### All Academy Theme Sessions

**Change and Development Journeys into a Pluralistic World**

**Program Chair:** Peter Smith Ring, Loyola Marymount University

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<td>12:30 pm</td>
<td>T: Senge - Distributed Leadership • HW: Regency Ballroom</td>
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<td>2:45 pm</td>
<td>T: Executive panel on theme • HW: Regency Ballroom</td>
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<td>5:00 pm</td>
<td>T: All AOM Speakers and Meeting • HW: Regency Ballroom</td>
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<td>Mon 8:30 am</td>
<td>T: What is behind door Number 1? • HW: Regency Ball C(N)</td>
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<td>9:00 am</td>
<td>T: Intel Case: Strategy Evolution • HE: GndBall A</td>
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<td>10:40 am</td>
<td>T: 3M Case: Leading Innovation • HE: GndBall A</td>
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<td>12:20 pm</td>
<td>T: Pluralistic publishing norms • S: Gnd Ball I</td>
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<td>Tue 8:30 am</td>
<td>T: Tuesday's Surprise Wake-up • HE: GndBall A</td>
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<td>9:00 am</td>
<td>T: Is Making Change Complex? • S: GndBall I</td>
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<td>10:30 am</td>
<td>T: NSF Call for Research on Theme • HW: Regency Ball C(N)</td>
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<td>Wed 9:00 am</td>
<td>T: Unilever Targets the Bottom • HW: Regency Ball C(N)</td>
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<td>10:40 am</td>
<td>T: ASQ: What is change about? • HE: GndBall A</td>
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#### Sunday 12:30 pm

**151. Theme:** Towards an Ecology of Leadership: Developmental Journeys of Three Leaders  
**Chair & Co-Organizer:** Bruce Kogut, U. of Pennsylvania  
**Distinguished Scholar:** James G. March, Stanford U.

**Presenters:**  
- Peter M. Senge, MIT/Society for Organizational Learning  
- Anne S. Huff, U. of Colorado / Cranfield U.  
- Robert A. Burgelman, Stanford U.

**Presiding:**  
- John Reed, Citycorp  
- John Seely Brown, Xerox, Palo Alto Research Center  
- James G. March, Stanford U.

**Adaptive Organization**

A wonderful opportunity to explore leadership with those who walk the talk. Executives of member companies of the Society of Learning will join Peter Senge in discussing distributed leadership roles for directing change in their pluralistic organizations.

Presenters: Peter M. Senge, MIT/Society for Organizational Learning  
Executive Leaders: Designers and Stewards, Not Hero.  
Local Line Leaders: Where Ideas Meet Reality,  
Internal Networkers: The Unrecognized Leaders

#### Sunday 2:45 pm

**152. Theme:** Learning Collaborations: Journeys in Creating Cases Dealing with Organizational Change and Development  
**Chair:** Peter Smith Ring, Loyola Marymount U.  
**Participants:** John Seely Brown, Xerox, Palo Alto Research Center; Pat Canavan, Motorola; Dennis L. Carter, Intel Corporation; William E. Coyne, 3M  
**Discussions:** Robert A. Burgelman, Stanford U.; Raghu Garud, New York U.; Kenneth Murrell, U. of West Florida; Sim B. Sitkin, Duke U.

In this session executives from 3M, Intel, Motorola & Xerox compare and contrast the management of change, pluralism, and learning.  
**Encores on Monday and Tuesday feature the theme cases on each of these companies.**

**Chair:** Peter Smith Ring, Loyola Marymount U.

**Participants:** John Seely Brown, Xerox, Palo Alto Research Center; Pat Canavan, Motorola; Dennis L. Carter, Intel Corporation; William E. Coyne, 3M

**Discussions:** Robert A. Burgelman, Stanford U.; Raghu Garud, New York U.; Kenneth Murrell, U. of West Florida; Sim B. Sitkin, Duke U.

### Sunday 5:00 pm

**153. Symposium:** All-Academy Speakers and Meeting  
**Presiding:** Anne S. Huff, U. of Colorado / Cranfield U.  
**Distinguished Executive:** John Reed, Citycorp  
**Distinguished Scholar:** James G. March, Stanford U.

**Academic research on management and the practice of management are clearly connected, but it is an uneasy linkage. Managers often doubt the relevance or meaningfulness of research on management; and academics often wander too close to managerial consulting.**

**Symposium: All-Academy Speakers and Meeting**  
**Chair & Co-Organizer:** Bruce Kogut, U. of Pennsylvania

**Theme:** AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World  
**Presiding:** Anne S. Huff, U. of Colorado / Cranfield U.

**Theme:** Intel Corporation: The Evolution of an Adaptive Organization  
**Presiding:** Dennis L. Carter, Intel Corporation

**We all know about Intel Inside. Robert Burgelman and Dennis Carter take us inside Intel. They have a compelling story to tell. Although Andrew Grove is a hard act to top, from last year, we promise you that you will not want to miss the sequel.**

**Chair:** Peter Smith Ring, Loyola Marymount U.

**Participants:** John Seely Brown, Xerox, Palo Alto Research Center; Pat Canavan, Motorola; Dennis L. Carter, Intel Corporation; William E. Coyne, 3M

**Discussions:** Robert A. Burgelman, Stanford U.; Raghu Garud, New York U.; Kenneth Murrell, U. of West Florida; Sim B. Sitkin, Duke U.
### Monday 10:40 am

#### 156. Theme: 3M Innovation: A Process of Mindful Replication
- **10:40-12:00 Hyatt East: GndBall A**
- Another critical link in our efforts to make change and development journeys relevant to our research and our classrooms. On innovation, does 3M need any introduction? This program session deserves a king sized Post-it Note! *(Co-sponsored with TIM Divis)*
- **Organizer:** Raghu Garud, New York U.
- **Presenter:** Several 3M executives, 3M

#### 157. Theme: Macro-Level Perspectives on Organizational Change and Development
- **10:40-12:00 Hyatt West: Regency Ball C(N)**
- This dynamic panel spotlights change and development via a series of lenses representing macro level approaches in the context of populations, collectives and industries.
- **Organizer:** Marshall Scott Poole, Texas A&M U., College Station
- **Panelists:** Joel A. C. Baum, U. of Toronto; Arie Y. Lewin, Duke U.; Peter R. Monge, U. of Southern California

#### 158. Theme: Change and Development in Health Care: A Multi-level, Multi-stakeholder Analysis
- **10:40-12:00 Swiss: Gbal I**
- Nowhere is change more dramatic than in health care. An international panel provides new insights into efforts to ward off one of the two great absolutes: and we are not talking about taxes here!!! *(Co-sponsored with HCM Division)*
- **Chair:** Louise F. Fitzgerald, City U., UK
- **Presenters:** Ewan Ferlie, Imperial College of Science, Technology and Medicine; Michael Powell, U. of Auckland; Ann Casebeer, U. of California; Stephen M. Shortell, U. of California, Berkeley; Ann Langley, U. of Quebec, Montreal
- **Discussants:** Pauline Barnett, U. of Otago; Jean-Louis Denis, U. de Montréal; Chris Hawkins, U. of Warwick; Gibbins Roger, U. of Calgary; Carey Hill, Canada West Foundation; Lise Lamothé, U. Laval; Rod Perkins, U. of Auckland; ANNICK VALETTE, U. of Grenoble

### Monday 12:20 pm

#### 159. Theme: Pluralistic Norms for Publishing Management Theory and Research: Reconciling North American vs. European Perspectives
- **12:20-2:10 Swiss: Gbal I**
- Who among us has not taken part in the debates that flow around the way research is done in the states and the way it is done across the pond. Over there, they puzzle over the same questions. Like fresh research is done in the states and the way it is done across the pond. Over there, they puzzle over the same questions. Like fresh
- **Introduction:** Anne S. Tsui, Hong Kong U. of Science and Technology
- **Panelists:** Robin Wensley, Warwick Business School, University of Warwick; Harry Barkema, U. of Tilburg; Ardt Sorge, Tilburg U.; Chris Earley, Indiana U.; Ken G. Smith, U. of Maryland
- Who is Publishing Where, Yehuda Baruch, U. of East Anglia, UK
- What is Publishing Where, Kyle Lewis, U. of Texas, Austin

### Monday 1:00 pm

#### 160. Theme: Establishing and Maintaining an Ethical Posture in a Global Multi-Cultural Environment: Motorola, A Case Study
- **1:00-2:10 Hyatt East: GndBall A**
- A challenge of doing business in a pluralistic world is that value systems are constantly tested. A Sunday sequel finds Murrell and his colleagues back inside Motorola exploring ethical development.
- **Organizer:** Kenneth Murrell, U. of West Florida
- **Presenters:** Brian Peach, U. of West Florida; B. J. Chakiris, B. J. Chakiris; R. S. Moorthy, Motorola; Peter F. Sorensen, Benedictine U.; Susan Stekely-Stevens, Benedictine U.; Therese Yaeger, Benedictine U.; Tracy Elazier, Motorola U.

### Monday 2:30 pm

- **1:00-2:10 Hyatt West: Regency Ball C(N)**
- Not all development journeys take us through eye-pleasing landscapes. This session reminds us that as we enter the next century, divides are becoming more pronounced. *(IM Division co-sponsor)*
- **Chairs & Co-Organizers:** Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development
- **The Impact of Policy and Role of Donor Agencies on SME Assistance Projects in Russia**, Raymond Saner, Center for Socio-Economic Development
- **Analysis and Evaluation of SME Promotion Worldwide**, Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development
- **Improving the Impact of SME Intervention in a World Characterized by Heterogeneity and Change**, Benson L. Honig, Haifa U.; Raymond Saner, Center for Socio-Economic Development

#### 162. Theme: Fostering the coupling of generative differences: Creating space for pluralism
- **2:30-3:50 Hyatt East: GndBall A**
- Another of our innovations in the 1999 AA Program finds Sim Sitkin and John Seely Brown taking our Sunday afternoon discussion of the Xerox experiences with change and development to new depths.
- **Organizer:** Sim B. Sitkin, Duke U.
- **Presenter:** John Seely Brown, Xerox, Palo Alto Research Center

#### 163. Theme: The Evolution of New Organization Forms for a Pluralistic World: Findings from Two Large Scale International Research Programs
- **2:30-3:50 Hyatt West: Regency Ball C(N)**
- Two colleagues, capable of bridging the pond that separates them, talk about what can be learned from large scale research initiatives that explore the evolution of organizational forms. *(Co-sponsored with RM Division)*
- **Chair:** Paul S. Adler, U. of Southern California
- **Presenters:** Andrew Pettigrew, U. of Warwick; Arie Y. Lewin, Duke U.
- **Discussants:** Henk Volberda, Erasmus U., Rotterdam; Arie Y. Lewin, Duke U.
164. Theme: The Change and Development Journey in the Pluralistic World of John Deere and Company
   - 4:10-5:30 Hyatt East: GndBall A
   Did you know that John Deere is the 2nd oldest U.S. Corporation? This collaboration of academics and practitioners takes you along as Deere prepares to enter its 3rd century. Find out what has kept this Deere from freezing in the headlights of progress.
   Organizer: Therese Yaeger, Benedictine U.
   Presenters: Marshal C. Chesmore, John Deere; Gina Hinrichs, Deere & Company; Mary Lou Koteki, John Deere; Peter F. Sorensen, Benedictine U.

165. Theme: Change and Development Journeys Across the Computer Industry Supply Chain: Lessons in Knowledge Creation from the Sloan Foundation Industry Centers
   - 4:10-5:30 Hyatt West: Regency Ball C(N)
   Now there is an idea. A panel on panels. Find out all about the value added in value chains. And PC is not politically correct. Sound intriguing? You betcha!
   Chair: Kathleen M. Eisenhardt, Stanford U.
   Presenters: Stefanie Lenway, U. of Minnesota; Tom Murtha, U. of Minnesota; Robert Leachman, U. of California, Berkeley
   Panelists: Jeff Hart, Indiana U., Bloomington; Chien Hwa Leachman, U. of California, Berkeley; Roger Bohn, U. of California; David McKendrick, U. of California; Martin Kenney, U. of California, Davis; James Curry
   Discussants: Steven Depp, Yorktown Lab, IBM; Frank Mayadas, Alfred P. Sloan Foundation

166. Theme: From Theatre to Management: Reflections on Second City Improvisation Company
   - 5:30-8:30 Hyatt East: GndBall A
   A visit to Chicago without a visit to Second City! Do not even think about it. But, here is a chance to write it off as a legitimate business expense. Not that it will cost you anything. This is a session not to be missed.
   Organizer: Nancy Marino, The Second City
   Chair: Mary M. Crossan, U. of Western Ontario, Ivey School of Business
   Presenter: Dvora Yanow, California State U., Hayward
   Discussants: Mary Jo Hatch, Cranfield U.; Anne Miner, U. of Wisconsin, Madison; Karl E. Weick, U. of Michigan

167. Theme: AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World
   - 8:30-10:10 Hyatt East: GndBall A
   Remember when you turned sixteen. At much too early an hour you were rudely awakened. Hustled out to a car & off you went on a journey of... Dick Woodman has some excellent theme papers to surprise you.
   Chair & Co-Organizer: Richard W. Woodman, Texas A&M U., College Station

168. Theme: Creating Sustainable Development: Strategies for the Bottom of the Pyramid
   - 8:30-10:10 Hyatt West: Regency Ball C(N)
   The story told by this panel runs counter to much of our wisdom about where one should look for new markets. Three fundamental paradoxes that must be addressed by MNCs in the next century are outlined and explored.

169. Theme: Organization Science Forum on Complexity Theories of Organizational Change
   - 9:00-10:10 Swiss: Gbdal I
   My young nephew, Michael Daniel, always wonders why adults think making change is complex. Give him a quarter, he will give you five nickels, two dimes & a nickel... well, you get the point. This panel takes on the making change challenge.
   Organizer: Philip Anderson, Dartmouth College; Alan Meyer, U. of Oregon

170. Theme: NSF IOC Call for Research on Change and Development Journeys into a Pluralistic World With Illustrations from Researchers of Theme Cases
   - 10:30-11:50 Hyatt West: Regency Ball C(N)
   NSF will announce a $2.3 million annual RFP on our theme. Wonderful! But how can I develop long-term relationships to study organization change? Learn from those doing it in the cases presented yesterday, and of plans for a Fall NSF research conference.
   Chair: Peter Smith Ring, Loyola Marymount U.
   Panelists: Susan Walsh Sanderson, National Science Foundation/Rensselaer Polytechnic Institute; Robert A. Burgelman, Stanford U.; Sim B. Sitkin, Duke U.; Kenneth Murrell, U. of West Florida; Raghu Garud, New York U.
   Discussant: Andrew H. Van de Ven, U. of Minnesota
**Organizer:** Marshall Scott Poole, Texas A&M U., College Station

**Panelists:** Philip Anderson, Dartmouth College; Jean M. Bartunek, Boston College; Mary Jo Hatch, Cranfield U.

### Tuesday 3:40 pm

#### 173. Symposium: Change Journeys Inside and Out: Michael Jones via Piano and Martin Dugard via Photography

*We promise you something VERY artistic here. Creative people practice their art forms and inform us about journeys of change and development in pluralistic worlds. There are at least 88 reasons why you should not miss this session.*

**Organizer:** Tom Brown, Management General

**Presenters:** Michael Jones; Martin Dugard


*An outstanding, make that exceptional, panel takes up the challenge of what will make academe relevant to managers. Weick, Mintzberg, Senge... Need we say more.*

**Chair:** Sandra Waddock, Boston College

**Organizers:** Allen Bluedorn, U. of Missouri, Columbia; Linda Livingstone, Baylor U.

- *Educating for the Unknowable: The Infamous Real World,* Karl E. Weick, U. of Michigan
- *Developing Managers not MBAs,* Henry Mintzberg, McGill U.
- *From Teaching to Learning: Practice, Practice, Practice,* Peter M. Senge, MIT/Society for Organizational Learning
- *Provocative Comments and Discussion,* J. Wil Foppen, Erasmus U., Rotterdam; James E. Post, Boston U.; Joseph A. Raelin, Boston College; Milton Blood, AACSB

### Wednesday 10:40 am

#### 177. Theme: Administrative Science Quarterly Forum on What is Change About? What Drives the Journey

*10:40-12:00 Hyatt East: GndBall A

Sneak preview into the ASQ take on change. An international group take on each other & the conference theme. Will sparks fly? No instant reply... it is the baseball season. You need to be there to to see who hits the homers in this one.*

**Participants:** Kathleen M. Eisenhardt, Stanford U.; Nitin Nohria, Harvard U.; Donald N. Sull, London Business School

**Discussant:** Connie Gersick, U. of California, Los Angeles

#### 178. Theme: New Games, New Rules: Marina Whitman on The Changing Role of the American Corporation

*10:40-12:00 Hyatt West: Regency Ball C(N)

One of the pathfinders of her gender, Marina Whitman has seen change in the Board Room and in the White House -- from the inside!!! Our University of Michigan colleague shares her views on what is need to keep American corporations viable and vibrant.*

**Organizer:** Lee E. Preston, U. of Maryland

**Speaker:** Marina V. N. Whitman, U. of Michigan

**Discussants:** Meinolf Dierkes, Wissenschaftszentrum, Berlin; Lyman W. Porter, U. of California, Irvine

### Wednesday 9:00 am

#### 176. Theme: Against the Wind: Radicals, Rebels, and Rogues in the Classroom

*9:00-10:20 Hyatt West: Regency Ball C(N)

This is 1999, not 1968. These are not the Chicago Seven. But their message is clear: There is more than one way to teach. Come and find out how.*

**Organizer:** Janet Gillespie, Elmhurst College

**Discussants:** Dale Fitzgibbons, Illinois State U.; Judith A. Neal, U. of New Haven; Chris Poulson, U. of Tasmania; David S. Steingard, Maharishi University of Management