FALL 2012
OCM 1407 – Foundations of Organizational Change

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Course Meets: Every Monday 6:00-7:50 pm and one Saturday (October 20 -- 9:30-5:00 pm)

COURSE OBJECTIVES
- Understand theoretical foundations of organizational change
- Discern the change agent's roles in facilitating and leading change
- Explore organizational change models and methodologies
- Develop/Apply skill sets critical to doing change management

COURSE OVERVIEW

This course examines how change agents and leaders conceptualize, design, and bring about sustainable change.

The foundational approach of this course is multi-disciplinary, drawing on psychology, communication, cultural anthropology, management and organization theory, organizational sociology, and systems theory. Augmented by these interrelated fields, the course explores the domain of Organizational Development scholarship and practice. The course focuses on organizations, how to change them, make them more inclusive and able to impact issues of social justice and environmental integrity.

Course members will identify and examine models of change, assess current organization practice, and explore the role of formal and informal leadership in bringing about change. Through case based and field change activities, as individuals and in small groups, course participants will unpack the organization and community dynamics through which change occurs.

A change competency model is introduced. During the course participants will explore theiry own level of competence in the various change dimensions. This will assist personally and professionally in better developing the capacities for change that are emphasized in the Milano academic program, and in advancing career objectives.

The course is divided into four phases:

	Topic	Deliverables
Phase 1	Unpacking the organizational development discipline	Article critique due 9/24
Phase 2	Exploring organizational change models	Models presentations 10/20 Models paper due 10/29
Phase 3	Reflecting on the person in the change process	Competencies log due 11/12
Phase 4	Bringing about a change in a field laboratory project	Phase 4 report due 12/17

RESOURCE MATERIALS

REQUIRED TEXT: Organization Development, A Jossey-Bass Reader, Joan V. Gallos, Editor, Jossey-Bass, 2006, ISBN---978-0-7879-8426-7 (Paperback). Textbooks for Milano courses are available at Barnes and Noble, 5th Avenue and 18th Street.

REQUIRED READINGS AND CASES for the course are available on e-reserves through Blackboard. Items from Blackboard which are scheduled for a given session have an * before their listing.

ON RESERVE at Fogelman Library's Reserve Desk, located at 55 W. 13th Street (212 229-5307 x 3058), are a number of books set aside for this course that will assist you in understanding organizational development, leadership and a variety of change models. The list of background materials appears at the end of the syllabus.

GRADING COMPONENTS

Class Participation	30%
Article Critique	10%
Models Report and Analysis	20%
Personal Competency Log	15%
Org Change Laboratory Paper	25%

Phase #1: Organizational Development as a Discipline

Monday, August 27 – CHANGE MANAGEMENT: AN INITIAL EXPLORATION

Course Objectives, Design, and Methodologies
The Field and Its Dimensions
Facilitating and Leading Change

Reading: * Margaret Wheatley, "Goodbye Command and Control" in Finding Our Way: Leadership for An Uncertain Time, 2005, pp. 64-74.

Monday, September 3 – LABOR DAY – Class Will Not Meet

Monday, September 10 - THE FOUNDATIONS: KURT LEWIN

Text: Chapter 1 – Richard Beckhard,"What is Organization Development?"
Chapter 2 – Warner Burke, "Where Did OD Come From?"

Readings: * Edgar H. Schein, "Kurt Lewin's Change Theory"
* Edward A. Powers, "I've Got a Tiger by the Tail"

Case: * Deborah Sontag, "Who Brought Bernadine Healy Down?" The New York Times Magazine, 12/31/01, pp. 32-55.

Monday, September 17 --ROSH HASHANAH -- Class Will Not Meet

Monday, September 24 – ORGANIC CHANGE APPROACHES

Readings: * Mark Lipton, "Executive Myopia: Why Visions Fail," <u>Milano Review</u>, Volume 4, 2004, pp. 109-116.

* Richard Tanner Pascale and Jerry Sternin, "Your Company's Secret Agents," <u>Harvard Business Review</u>, May 2005, pp. 73-81.

* Karl E. Weick, "Emergent Change as a Universal in Organizations," in Michael Beer, <u>Breaking the Code of Change</u>, Harvard Business School, 2000, pp. 233-240.

Case: *Barry Dym and Harry Hudson, "Casa Myrna Vazquez," in <u>Leadership in Nonprofit Organizations</u>, 2005, pp. 15-34.

ARTICLE CRITIQUE IS DUE TODAY.

Phase #2: Organizational Change Model Development

Monday, October 1 - INTERVENTION CHANGE APPROACHES – Models Teams Begin

Competency Focus: Analytic Competencies

Text: Chapter 9 – David L. Cooperrider and Leslie E. Sekerka, "Toward a Theory of Positive Organizational Change."

Readings:* Stephen P. Fitzgerald et al, "Appreciative Inquiry: The New Frontier," <u>Organizational Development</u>, 2002, pp. 223-232.

* Hans Vermaak, "The Five Colors of Change," Personal Document, pp. 1-10

Case: *Anita L. Tucker and Amy C. Edmonson, "Why Hospitals Don't Learn From Failures: Organizational and Psychological Dynamics That Inhibit System Change," <u>California Management Review</u>, Winter 2003, pp. 55-72.

Monday, October 8 – RESISTANCE

Text: Chapter 10 – John P. Kotter, "Leading Change: Why Transformation Efforts Fail"

Readings: * Michael Beer, "Why Change Programs Don't Produce Change," <u>Harvard Business Review</u>, November/December 1990, pp. 158-166

Case: * Vineet Nayar, "A Maverick CEO Explains How He Persuaded His Team," <u>Harvard Business Review</u>, June 2010, pp. 110-113.

Monday, October 15 – LEADING CHANGE

Readings: *Alice Eagly and Linda Carli, "Women and the Labyrinth of Leadership," <u>Harvard Business Review,</u> Sept 2007, pp. 2-10.

* Robert Lee. Lessons Learned About the Psychology of Leadership," <u>OD Practitioner,</u> 2008, pp. 51-55.

Case: * Michael Barbaro, "Behind NY Gay Marriage," <u>The New York Times</u>, 6/26/11

Saturday, October 20 – MODELS MARATHON

Phase #3: The Person in the Change Process

Monday, October 22 – COMPETENCIES AND CAPACITIES

Competency Focus: Intervening With Authority and Developmental Alignment

Text: Chapter 15– Michael J. Sales, " Understanding the Power of Position"

Readings : * David C. McClelland in <u>Competence at Work, Models for Superior Performance</u>, Lyle M. and Signe M. Spencer, Wiley, 1993, pp. 3-15.

Monday, October 29 -- THE COMPONENTS OF MANAGING CHANGE

Competency Focus: Achieving Organizational Change

Text: Chapter 16 –Joan V. Gallos, "A Four Dimensional Approach to Organizational
             Diagnosis, Development, and Change"

Readings: * Jonathan Gosling and Henry Mintzberg, "The Five Minds of a Manager," Harvard
             Business Review, November 2003, pp. 54-63.

             * Juliann Spoth, "Working With Energy in Organizations," The NTL Handbook of
               Organizational Development and Change, Brenda B. Jones and Michael
               Brazzel, Editors, 2006, pp. 424-439

Case: * Christopher Luenberger and Daniel Goleman, "The Change Leadership Which
             Sustainability Demands," MIT Sloan Management Review, Summer 2010, pp. 49ff

                                                    MODELS PAPER IS DUE TODAY

Monday, November 5 – THE INSTRUMENTAL SELF

Competency Focus: Practitioners' Capacities

Text: Chapter 12 – Chris Argyris, "Teaching Smart People to Learn"

Readings: * Mary Ann Rainey Tolbert and Jonno Hanafin, "Use of Self in OD Consulting: What
             Matters is Presence," The NTL Handbook of Organizational Development and Change,
             Brenda B. Jones and Michael Brazzel, Editors, 2006, pp. 69-82.

Case: *Alan Deutschman, "Change or Die," Fast Company, May 2005, pp. 54-62.

Phase #4: Organizational Change Laboratory Work

Monday, November 12 – THE APPLICATIONS TEST

Text: Chapter 23 – Alan Weiss, "What Constitutes an Effective Internal Consultant?"

Reading: *Daniel Goleman. "What Makes a Leader," Harvard Business Review, 2004. pp. 82-91.

Case: * Ken Auletta. "A Woman's Place, The New Yorker, 2011. pp. 55-63.

                                                    COMPETENCY LOG IS DUE TODAY

Monday, November 19 – A LABORATORY APPROACH TO CHANGE

Text: Chapter 31 - Edgar H. Schein, "So How Can You Assess Your Corporate Culture?"

Case: * Colleen Haight, The Problem With Fair Trade," Stanford Social Innovation Review,
          Summer 2011, pp. 1-7

Monday, November 26– STEPS AND SKILLS

Text: Chapter 22 - Lee G. Bolman and Terrence E. Deal, "Reframing Change: Training,
             Realigning, Negotiating, Grieving, and Moving On."

Case: * Farhad Manjoo, "Apple," Fast Company, July-August 2010, pp. 68ff

Monday, December 3 – A MENU OF APPLICATIONS

Text: – Chapter 38 -Peter M. Senge, "The Leader's New Work: Building Learning Organizations"

Monday, December 10 – MAP OF THE TERRITORY

Text: Chapter 47 – Richard Beckhard, "The Healthy Organization"

Monday, December 17 – BUILDING ON OUR FOUNDATIONS

Sharing Experiences from Phase IV Laboratories

Course Evaluation

                    Phase IV ORGANIZATIONAL CHANGE REPORT IS DUE TODAY

BACKGROUND READING ON ORGANIZATIONAL DEVELOPMENT

** W. Warner Burke, et al, Organization Change, A Comprehensive Reader,Jossey-Bass, 2009. ISBN 978--0-470-26056 -2 (paper)

** Wendell L. French and Cecil H. Bell, Jr., Organizational Development, Behavioral Science Interventions for Organization Improvement, Sixth Edition, Prentice-Hall, 1999.   ISBN 0-13-242231-X (paper)

** Wendell L. French, et al, Organizational Development and Transformation, Managing Effective Change, Sixth Edition, Mc-Graw Hill/Irwin, 2005. ISBN 0-07-248167-6 (paper)

BACKGROUND READING ON ORGANIZATIONAL CHANGE MODELS

**Léon de Caluwé and Hans Vermaak, Learning to Change, A Guide for Organization Change Agents, Sage, 2003. ISBN 0-7619-2702-6

** Mark Lipton, Guiding Growth. How Vision Keeps Companies on Course, Harvard, 2003, ISBN 1-57851-706-0

** Jane Magruder Watkins and Bernard J. Mohr, Appreciative Inquiry, Change at the Speed of Imagination, Jossey-Bass/Pfeiffer, 2001. ISBN – 0-78879-5179-X (paper)

** David A. Nadler, Champions of Change, Jossey-Bass, 1998. ISBN – 0-7879-0947-5

** Edwin C. Nevis, Organizational Consulting, A Gestalt Approach, Gestalt Press, 2005 Edition. ISBN 0-88163-249-X (paper)

BACKGROUND READING ON LEADERSHIP

** James M. Kouzes and Barry Z. Posner, The Leadership Challenge, Jossey-Bass, 2008. ISBN-10: 0787984922 (paper).

** Joseph A. Raelin. Creating Leaderful Organizations, Berrett-Koehler, 2003. ISBN –10: 1-57675-233-X (paper).

** Brad Jackson and Ken Parry. A Very Short, Fairly Interesting and Reasonably Cheap Book about Studying Leadership. Sage, 2008. ISBN-10: 141292846X (paper).

** Margaret J. Wheatley. Leadership and the New Science. Berrett-Koehler, 2006. ISBN-10: 1576753441 (paper).

BACKGROUND READING ON COMPETENCIES

** Lyle M. Spencer and Signe M. Spencer, Competence at Work. Models for Superior Performance, Wiley, 1993. ISBN 0-471-548
  **These items are on reserve at Fogelman Library