Organizational Change Interventions

Fall, 2010 CRN# 3855 MHTC 6122-A

Milano the New School For Management and Urban Policy

Scott Gassman

CRN# 3855 ORGANIZATIONAL CHANGE INTERVENTIONS

(MHTC6122-A)

Mondays 6:00 p.m. - 7:50 p.m. Saturday (September 25th) 9:30 a.m. - 4:30 p.m. Milano Building 6 East 16th St., Room 913

Instructor: Scott Gassman

Telephone: (917) 951 - 0258 (cell)
Email: scott.gassman@gmail.com

Office Availability: After class or by appointment.

TEXTS:

Process Consultation Revisited: Building the Helping Relationship, Edgar H. Schein, Addison-Wesley, 1999. (ISBN 0-201-34596-X) (primary text); Encyclopedia of Positive Questions Volume One, by Diana Whitney, David Cooperrider, Amanda Trosten-Bloom, and Brian S. Kaplin, Lakeshore Communications, 2005, (ISBN 1893435-334).). (available, from AI Commons directly for \$19.95, order: Crown Custom Publishing, 330.225.9932 (fax), 330.273.4900 (phone), 1656 Pearl Road, Brunswick, Ohio 44212, Best approach call or fax to attention of "Kay."

Texts are available at Barnes & Nobles on 5^{th} Avenue and 18^{th} street. Please note while relevant, *Optional reading will be voluntary.

READINGS: A course packet of readings/cases will be available at Village Copier,

© 20 East 13th street, between 5th Avenue and University Place. You will need to bring your textbook and/or readings to class.

COURSE OBJECTIVES:

- · Develop a theoretical understanding of intervention processes and models.
- Explore organizational change cases and applications.
- · Conduct and analyze selected change interventions.
- Apply and practice intervention competencies in classrooms, work places and community settings.

THE COURSE: APPROACH

The course is built around Chris Argyris' definition: "to intervene is to enter into an ongoing system of relationships, to come between or among persons, groups, or objects for the purpose of helping them." It emphasizes the nature of organizational change, the characteristics of the change agent, and the process of successful intervention into the life of an organization. The focus is on individual, group or team, and organization-wide interventions. Each session explores an intervention element through lecture, case studies, video, individual and work group inputs. Students engage in selected intervention applications with individuals, groups and within organizations.

THE COURSE: REQUIREMENTS

1. Class participation each week		15%
2. Client engagement & observation		10%
3. Reflection paper on Change Strategies	(10/4)	10%
4. Individual Intervention Conducted and Analyzed	(10/18)	25%
5, Team/Group Intervention Conducted	(in class 11/1)	5%
6. Analyze Team/Group Intervention	(Report Due 11/1)	5%
7. Macro-Organizational Intervention	(Report Due 12/6)	<u>30%</u>
-		100%

Incomplete: Read the Student Handbook policy on incomplete course grades. Ground Rules: Please

- 1. Call/email if you cannot attend class or arrive on time.
- 2. Complete readings prior to class.
- 3. Proofread your work before turning it in. All written work will be evaluated for analysis, organization, and clarity. Please correct grammatical and typographical errors.
- 4. Type/word process written assignments and double-space with your name as part of the naming convention for the respective document and on each page. Example: Jones Reflection Paper.doc.
- 5. Please use a 12-point font in a .doc or .docx format (no .pdf papers will be accepted).
- 6. When emailing me, please send to scott.gassman@gmail.com.
- 7. Late papers cannot be accepted.

Organizational Change Interventions

Class#	Tonic	Activities Deading(s) and
	Topic	Activities, Reading(s) and Deliverables
/Date	0 . 1. 1	
#1 Mon.,	Organizational	Organizational Change Management.
Sept. 13	Change	<u>Pure Inquiry:</u> What makes you interested in
	Management:	organizational change? Any change agents you
	 Introduction 	admire? What about them or their achievements
	 Connections 	catch your attention? What can we learn about
	 Ground Rules 	being engaged citizens in the world we live in?
	 News about 	Exercise: 1.1 (p.29 Schein) Reflecting on How You
	Change	Help
#2 Mon.,	Process Consultation	Text: Process Consultation Revisited, Ch. 1, 12,
Sept. 20	Defined	Text: Encyclopedia of Positive Questions Volume
	 The Helping 	<u>One</u> , p 1 - 55
	Relationship	Exercise: 2.1 (p.41 Schein) Giving and Receiving Help
	Business Case	Assessment: A Personal Transition Worksheet
	 Outcomes 	(Course packet)
	 Appreciative 	
	Inquiry	
#3, 4, 5, 6,	Appreciative	Text Process Consultation Revisited, Ch. 3;
Sat., Sept.	Inquiry; The Client	Text: Encyclopedia of Positive Questions Volume
25	and the Intervener	One, p 56- 146
(9:30 am -		Readings: Intervention Theory and Method, Chris
4:30 pm)		Argyris; The Learning Curve, by Alan Mumford;
		Assessment: How Emotionally Intelligent Are You?
		(Hay Group); Learning Styles Questionnaire;
		Exercise: Appreciative Inquiry Guide Experience
#7 Mon.,	Process Consultation	Assessment: Change Agent;
Sept. 27	in Action: Meet the	Readings: Herbert A. Shepard, "Rules of Thumb for
· · - ·	Client	Change Agents," Organizational Development
		Practitioner, 1975, p 1-5.
		Exercise: 4.1 Who is the Client?
		Assignment: Article teams for Session #8
#8 Mon.,	Leaders,	Text: Process Consultation Revisited, Ch. 2,4;
Oct. 4	Interventions and	Readings: Rapid Results; by Robert H. Schaffer &
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	Results	Associates; How Purpose
		Provides Direction and Inspires Commitment, by
		Pascarella; Do You Have the
		Will to Lead? by Polly LaBarre, Fast Company,
		Issue 32 March 2000;
		What Makes a Leader? By Daniel Goleman;
		<u>Due</u> : Reflection Paper on Change Strategies;
		Assessments: Sponsor Evaluation
		Assignment: Article teams for Session #9
#9 Mon.,	Deciphering Hidden	Text: Process Consultation Revisited, Chapter 5
Oct. 11	Forces and	Readings: Kurt Lewin's Change Theory in the Field
	Processes	and in the Classroom, by
		Edgar H. Schein; Support/Confront by C. James
		Maselko; Elephants and Fleas: Is Your Organization
		Prepared for Change?; OD Skills Simulation 4.1
		Consultant Style Matrix;
#10 Mon.,	Face-to-Face	<u>Text</u> : <u>Process Consultation Revisited</u> , Chapters 5,
Oct. 18	Dynamics: Culture	6, 7
	and Communication	Due: Report of Individual Intervention
Oct. 25	NO CLASS	NO CLASS
#11 Mon.,	Facilitative Process	<u>Text</u> : <u>Process Consultation Revisited</u> , Chapter 8
Nov. 1	Interventions: Task	Readings:
	Processes In Groups	Exercise: OD Skills Simulation 7.1 Apex Oil Spill
#12 Mon.,	Facilitative Process	<u>Text</u> : Process Consultation Revisited, Chapter 9
Nov. 8	Interventions:	Readings: Improving Whole Systems Worldwide, by
	Interpersonal	Marvin Weisbord, Shambala Institute Newsletter.
	Processes	Assessment: Organizational Character Index by
		William Bridges;
#13 Mon.,	Strategies for	<u>Text</u> : Process Consultation Revisited, Ch. 10,
Nov. 15	System Change	Readings: Strategies for Large System Change, by
		Richard Beckhard, Sloan Management Review, 1975;
		Corporate Culture Dynamics, p 141-172 (focus on
		Alpha Power p161 - 165); Quality and the Required
		Style of Management, the need for change by W.
		Edwards Deming;
#14 Mon.,	Facilitative Process	<u>Text</u> : Process Consultation Revisited, Chapters 10
Nov. 22	Interventions:	Reading/Case: Empire Blue Cross Blue Shield
	8/18/10	Exercise: Disaster Intervention;

		Exercise: 9.1-4 Group Effectiveness & Maturity
		Assessments: Discussion Assessment Survey;
Nov. 29	NO CLASS	NO CLASS
#15 Mon.,	Implementation	Text: Process Consultation Revisited, Ch. 11, 12,
Dec. 6	Plans: Appreciating	Readings: Group Session Effectiveness Evaluation;
	and Diagnosing	Exercise: 10.1 Quick Exercise in Dialogue;
	Target Audiences	10.2 Exploring the Conditions for Dialogue.
	_	Due: Final Paper of Macro-Organizational
		Intervention