

All Academy Theme Sessions

Change and Development Journeys into a Pluralistic World

Program Chair: Peter Smith Ring, Loyola Marymount University

	Start	Regular Program
Sun	12:30 pm	151. T: Senge - Distributed Leadership ♦ HW: Regency Ballroom
	2:45 pm	152. T: Executive panel on theme ♦ HW: Regency Ballroom
	5:00 pm	153. All AOM Speakers and Meeting ♦ HW: Regency Ballroom
Monday	8:30 am	154. T: What is behind door Number 1? ♦ HW: Regency Ball C(N)
	9:00 am	155. T: Intel Case: Strategy Evolution ♦ HE: GndBall A
	10:40 am	156. T: 3M Case: Leading Innovation ♦ HE: GndBall A
		157. T: Macro Takes on Org Change & OD ♦ HW: Regency Ball C(N)
		158. T: Sick of Change? Not likely!! ♦ S: Gball I
	12:20 pm	159. T: Pluralistic publishing norms ♦ S: Gball I
	1:00 pm	160. T: Motorola Case: Int'l Ethics ♦ HE: GndBall A
		161. T: SMEs in Depressed Regions ♦ HW: Regency Ball C(N)
	2:30 pm	162. T: The Xerox Case: Day 2 ♦ HE: GndBall A
		163. T: Arie and Andrew on Forms ♦ HW: Regency Ball C(N)
Tuesday	4:10 pm	164. T: John Deere case: Transforming ♦ HE: GndBall A
		165. T: Flat Panels? Not this one!!! ♦ HW: Regency Ball C(N)
	5:30 pm	166. T: Second City Improv. Co ♦ HE: GndBall A
	8:30 am	167. T: Tuesday's Surprise Wake-up ♦ HE: GndBall A
		168. T: Unilever Targets the Bottom ♦ HW: Regency Ball C(N)
	9:00 am	169. T: Is Making Change Complex? ♦ S: Gball I
	10:30 am	170. T: NSF Call for Research on Theme ♦ HW: Regency Ball C(N)
	2:00 pm	171. T: Kanter & Shapiro on Change ♦ HW: Regency Ball C(N)
		172. T: Tension & Change: What to do? ♦ S: Gball I
	3:40 pm	173. Change Via Piano & Photos ♦ HE: GndBall A
Wed		174. T: Transforming mgt. education ♦ HW: Regency Ball C(N)
		175. T: What's behind the Great Wall? ♦ S: Gball I
	9:00 am	176. T: Radicals in the classroom ♦ HW: Regency Ball C(N)
	10:40 am	177. T: ASQ: What is change about? ♦ HE: GndBall A
		178. T: Marina Whitman on Change ♦ HW: Regency Ball C(N)

Sunday 12:30 pm

151. Theme: Towards an Ecology of Leadership: Developmental Journeys of Three Leaders

- 12:30-2:30 Hyatt West: Regency Ballroom

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

- 2:45-4:45 Hyatt West: Regency Ballroom

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

Discussants: 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

- 5:00-7:00 Hyatt West: Regency Ballroom

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.

Presiding: Anne S. Huff, U. of Colorado / Cranfield U.

Distinguished Executive: John Reed, Citycorp

Distinguished Scholar: James G. March, Stanford U.

Monday 8:30 am

154. Theme: AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World

- 8:30-10:20 Hyatt West: Regency Ball C(N)

The price is right. The cost of admission is free. Only Bruce Kogut knows what is behind door number 1. He has promised us it is creative, different. So come on down!!!

Chair & Co-Organizer: Bruce Kogut, U. of Pennsylvania

Monday 9:00 am

155. Theme: Intel Corporation: The Evolution of an Adaptive Organization

- 9:00-10:20 Hyatt East: GndBall A

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.

Organizer: Robert A. Burgelman, Stanford U.

Presenter: Dennis L. Carter, Intel Corporation

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: Gball 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 Calgary; 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 Lamothe, 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: Gball 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 insights into the issue? This is your session.

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; Ardnt 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.

161. Theme: SME Development in Economically Depressed Regions: A World-wide Comparative Evaluation of Organizational Goals, Vitality, and Outcomes

- 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 U.

Transformation from a Neighborhood to an International

Development Bank, Ronald Grzywinski, Shorebank Corp.

The ILO and SMEs: Global Networks and Perspectives,

Goran Hultin, International Labor Organization

Improving the Impact of SME Intervention in a World

Characterized by Hetrogeneity and Change, Benson L.

Honig, Haifa U.; Raymond Saner, Center for Socio-Economic Development

Monday 2:30 pm**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.

Monday 4:10 pm

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

Monday 5:30 pm**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

Tuesday 8:30 am**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.

Chairs: Hilary Bradbury, Case Western Reserve U.; Monika I. Winn, U. of Victoria

Presenters: Stuart L. Hart, U. of North Carolina, Chapel Hill; C. K. Prahalad, U. of Michigan; John Ripley, Unilever

Discussants: John Bellamy Foster, U. of Oregon; Paul Shrivastava, Bucknell U.

Tuesday 9:00 am**169. Theme: Organization Science Forum on Complexity Theories of Organizational Change**

- ♦ 9:00-10:10 Swiss: Gball I

My young nephew, Michael Daniel, always wonders why adults think making change is complex. Give him a quarter, he will give you five nickles, two dimes & a nickle..well, you get the point. This panel takes on the making change challenge.

Organizers: Philip Anderson, Dartmouth College; Alan Meyer, U. of Oregon

Organizations as Adaptive Systems in Complex

Environments: The Case of China, John Child, U. of Cambridge; Max Boisot, U. of Pennsylvania

Landscape Design: Designing for Local Action in Complex Worlds, Massimo Warglien, U. of Pennsylvania; Daniel A. Levinthal, U. of Pennsylvania

View from the Santa Fe Institute, the Cradle of Complexity

Theory, Michael Cohen, U. of Michigan

Complexity Theory and Contemporary Managerial

Applications, Chris Meyer, Ernst & Young LLP

Tuesday 10:30 am**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

Tuesday 2:00 pm**171. Theme: Change or Else! : How the Change Imperative is Reshaping Business Strategy, Organization Process, Career Opportunities and Life Itself**

- ♦ 2:00-3:20 Hyatt West: Regency Ball C(N)

Rosabeth Kanter and Monsanto CEO Robert Shapiro address the Change Imperative. These two well known masters of change are bound to capture your attention and to provoke some changes in your perspective on change.

Organizer: Rosabeth Moss Kanter, Harvard Business School

Participant: Robert Shapiro, Monsanto

172. Theme: Tensions Between Planned and Unplanned Change in Organizations

- ♦ 2:00-3:20 Swiss: Gball I

This discussion considers the tensions between research on natural process of change and development and research on planned change and development. The discussion will center on consistencies and clashes between the two.

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**

- 3:40-5:30 Hyatt East: GndBall A

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

174. Theme: **Transforming Management Education for the 21st Century: Changing and Developing for Global (and Local) Citizenship in a Pluralistic World**

- 3:40-5:30 Hyatt West: Regency Ball C(N)

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

175. Theme: **Multinational Firms in the People's Republic of China**

- 3:40-5:30 Swiss: Gball I

East meets West...2 Billion Feet..A Race.. What is best? Is a Market this big fairly called emerging? This panel of Sino experts promises to take us into China on anything but a slow boat!

Chairs: Ming-Jer Chen, U. of Pennsylvania; Anne S. Tsui, Hong Kong U. of Science and Technology

Presenters: Jiatao Li, Hong Kong U. of Science and Technology; Max Boisot, U. of Pennsylvania, Katherine R. Harrigan, Columbia U.

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 Chiacgo 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

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 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 Witman 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