# Organizational Development and Change

**Program Chair:** Rami Shani, California Polytechnic State University San Luis Obispo  
**Workshop Chair:** Ronald E. Purser, University of Washington

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<thead>
<tr>
<th>Day</th>
<th>Regular Program</th>
<th>Shared Program</th>
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<td>Friday</td>
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<tr>
<td>11:15 am</td>
<td>Tour to McDonald's University • OS: McDonald's U.</td>
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<td>1:00 pm</td>
<td>ODC, SIM, ONE: Business and Su • HW: Soldier Field</td>
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<td>5:00 pm</td>
<td>Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gbell 3</td>
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<td>6:00 pm</td>
<td>Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>7:30 pm</td>
<td>ODC &amp; BPS: Org. Learning as Developmental Journey • HW: Wrigley</td>
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<td>Reception for the New Doctoral • S: Gbell I</td>
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<td>8:00 am</td>
<td>Reception for the New Doctoral • OS: Loyola U.</td>
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<td>Saturday</td>
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<td>8:30 am</td>
<td>ODC: Complexity Theory • HW: Stetson D</td>
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<td>9:00 am</td>
<td>SME Development Programs in Ec • HW: McCormick</td>
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<td>10:00 am</td>
<td>ODC: Competing in Latin America • S: Alpine II</td>
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<td>10:30 am</td>
<td>Critical Management Studies: P • HW: Columbia</td>
<td>74: ODC/SIM/ODC/ONE: Educating Leaders for Environmental Change • HW: Stetson C</td>
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<td>Critical Management Studies:  • HW: Buckingham</td>
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<td>Critical Management Studies: B • HW: Comiskey</td>
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<td>8:00 am</td>
<td>ODC Consortium for Alternative • HE: Columbus E/F</td>
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<td>12:20 pm</td>
<td>Critical Management Studies: P • HW: Gbell</td>
<td>74: Action Learning and Dialogue • HE: Columbus A</td>
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## Saturday 10:30 am

### 740. Complexity, Evolutionary Theory, and Organizations

- **10:30-3:00 Hyatt West: Stetson D**
- **Chair:** Alfonso Montuori, California Institute of Integral Studies
- **Presenters:** Telmo Pievani, U. of Bergamo; Gianluca Bocchi, Milan Polytechnic

### 741. ODC Consortium for Alternative Doctoral Programs in Executive Management and Organization Development

- **9:00-12:00 Hyatt East: Columbus E/F**
- **Organizers:** Peter F. Sorensen, Benedictine U.; Therese Yaeger, Benedictine U.
- **Panel:** Kurt Motamedi, Pepperdine U.; Joanne Preston, Pepperdine U.; Richard J. Boland, Jr., Case Western Reserve U.; John Aram, Case Western Reserve U.; Henrik H. Larsen, Copenhagen Business School; Maureen O’Hara, Saybrook Graduate School; Frank Friedlander, Fielding Institute

### Monday 8:00 am

### 742. Paper: Division Welcome

**Continental Breakfast Strategic Change and Knowledge Management**

- **8:00-10:20 Hyatt East: Columbus A**
- **Division Welcomer:** A.B. Rami Shani, California Polytechnic State U. San Luis Obispo
- **Chair:** Christopher G. Worley, Pepperdine U.
- **Discussants:** Christopher G. Worley, Pepperdine U.

**The Role of Tacit Knowledge in the Team Building Process:**

- **Explanations and Interventions:** Walter Scott Sherman, Pepperdine U.; Miriam Y. Lacey, Pepperdine U.
- **Acceptance of Strategic Vision:** An Analysis of the Vision Creation Process, Laurie Larwood, U. of Nevada; Cecilia Falbe, State U. of New York, Albany
- **Alternative Practices to Strategic Change Management:** Quy Huy, INSEAD

**Discussants:** Paul Lillrank, Helsinki University of Technology; Eli Berniker, Pacific Lutheran U.

### Monday 10:40 am

### 743. Paper: Designing and Assessing Organizational Change

- **10:40-12:00 Hyatt East: Columbus A**
- **Chair:** Kay McGlashan McGlashan-Glasgow, California Polytechnic State U. San Luis Obispo
- **Academy of Management Thesummit ’99: A Pluralistic Program Evaluation,** Stephen P. Fitzgerald, California School of Professional Psychology

**Implementing Change: Matching Change Type to Implementation Methods,** Robert W. Waldersse, Queensland U. of Technology, Gardens Point; Andrew B. Griffiths, Queensland U. of Technology, Gardens Point; Lenka Bilik, Australian Graduate School of Management

**Choosing the Depth of Organizational Intervention: From Revisions to Reconsiderations,** Julie Wolfram Cox, Monash U., Caulfield


**Discussants:** Harvey Kolodny, U. of Toronto; Simcha Ronen, Tel Aviv U.

### Monday 1:00 pm

### 744. Symposium: Revisiting the Role of Experiential and Case-Based Education in OD&C

- **1:00-2:10 Hyatt East: Columbus A**
- **Chair:** Glenn H. Varney, Bowling Green State U.
- **Discussants:** Tom G. Cummings, U. of Southern California; Alan Glassman, California State U., Northridge; Robert T. Golembiewski, U. of Georgia; James M. McFillen, Bowling Green State U.

**Paper: Systemic Transformation: An International Perspective**

- **2:30-3:50 Hyatt East: Columbus A**
- **Chair:** William Torbert, Boston College
- **Developing the "Extended Web" Model: A Cultural Framework for Organizational Development,** Loizos T. Heracleous, National U. of Singapore

**Using an Outsider-Insider Frame of Reference in Studying the Process of Change,** Maria Aggestam, Lund U.

**The Bi-Cultural Broker: A New Role for Change Agents in Multi-National Organizations,** Maria Cecilia McMillen, Universidad de San Francisco de Quito; Maria Eugenia Arias
Monday 4:10 pm

746. Paper: Action Learning, Organizational Learning, and Dialogue
- 4:10-6:00 Hyatt East: Columbus A
Chair: Ronald R. Sims, College of William and Mary
Creating Conversations for Change: Lessons from Learning
History Projects, George L. Roth, Massachusetts Institute of Technology
Winner of ODC Division Best Practice-Related Paper
Published in Conference Proceedings

Overcoming Emotional Barriers, Control Imperatives, and Power Disparities in Organizational Transformation, Myeong-Gu Seo, Boston College
It's Not the Seed, it's the Soil: Social Psychological Influences on Outcomes of Organizational Change Programs, Amy C. Edmondson, Harvard U.; Anita Williams Woolley, Harvard U.
Dialogue as a Path of Change and Development in a Pluralistic World, Mary Ann Hazen, U. of Detroit Mercy
Discussants: Peter Docherty, National Institute for Working Life, Stockholm; Michael Marquardt, George Washington U.

Tuesday 8:30 am

747. Paper: High Performance Work Systems and Self Managed Teams
- 8:30-10:10 Hyatt East: Columbus A
Chair: Peter J. Robertson, U. of Southern California
Published in Conference Proceedings
High Performance Work Organizations: Toward a Common Definition and Propositions for Implementation, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Dianne P. Young, Center for Creative Leadership; Ashley A. Palmer, U. of North Carolina, Greensboro
Discussants: Susan G. Cohen, U. of Southern California; Frances A. Viggiani, Alfred U.

Tuesday 10:30 am

748. Paper: Managing Change Complexity: Beyond Lewin's Legacy
- 10:30-11:50 Hyatt East: Columbus A
Chair: Tom G. Cummings, U. of Southern California
The De-Development of Contemporary Organizations, Paul Nutt, Ohio State U., Columbus
Winner of ODC Division Best Paper
Published in Conference Proceedings
Towards a Processual Framework for Understanding Change, Patrick Dawson, U. of Aberdeen

Tuesday 2:00 pm

749. Symposium: Social Learning for Change and Development
- 2:00-3:20 Hyatt East: Columbus A
Chair: L. David Brown, Boston U.
Social Learning as Changes in Rules, Norms & Beliefs: A Theoretical Perspective Applied to Corporate Environmentalism, Andrew Hoffman, Boston U.; Darcy Ashman, School for International Training
Developing Democracy: Interorganizational Networks and Social Learning in Bangladesh, Darcy Ashman, School for International Training
Transorganizational Dialogue and Learning for Whole Systems Change: The Case of the Swedish Natural Step, Hilary Bradbury, Case Western Reserve U.
Discussant: Rajesh Tandon, PRIA

Tuesday 3:40 pm

750. Invited Address: Dr. Rajesh Tandon Executive Director, Society For Participatory Research in Asia
- 3:40-5:10 Hyatt East: Columbus A
Dr. Tandon has been a pioneer in applying the insights of action research to the problems of promoting development that benefits the poor and disenfranchised around the world. His talk would focus on organizational renewal for social change organizations.
Organizer: A.B. Rami Shani, California Polytechnic State U.
San Luis Obispo

Tuesday 5:30 pm

751. Meeting: Business Meeting & Social Hour, Kenneth Murrell & A.B. Rami Shani
- 5:30-8:30 Hyatt East: Columbus A

Wednesday 8:30 am

752. Paper: Missing Elements in Organizational Change
- 8:30-10:20 Hyatt East: Columbus A
Chair: Newton Margulies, U. of California, Los Angeles
From Hierarchy to Egalarchy: The Changing Scope of Personal Sovereignty at Work, Eric H. Neilsen, Case Western Reserve U.
Everyday Thinking in Organizational Change: The Role of 'Organizing Man', Jan Lowstedt, Stockholm School of Economics
Organizational Change as an Infective Process, Jeffrey D. Ford, Ohio State U.
Community in the Workplace, James L. Koch, Santa Clara U.; Robert J. Rossi, American Institutes for Research; Mark A. Royal, International Survey Research
Discussants: Asya Pazy, Tel Aviv U.; Karen S. Whelan, Sanfom U.

Extending Kurt Lewin's Legacy into the Emerging Pluralistic World, Kurt Motamedi, Pepperdine U.
On the Aesthetic Dimension of Leading Learning and Change, Claus Otto Scharmer, Massachusetts Institute of Technology
Discussants: Jan Lowstedt, Stockholm School of Economics; Amy C. Edmondson, Harvard U.
Wednesday 10:40 am

753. Symposium: Lessons from Theater: Beyond Metaphor
- 10:40-12:00 Hyatt East: Columbus A

Chairs: Stephen S. Taylor, Boston College; David M. Boje, New Mexico State U.
Tamara and Other Postmodern Theatric(s), David M. Boje, New Mexico State U.
Theater in Management: An Analysis of the Modern Play of Management, Mary Jo Hatch, Cranfield U.
Commonalities between Off-Off Broadway Theatre and Contemporary Organizational Consulting: Manifestations of Postmodernism -- A Social Gestalt Perspective,
Raymond Saner, Center for Socio-Economic Development
Actors and Organizational Development Consultants: Parallel Skill Sets, Leslie Stager Jacques, U. of Otago