

Organizational Development and Change

Program Chair: Rami Shani, California Polytechnic State University San Luis Obispo

Workshop Chair: Ronald E. Purser, University of Washington

	Start	Regular Program	Shared Program
Friday	11:15 am		75. Tour to McDonald's University ♦ OS: McDonald's U.
	1:00 pm		77. ODC, SIM, ONE: Business and Su ♦ HW: Soldier Field 79. Practitioner Series: Introduction to the Inquiry Process and Research Projects ♦ S: Gball 3
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable 82. ODC & BPS: Org. Learning as Developmental Journey ♦ HW: Wrigley
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I 86. OB/ODC/OMT Doctoral Consortium ♦ OS: Loyola U.
Saturday	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		88. ENT & ODC Workshop on Entrepreneurship Portfolios ♦ HE: GndBall D(N) 89. Practitioner Series: Developing and Critiquing Action Research Projects ♦ HE: Columbus C/D 91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I 97. GDO/MED/ODC/CAR: Career Identities in Academia ♦ HE: Skyway 269
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am		102. OB/ODC/OMT Doctoral Consortium ♦ HE: Columbus E/F 104. Organizational Learning as a D ♦ HW: Wrigley
	10:00 am		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	10:30 am	740. ODC: Complexity Theory ♦ HW: Stetson D	109. SME Development Programs in Ec ♦ HW: McCormick 110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm		113. IPC: SME Development Programs ♦ HW: McCormick 114. ODC & ONE: Educating Leaders for Environmental Change ♦ HW: Stetson C 115. MED/ODC/GDO: Spirituality at Work ♦ HE: Skyway 269
	1:30 pm		118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II
	3:00 pm		123. Management of the Tenure Proce ♦ S: Alpine II 124. ODC/MED/GDO: The Power of Music ♦ HE: Skyway 269
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm		128. Reception for Practitioner Ser ♦ HE: Columbus C/D 130. Critical Management Studies: ♦ HW: Comiskey
Sunday	7:30 am		131. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		132. Launching an Academic-Practiti ♦ HE: Columbus C/D 135. Business & Volunteering Connec ♦ S: WmTell 136. ODC & MED: Spirituality in Management ♦ S: Alpine II
	8:30 am		137. MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg
	9:00 am	741. ODC Consortium for Alternative ♦ HE: Columbus E/F	142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey 146. OB/ODC/OMT Doctoral Consortium ♦ HW: Regency Ball A(S)
	10:00 am		148. CAR: Careering: A Musical Production ♦ S: WmTell
Monday	8:00 am	742. P: Welcome & Strategic Change ♦ HE: Columbus A	
	9:00 am		209. JS: Euphonic Pedagogy: Musical ♦ S: Alpine II
	10:40 am	743. P: Designing and Assessing Change ♦ HE: Columbus A	275. JP: Pluralistic Practice ♦ HE: GndBall D(N) 276. JP: Organizational Partnerships ♦ HE: Columbus E/F 213. JS: Change and Development in ODC ♦ HE: GndBall E
	12:20 pm		279. JP: Organizational Commitment ♦ HE: Columbus E/F 219. JS: Feedback Based Interventions ♦ HE: GndBall F
	1:00 pm	744. S: Revisiting ODC Education ♦ HE: Columbus A	184. Weick & Waterman on Change ♦ HW: Regency Ball D(N)
	2:30 pm	745. P: Transformation: Int'l Perspect ♦ HE: Columbus A	280. JP: Virtual Teams ♦ HE: GndBall C(N) 281. JP: Scripts and Scenarios ♦ HE: GndBall D(N) 186. S: Cross-border Knowledge Tran ♦ HW: Water Tower 225. JS: Beyond Armchair Feminism III ♦ HW: Comiskey 226. JS: Doctoral Education Trends ♦ S: Gball 3
	4:10 pm	746. P: Action Learning and Dialogue ♦ HE: Columbus A	283. JP: Team Effectiveness ♦ HE: GndBall C(N) 232. JS: Organizational Creativity ♦ S: Gball 3
	8:30 am	747. P: High Perf. Self Managed Teams ♦ HE: Columbus A	236. JS: Project-Based Learning ♦ HE: GndBall F
	10:30 am	748. P: Managing Change Complexity ♦ HE: Columbus A	192. OD: Past, Present, Future ♦ HW: Water Tower 244. JS: The Academy and the Media ♦ S: Gball I

Wed	2:00 pm	749.S: Social Learning for Change ♦ HE: Columbus A	349.IP: Org. Learning & Change ♦ HE: Wacker West (1) 245.JS: Sweet Home Chicago ♦ HW: Comiskey 194.S: Institutional Change (I) ♦ HW: Regency Ball D(N) 246.JS: Re-thinking What We Think ♦ S: Gball 3
	3:40 pm	750.Distinguished Speaker ♦ HE: Columbus A	291.JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N) 292.JP: Sensemaking and Change ♦ HE: GndBall D(N) 247.JS: Mgmt and OD Across Borders ♦ HE: GndBall B 195.S: Emergent IT & Org. Change ♦ HW: Water Tower 196.Authors on fostering change ♦ HW: Regency Ball D(N)
	5:30 pm	751.M: Business Meeting & Social Hour ♦ HE: Columbus A	
	8:30 am	752.P: Missing Elements in OD & C ♦ HE: Columbus A	257.JS: Knowledge-Action Nexus ♦ S: Gball 3
	10:40 am	753.S: Lessons from Theater ♦ HE: Columbus A	297.JP: Proc. and Dist. Justice ♦ HE: GndBall D(N) 199.S: Academic-Pract. Sensemaking ♦ HW: Water Tower

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

Sunday 9:00 am

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.

Tacit Knowledge and Knowledge Management: The Keys to Sustainable Competitive Advantage, Roy Howard Lubit, Columbia 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 ThemeSummit '99: A Pluralistic Program Evaluation, Stephen P. Fitzgerald, California School of Professional Psychology

Implementing Change: Matching Change Type to Implementation Methods., Robert W Waldersee, 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

The Balanced Change Card: A Framework for Designing and Assessing Organizational Change Processes, Esther Koster, U. of Amsterdam; Wim Bouman, Friesland Coberco Dairy Foods

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.


Monday 2:30 pm

745. 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

Discussants: Joanne Preston, Pepperdine U.; Samir Youssef, American U., Cairo

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
Effects of Self Managing Work Teams as an Organization Development Intervention: A Literature Review, Ozgur Guner, Bowling Green State U.; Sherry E. Sullivan, Bowling Green State U.; S. Gayle Baugh, U. of West Florida

Published in Conference Proceedings

Field of Dreams: High Performance Work Systems in Greenfield Plant Start-Ups, Wendy S. Becker, Pennsylvania State U.

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



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.

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

Business, Government and Civil Society Collaborations: Grounds for Sustainable Change through Social Learning, Steve Waddell, Institute for Development Research
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, Samford 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