPING OUR CLIENTS DELIVER ON THEIR PUBLIC PROMISE

As a woman-owned, small business in the Washington, DC metropolitan area, we focus primarily on the government niche—working with Federal, state, and local governments, as well as, private companies and not-for-profit associations.

It's our story and we're "spiraling" to it... **THE HISTORY OF CGC**

For over 22 years the team at Coray Gurnitz Consulting has successfully guided performance improvement efforts for a variety of organizations. Early on our firm established a strong foundation in Business Process Reengineering, leveraging our expertise in measurement and analysis. Over time, we brought together the philosophies of Appreciative Inquiry and Social Constructionism and evolved our performance improvement approach into what it is today, one

based on the art of the possible!

Part of what differentiates Coray Gurnitz Consulting from other firms is that we have always understood our job is not to transform client organizations; rather to act as catalysts, providing the tools, thought leadership, methodologies, coaching and best practices to help our clients transform successfully on their own.

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SPOTLIGHT ON OUR SERVICES

THE EXTRAORDINARY TEAMS INVENTORY: What are the key criteria that allow some teams to be extraordinary? [Read more about this new tool on page 3](#)

COLLABORATIVE TECHNOLOGY: We are delighted to tell you about our newly formed partnership with CoVision. Using CoVision's technologies and processes, hundreds of participants can simultaneously give their individual feedback on information they've just heard or read allowing hundreds of ideas to be distilled quickly and disseminated to all participants. We had an amazing experience with a client using the technology—participants told us that they had never had such an engaging energizing group experience! [Read more about CGC's use of collaborative technology on page 2](#)



Dynamic Meetings, Dynamic Results

How interactive technology can accelerate feedback cycles and add value to your meetings

CGC is proud to announce an exciting new partnership with a pioneer in the field of interactive technology, CoVision. Through this partnership, we are able to provide design advice and technological solutions to dramatically speed up idea generation and enhance communication within groups. In simple terms, this interactive meeting software stimulates collaboration by using technology to quickly capture input and disseminate it to attendees, whether in-person or remote, accelerating feedback cycles and greatly enriching the process.

Accelerating feedback cycles enables large group dialogue

Using Co-Vision's technologies and processes, **hundreds of participants** can simultaneously give their feedback to information they have just heard or read. (Step 2 in the

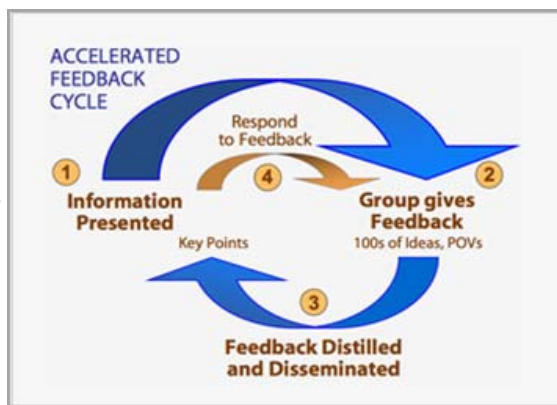


figure). Using this methodology, these ideas are quickly distilled and disseminated to all members (Step 3). By accelerating the processes of gathering the feedback and distilling it (Steps 2 and 3), it becomes possible for the presenter to respond, during the meeting, to the ideas and concerns of the whole group (Step 4) – creating true dialogue in a very large or dispersed group. *Without acceleration* in large groups, only a few members are able to contribute to Step 2, or it may take days or weeks to complete Steps 3 and 4, or as is often the case, they never get completed.

A Recent Success Story

In November 2010, 100 participants from around the country gathered in a three-day event to develop an organization's first Strategic Plan. During the event, participants used Co-Vision technology, specifically, networked laptops, to provide immediate quantitative and qualitative feedback to the ideas generated at the



meeting. To maximize collaboration, participants were seated in round tables, with one laptop on each table, as they interacted with the material during the event. For example, all participants in the plenary room were asked to brainstorm the specific objectives that would achieve a particular goal. Table leaders then facilitated the conversation with the participants at their tables, while a volunteer recorded all the responses in the laptop. The participants then separated into breakout groups, where this raw input was reviewed and incorporated into the Strategic Plan. Once the breakout group finished reviewing and incorporating the input, they presented the revised version to all the participants in the plenary. The output of the event included 3 revised goals, 12 objectives and 37 strategies - all developed and vetted during the event.

According to Lenny Lind, President of CoVision, people are much quicker to say what they are really thinking in small groups, and trust grows as participants become more and more forthcoming. CoVision maximizes this small group environment, while capturing and disbursing all the ideas generated to the large group for review.

What's Possible for the Future?

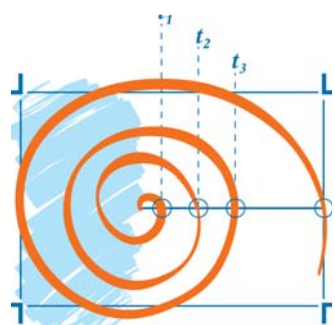
In a lingering economic crisis, the scrutiny of travel and conference budgets is increasing. At the same time, the urgency of the challenges facing organizations makes such meetings more vital than ever. The use of dynamic meetings, both in-person and virtual, has the ability to effectively engage large groups efficiently and effectively – producing dynamic results at a record pace.

"I have participated in other strategic plan development processes and this was the most efficient, productive, and inclusive process."

THE SPIRAL WAY

A Dynamic Model for Managing Change: As told by Kevin Coray

The spiral is a symbol that is centrally featured in our logo and in images throughout our website.



It's an ancient symbol used with many meanings by many people. Interpretations include a symbol for where to find water, for the source of life, or for the way in or around a building. Another view is that there are spiral galaxies and spiral ways and spiral mazes.

For us it is a dynamic symbol for managing change. One meaning for us is about keeping the end in mind and being able to deliver at any point in time, at a given level of effort. Change management is not linear. It is a spiral path. What changes and what it takes to change those elements is what our spiral symbol is about.

Examine the figure above. I've superimposed a timeline on a spiral. As we start in perhaps make an early intervention, such as an executive retreat. Conducting the executive retreat takes

us to t_1 . This cycle takes a relatively limited amount of time and effort for both parties to include me and my client and his/her staff. Yet, the mere fact that the end-in-mind is constructed, shared, and/or co-designed at that event in and of itself begins the change.

Although this initial intervention or half cycle to the first deliverable opportunity with an organization or group has relatively little sustaining result on the ultimate result desired, it contains the kernel of the end in mind which is extremely powerful. At this point, the change may be just talk or intention, but to be sustainable needs more action. To move from t_1 to t_2 along the timeline is not a linear movement of equal units of time. Rather, to move from talk to action takes much more effort. Collectively, we have to get out of our chairs and expend a bunch of energy. The leader has to communicate like crazy, helpful mechanisms in the system have to be developed and fielded, stakeholders have to be aligned... This t_1 to t_2 cycle takes exponentially more time, energy, and gumption than t_0 to t_1 . On the other hand, if we've

done our work right, we've increased the involvement of a larger group of people in creating the change. The area below the curving full spiral cycle from t_1 to t_2 shows the ever increasing level of effort it takes to get to t_2 .

In our engagements, we're a full partner for the long haul. We want to be along for the hard work, the implementation ride in which this simple whirling dervish turns into a chaotic, self-organizing, complex system, that ultimately organizes at a much higher level of performance.

ANNOUNCING: The Extraordinary Teams Inventory!

What are the key criteria that allow some teams to be extraordinary?

Would you like to know how *your* team performs against those criteria?

We are designing an assessment tool that will allow you to do just that! This tool, scheduled for publication by HRDQ press in the Summer, is now in its second draft.

Based on the Bellman and Ryan book, *Extraordinary Groups: How Ordinary Teams Achieve Amazing Results*, this tool assesses work teams against key performance indicators discovered in our study of sixty extraordinary groups. Participating teams learn how their performance fits with the teams in our study.

(continued from cover page)

THE HISTORY OF CGC

Over the years, Coray Gurnitz Consulting has intentionally remained a boutique firm, allowing us to be more flexible and responsive to client needs. This design has resulted in us having an expansive, yet close and valuable community of clients, partners and staff. We are a woman owned business focused on the government niche—working with Federal, State, and Local governments

as well as private companies and not-for-profit associations. We believe that our willingness to remain committed to this model will bring us continued success among the populated field of public sector management consulting practitioners in the Washington, DC metropolitan area for years to come.



Leaders are Learners: A continuous learning organization

As consultants, we recognize the importance of learning—to stretch our thinking and share knowledge

How are we sharing our knowledge?: Through her participation as a member of the GWU Trachtenberg School of Public Policy and Public Administration Advisory Board, Allison was asked to contribute as a Guest Speaker to the MPA Program Capstone course. The Capstone is a semester long course where students take on pro bono consulting projects where they can apply their classroom learnings in real world situations with clients. Ultimately, this allows students to synthesize,

analyze and integrate concepts and issues relating to the ethical, political, economic, managerial, and personal values in the field with the support of experts such as Allison.

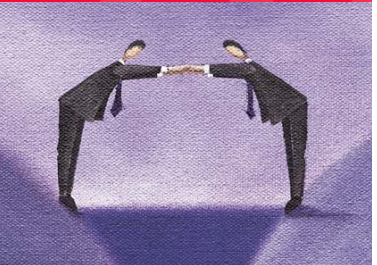
I love being back in the classroom, and am thrilled to have the opportunity

ALLISON GURNITZ

What else are we learning these days?: In addition to doing some teaching, Allison also is taking a course entitled, “Leadership of Complex Organizations,” taught by Admiral Thad Allen. She loves being back in the classroom and is thrilled to have the opportunity.

Additionally, Georgina and Yigal are participating in a yearlong seminar series with Mid-Atlantic Facilitator’s Network (MAFN). MAFN is a non-profit regional professional development and business network organization. The themes of past or future seminars include; “Introduction to Lean Six Sigma,” “Facilitating Inter-Generationally,” and “Presenting to Motivate!” The program will continue through June 2011.

CGC BOOKSHELF: What we’ve been reading



Changing conversations in organizations: a complexity approach to change
By Patricia Shaw

Language and the Pursuit of Happiness
By Chalmers Brothers

Extraordinary Groups
By Geoffrey Bellman and Kathleen Ryan

Getting Naked: A Business Fable About Shedding The Three Fears That Sabotage Client Loyalty
By Patrick Lencioni

PROUD TO CONTINUE OUR WORK WITH FEMA’S FIMA

CGC was recently awarded a five year BPA for supporting the Federal Insurance and Mitigation Administration (FIMA) strategic direction and business process improvement.

We are proud to continue the work we have been doing with FIMA since 2002.



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BUSINESS INFORMATION

GSA Schedule: GS23F9738H

DUNS #: 838295400

Preferences: Women-Owned Small Business

DHS/FEMA BPA #: HSFEHQ-04-A-0615

HHS/NIH BPA #: HHSN263200900273B

USDA/FS IDIQ #: AG-02NV-C-09-004