



West Sound Technology Professionals Association

"Driving a technology future for the West Sound"

Summer 2006

WSTPA News

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Do You Have What It Takes To Create a Change-capable Organization?

by Richard Reale

[President's Corner in on hiatus until the Fall 2006 issue. Enjoy your summer!]



Organizational survival requires rapid adaptation to a changing environment. If survival is at stake, why is it so hard for us to implement change and have it stick? Why is there such a lag in our response to environmental changes? For more than twenty years I have been studying organizations to find the answers to these questions and to

• WSTPA Donates Wireless System to Nonprofit Cooperative

CIRGO to Use Equipment for Innovative Pilot Program

West Sound Technology Association (WSTPA) has donated Orinoco point-to-point microwave dishes and the associated hardware and software to CIRGO, a new wireless cooperative headquartered in Olympia at the Thurston County Chamber of Commerce's incubator.

The system, which has a 20-30 mile range, was originally used by Airbiquity, Inc. a Seattle company formerly based on Bainbridge Island, to provide connectivity between its buildings. It was donated to WSTPA early last year by Kathryn Adams, Airbiquity's IT Manager.

CIRGO will use the equipment as the backbone for delivery of wireless internet, with the goal of providing service at the lowest possible cost. It will have a unique structure similar to REI or Group Health, where the members of the cooperative own the business. The nonprofit encourages member participation, and surpluses are returned to them.

Installation will take place June 8th with pilot and launch dates of August 1 and September 1, respectively. In the Fall, CIRGO will begin expanding into Kitsap, Mason, Lewis, and Grays Harbor counties.

"WSTPA has provided us with an excellent opportunity to realize our vision", said Douglas Goodart, a CIRGO co-founder. "We are grateful to them as well as Airbiquity for their forward-thinking and philanthropic generosity."

"While we are disappointed our efforts to donate to local schools or municipalities weren't met with CIRGO's level of enthusiasm or response, what's important is someone will be using it to provide low cost and ubiquitous service to the end user", said Doña Keating, WSTPA's president and Chairman of the Board. "As a technology association dedicated to improving economic conditions for the community-at-large, this is a step in that direction. We are pleased to find an entity which will put this equipment to good use."

"This is one more example of the impact of WSTPA in our region", added Charles Keating, Vice President of WSTPA. "Our organization was founded not only to work with technology professionals, but to reach out to the public and government leaders in partnership. The latter is not always obvious to those unfamiliar with us, but greater adoption of technology is essential to remaining competitive in a global economy. We encourage others to join the all-volunteer WSTPA in support of this mission."

Identify successful paradigms for creating and leading change-capable organizations. Unsurprisingly, successful lasting change is a rarity. Most disturbing are the organizations that endure the pain of change without achieving the expected benefits... all pain and no gain.

Much of our difficulty with change originates with how we think about it. The staircase model of change has prevailed for decades. While it may be an accurate model of how we have responded to change, it does not represent how change actually occurs. Change is a ramp, not a staircase. Small changes occur continuously at an ever-increasing pace. These small changes typically fly under our organizational radar. Even if they are noticed, many organizations discount early data and wait until they're doubled over with hunger to review and possibly change their current method of foraging. For most organizations, success breeds stagnation and a blindness to data contrary to the status quo. Failure to respond to early external changes makes the forthcoming internal change larger and more traumatic.

I've found that most organizations get hung up with the technical side of change and downplay or disregard the necessary transition process of those who must implement it. Too many leaders view their organizations metaphorically as a machine rather than as a community of people. For organizations to effectively change and adapt, people within the organization must transform themselves. While this may sound obvious, observation proves that it is often overlooked. Most people acknowledge the need for others to change but find novel and creative ways to excuse themselves. Change is rarely effective when coerced. Successful sustainable change occurs most frequently in organizations that create a "change-friendly" culture. Organizations don't change, per se; people within them do. For the organization to change, each individual must choose to embrace the impending change. In a "change-friendly" environment it is easier for people to assimilate change. Creating this type of environment is the job of leadership.

Elements of a change-friendly environment:

A clear and shared vision of the post-change environment

It's hard to get anyone excited about a trip if no one knows the destination. To become committed to a change, people in the organization need to create and share the vision of future

CIRGO (www.cirgo.org) is a cooperative which provides reliable municipal wireless internet at the lowest possible cost. It is committed to providing a model of responsible business practices based on the principles of open membership, democratic control, limited return on share capital or investments and return of surplus income to members while growing responsibly into new regions and markets.

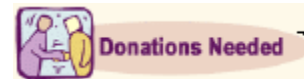
• Upcoming WSTPA Events

- **June 14:** [WSTPA Sponsor Appreciation Reception](#) - in honour of those who've gone the extra mile to support our mission - thank you!
- **June 15:** [Intelligent Transportation Systems \(ITS\): 21st Century and Beyond](#) - An informal discussion about smart roads, smart cars and things to come. What are the trends that will affect your life? ITS has both direct and indirect effects on people, and this discussion will help you to understand what these are. **Presenter:** Tom Saul, software developer and system engineer for PB Farradyne. **RSVP required - pizza party at Round Table in Silverdale with minimum of 20 attendees required.** **Currently only 6 RSVPs.** Wine and beer available separately.
- **June 21-22:** [Seattle ITEC](#) - 15th Annual event, taking place at the Washington State Convention & Trade Center. WSTPA members/friends receive free admission - a \$200 value. **Free eTicket** for complete access to the ITEC Exhibit Floor, Vendor Strategy Sessions, ITEC Insight Sessions and complete SolutionBuilder Conference.
- **September 8 - 10:** [SMB National Channel Partner Conference](#) - 4th annual event, taking place at the Microsoft Conference Center. This is your chance to hear big name speakers talking about small and medium business technology. Become a Small Business Specialist in just a weekend. Experience lots of peer to peer professional networking and FUN. This year there will also be four tracks: business, technical, product solutions and medium market space. To register, visit www.smbnation.com. Use the promo code WSTPA and receive 10% off the conference registration price.

- [WSTPA Event Details ...](#)

• Special Announcements

WSTPA Seeks Donated Office Space - WSTPA is looking for approximately 300-500 square feet of donated office space in Kitsap County to better coordinate its efforts. If you know of anyone who may be interesting in supporting our mission with a donation of a small office space, please [email us](#) or call 206.338.6554. Rental fee up to \$200 per month considered. Space-sharing arrangement with phones and office furniture/equipment would be okay.



Position Available - SMB Nation, Inc. (www.smbnation.com) is looking for a dynamic individual to fill a myriad roles. The ideal candidate will have strong interpersonal skills, be a motivated self starter, extremely detail oriented, flexible and very reliable. Job duties for this full time position are endless, but will include administrative functions, event coordination, customer relations, sales and an occasional trip to Starbucks. Experience in publishing and/or a business background a plus. Must be proficient in MS Word, Excel and Powerpoint. Recent college grads encouraged to apply. Starting is \$12 an hour, full time with benefits (hopefully!!!) and bumping up to \$14 after 3 months. Please submit your resume' to Alicia Christen at Alicia@smbnation.com

with as much detail as possible. What will it be like after the change? What behaviors will we see? How might relationships be altered? What new skills will be needed? What will be the benefit of the change?

Even the smallest brush stroke of color added by an individual on the future landscape has the power to garner interest and solicit ownership. To get people to be it, they have to see it. Yes, it takes time to engage people in the vision – but not nearly as much as it would take to lead the charge with an uncommitted or resistant workforce.

Employee involvement and distributed decision-making.

The future destination of the organization may sometimes be non-negotiable, but how it gets there is not. Designing the “how” requires input from those who will be required to live in the new place and follow the new system. When people are authentically involved in the “how” of the change, they are much more likely to be committed to it. When commitment is present, small obstacles will not stall implementation of the plan. People empowered to have a responsible level of decision-making authority over their own environment will construct a more robust future.

Don't wait for major systemic change to delegate authority. Involve people now! Give people increasing levels of decision-making authority as they prove their ability to handle it. Good decision-making must be cultivated.

continued.....



Projector and Screen Rental - WSTPA is now making available to members a Dell 2200MP projector and BOXLIGHT 60" portable screen. Rental fees are: Projector - \$100 per day, and screen - \$25 per day. A deposit is required for equipment protection, as well as a signed rental agreement. Contact us at

info@wstpa.org for details.

• WSTPA News Archives

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