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### **A NEW TIME: 2000 ODC PROGRAM**

***Ronald E. Purser, Program Chair***

The Academy of Management annual meeting will be held in August 6-9, in Toronto, Canada. Professional Development Workshops (formerly known as pre-conference activities) are scheduled from Friday, August 4<sup>th</sup> Noon, to Sunday, August 6, 2000. The two main conference hotels are the Royal York and the Sheraton Center.

### **Program Innovations**

Building on the program innovations introduced last year by Rami Shani, I am continuing to support and actively promote the internationalization of our division. Indeed, every paper session within our division includes at least one international scholar as a discussant. Paper sessions will use an interactive format, combining brief plenary presentations with small group discussions. Discussants will serve more as facilitators and integrators of paper session ideas, rather than as "having-the-last-word" commentators. In addition, on Aug. 4<sup>th</sup>, Friday evening at 7:00 p.m., the ODC division will be hosting a Hospitality Suite and Welcome Session for International members and those new to the Academy. Two members of the ODC Executive Committee, Henrik Holt Larsen, our International Representative and Lynda Kilbourne, our Representative-at-Large, will serve as hosts for this reception. The Hospitality Suite will be located in the British Columbia room of the Royal York Hotel. Henrik and Lynda will host another Welcome session on Saturday evening at 7:00pm for new doctoral students in the Saskatchewan room.

## Program Submissions and Acceptances

As you may know, the number of papers and symposia a division can accept is dependent on the total number of submissions received. Each division is allocated a specific number of "program points," which translates into slots and room space on the conference program. In essence, the more submissions a division receives, the more program points they will be allocated for the conference program. This year, the ODC division received a total of 97 submissions; 73 papers and 24 symposia. In all, 51 submissions were accepted, including 39 papers (a record number for ODC) and 12 symposia, yielding an overall acceptance rate of 52%.

With regards to papers, the conference program includes seven division paper sessions, four papers which were selected as "Shared Interest Track" (SIT) papers, and eight papers which were chosen to participate in the newly designed "Interactive Sessions." Of the twelve symposia accepted, three are Showcase Symposia (SHCS), five are jointly sponsored (JS) with other divisions, and four symposia are being sponsored solely by our division. A number of our members also will be participating in several All Academy (AA) sessions that address the conference theme, "A New Time." In addition, ODC will be hosting a very special theme session this year, "Learning From the Times: A Large-Group Dialogue with Past Division Chairs" (more on this below).

## Program Highlights

The conference theme this year, "A New Time," invites us to reflect on our past, appreciate our current strengths, and to boldly imagine and create a new future. In keeping with the spirit of the conference theme, the ODC division is sponsoring a special theme session, "Learning From the Times: A Large-Group Dialogue with Past Division Chairs." The ODC division was founded in 1971, with Wendell French serving as the first Division Chair. Not only will this event be a great reunion for our past Division Chairs, but it also provides a golden opportunity for tapping the collective memories and social creativity of our members. To make this a highly participative and engaging session for all, I have enlisted the help of Phil Mirvis, Kurt Motamedi and George Roth to design and facilitate the session using a large-group dialogue approach. I hope to see you there.

## Symposia

The Showcase Symposia (SHCS) sessions are "Virtual Teams: A Multi-disciplinary Scholar-Practitioner Debate Exploring How Different Virtual Teams Are From Traditional Teams," chaired by Cristina Gibson, examines the nature of virtual teams, factors that make them effective, and whether they are really different from what we know about traditional teams. This symposium will utilize an engaging debate format. "The Evolution and Current Status of Resistance and Readiness in Organizational Change," chaired by Kevin Wooten, brings leading researchers, critical theorists, and seasoned practitioners together to exam a topic of long-standing interest to our members. "Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems," chaired by Andy Van De Ven, presents preliminary findings of two ongoing studies that are developing grounded-theories for understanding healthcare integration at physician and group levels.

Turning to our Jointly Sponsored (JS) symposia, be sure to take note of the session (co-sponsored with MC), "Whole Systems Change: How Far Can We Go?," (Ludo Keunen, chair) as it features a number of the pioneers in large-group interventions, such as Marvin Weisbord, Kathie Dannemiller, Barbara Bunker, Billie Alban, and Bill Pasmore, with Warner Burke as discussant. "Conversations in Advancing Research in Organizational Change," (Karen Jansen and Mitchell Neubert, co-chairs) (co-sponsored with OMT & OB), features some of the top researchers who will discuss how to promote rigorous theoretical and empirical approaches in studying organizational change. "Reaching for the Rainbow," (Erica Foldy and Deborah Litvin, co-chairs) (co-sponsored with GDO), will stimulate a conversation about how diversity programs can be truly transformational and emancipatory as opposed to reinforcing the organizational and societal status quo. "Employment Relationships, Culture, and Work Modes within the Strategic Human Resource Architecture," (Ellen Kossek and Jennifer Palthe, co-chairs) (co-sponsored with HR & OB), examines the variations of HR strategies and employment relationship modes, particularly within different cultures. "Liberation Theology for New Times," (Anshuman Prasad and Pushkala Prasad, co-chairs) (co-sponsored with OMT & SIM), critically examines fundamental questions about the applicability and usefulness of the market principle for management.

As I mentioned, ODC will be the sole host of four symposia this year. "Expanding Action Research: A Familiar Method with New Groundings, Practice and Exemplars of Participative Inquiry," (Hilary Bradbury and Peter Reason, co-chairs), features action researchers from North America and Europe that address a wide range of issues and questions of relevance to the realm of action in participatory research. "Festival, Spectacle and Carnival: Theatrics of Organizational Development and Change," (David Boje and Grace Ann Rosile, co-chairs), is sure to be a highly

engaging and innovative symposium, as it will employ an audience-involved theatrical experience to illustrate how our views of organizational change and consultation are socially constructed. Simon Malbogot, the executive director of the Toronto group, Mixed Company, will direct the performance. "From Intensive to Sustainable Work Systems: Beyond Time Limitations in the European Context," (Frans van Eijnatten and Rami Shani, co-chairs), presents an interactive format that explores the findings from a group of international policy makers and action researchers on their efforts to promote and sustain innovative forms of work organization. Finally, the last symposia, "New Times: The Temporality of Improvisation and Globalisation," (Claudio Ciborra, chair), also features a group of international scholars. This symposium challenges traditional concepts of time/space, and investigates the potential role of improvisation in organizations.

In line with the conference theme, "A New Time," some of our members are taking the lead and featured in All Academy (AA) symposia sessions. Mark Kriger is chairing a session, "Internet Businesses and Time: International Perspectives on Changing Change Processes." Ronald Purser is chair of, "Timescapes in Management: Exposing Contradictions, Exploring New Possibilities." David Boje and John Luhman are co-chairing a session, "Narrative Research in Time." Robert Quinn is chair of, "Work Motivation in the Here and Now: Flow, Sense of Progress and Centeredness." Elliott Jaques is chairing a session, "Kairos and Chronos: Two Dimensional Time and Its Practical Consequences for Effective Managerial Leadership." Nancy Landrum is chairing a session, "Time and Nike."

## **Paper Sessions**

Our division will sponsor seven paper sessions, focusing on a variety of organization change and development themes. The first paper session on Monday, "Advances in Organizational Diagnosis and Change Interventions," will be preceded by our traditional Welcome session that includes a Continental Breakfast from 8:00--8:30a.m. The next session, "Interpreting Organizational Change," will address the role of language, humanistic values, and human experience in the change process. "Implementing Large-Scale Change," will examine issues related to managing interactions, sequencing of change activities and the importance of momentum. On Tuesday, the morning session begins with "Changing Attitudes, Culture and Structure," which presents multiple perspectives of theoretical interest to ODC members. "Beyond Linear Change Logics," presents four diverse papers that challenge traditional theoretical assumptions about change. On Wednesday, "Developing Change Capabilities," addresses common themes related to change management. Finally, our last paper session, "Changing Organization Design

Configurations," examines organization design issues in different professional firms. This year, four papers from our division will be published in the Best Paper Proceedings (on CD-ROM). Four papers are in the Shared Interest Track (SIT) sessions, "Silence and Discourse," "Revolutionary and Continuous Change," "Shared Cognition and Sensemaking," and "Facilitating Organizational Learning." Please check the program for further details on these sessions.

Last, but certainly not least, eight papers have been included in two interactive paper sessions on Monday afternoon, "Examining Change Management Issues: Readiness, Coping and Barriers to Collaboration," and "Psychological and Relational Dynamics in Managing Change". This year the interactive paper sessions have an exciting format that will include brief presentations of the "core" of each paper followed by the opportunity to talk among colleagues about the authors' ideas. A facilitator has been assigned to the Interactive Sessions to help moderate the discussion. The physical setting for each interactive paper session will also be different from last year. Each session will include a round table with 10 with extra chairs that can be pulled up to help colleagues join in the conversation. Authors' work will also be displayed on easels.

## **Distinguished Speakers**

In a slight departure from tradition, this year our division will have two Distinguished Speakers, William Torbert, from Boston College and Pat Canavan from Motorola. Bill and Pat are long-time friends, having met as graduate students in the Yale Ph.D. program. Bill Torbert took the academic road toward Harvard, Boston College, and Developmental Action Inquiry, while Pat Canavan took the practitioner road to the senior vice-presidency at Motorola. Knowing Bill and Pat, we are in for a lively, provocative, humorous, and dynamic dialogical experience. This session is scheduled on Tuesday afternoon, August 8<sup>th</sup> from 3:40 to 5:20 p.m., following the special theme session, and preceding our Business Meeting.

## **ODC Business Meeting and Awards Ceremony**

The ODC Business Meeting will be held from 5:30 to 6:30 p.m. on Tuesday, August 8<sup>th</sup>, followed by our always high-spirited social hour. Please do attend the Business Meeting, as it is during this time that we announce the recipients of the Best Paper, Best Practice-Related Awards. This year, the ODC division is also presenting an Award for the



Best Interactive Paper. On behalf of the ODC Executive Committee and our membership, I want to congratulate the three award winners. This year's recipients of ODC's Best Paper Award goes to Georg Schreyogg and Christian Noss of Freie University of Berlin for their paper, "Reframing Change in Organizations: The Equilibrium Logic and Beyond." The Best Paper Award carries a \$500 prize and is sponsored by the *Journal of Organizational Change Management*. Allanah Rafferty and Mark Griffin of Queensland University of Technology are this year's winners of ODC's Best Practice-Related Paper Award for their submission, "Beyond the Single Intervention Study: A Collaborative Research Project to Investigate Organizational Change." I am very pleased to have the honor to confer the first Best Interactive Paper Award to Christie Kennedy (Binghamton University) and David Gonsiorowski, co-authors of "Studying Organizational Change: A Change Response Model with Readiness Factors."

### **A Note of Thanks to Our Reviewers**

Many thanks to the 82 reviewers for the 2000 Annual Meeting. They were: Terry Armstrong, Jane Baack, Frank Barrett, Mike Beyerlein, David Boje, Wayne Boss, Hilary Bradbury, Steve Cabana, Steven Cady, Rupert Chilsom, Allan Church, Susan Cohen, Kenneth Colwell, Marcy Cray, Don De Guerre, John Dopp, Evelyn Dravecky, Max Elden, Gerard Farias, Mary Ferdig, Frank Friedlander, Robert Golembiewski, Eric Goodman, Arie Halachmi, Mary Ann Hazen, Lisa Horvath, Quy Huy, Dick Jenner, Homer Johnson, Marty Kaplan, Lynda Kilbourne, Harvey Kolodny, Mark Kriger, Laurie Larwood, Paul Lillrank, Jan Lowstedt, Jim Ludema, Barry Macy, Newton Margulies, Craig McGee, Alfonso Montuori, Kurt Motamedi, Ken Murrell, Eric Neilson, Dennis O'Connor, Joyce Osland, William Pasmore, Asya Pazy, David Peach, Joanne Preston, Peter Robertson, Grace Ann Rosile, Gavin Schewarz, Cynthia Scott, James Sena, Rami Shani, Ron Sims, Linda Sharkey, Peter Sorensen, Mike Stebbins, Robert Steel, Alexander Styhre, Bengt Stymme, Daniel Sywantek, Ram Tenkasi, Kit Tennis, Tojo Joseph Thatchenkery, William Torbert, Jeff Trailer, Mary Fewel Glenn Varney, Frances Viggiani, Nancy Waldeck, Karen Whelan, Susan Fox-Wolfrgramm, Richard Woodman, Theresa Yaeger, Samir Youssef. Continuing the practice of past years, most of the chairs and discussants for the division paper sessions were drawn from the list of reviewers. If you would like to be more involved in the division and conference program, please sign up to be a reviewer for the 2001 annual meeting at the ODC business meeting on Tuesday, Aug. 8<sup>th</sup>, at 5:30 PM. You may also contact me or a member of the Executive Committee to get your name on the reviewer list.

I look forward to seeing you in Toronto.

# THE DE-DEVELOPMENT OF CONTEMPORARY ORGANIZATIONS

*By Paul C. Nutt & Robert W. Backoff, Ohio State University*

## 1999 Best Paper Award

Much has been written about transformation in which contemporary organizations respond to environmental turbulence by making radical changes in their strategy that moves them to a higher order of complexity (e.g. Starbuck, 1983; Tichy and Devanna, 1986; Eisenhardt, 1989; Nanus, 1989; Land and Jarman, 1992). Less attention has been directed toward changes that respond to turbulence by moving to a lower order of complexity. We call the loss of organized complexity "de-development" and the process that produces this result "devolution". De-development occurs when there has been an unraveling of core competencies. Even when the move to a lower order of organized complexity is a deliberate strategy of management, organizations are often surprised. The unraveling can occur at an unanticipated pace with cascading effects that lead to unwanted losses in customer, markets, etc. The chain of events that results can have two negative outcomes. First, organizational leaders may fail to see what can produce a "hard landing" in which losses exceed what was planned or intended. Second, the pain and hardship that could have been anticipated and thereby minimized, go undetected.

## Managing Organizational Downturns

Approaches to manage downturns share several assumptions that merit exploration. Approaches to downturn management seldom make claims about improving organizational effectiveness; they merely restore performance. There is an emphasis on returning the troubled organization to its previous performance level. Only efficiency, not effectiveness, seems to be managed. Organization's experiencing a downturn are often assumed to have excess capacity, bloated staff, high cost, and low efficiency: so they fund with slack. Little is said about the organization lacking slack. Neither development nor de-development is carefully considered. Size is taken as a proxy for organized complexity. A trimming out of some component parts of an organization is thought to be beneficial, if people and work demands decline. This says nothing about preserving core competencies. To push ahead the thinking about change and its management, we attempt to address the four assumptions found in downturn management.

## The Nature of De-Development

De-development can be thought of as the reverse of transformation that prompts a move towards a simpler, less integrated strategy that prompts a lower order of complexity. Complexity falls as the integration that had bound products/services, clients/customers, channels, sources of revenue, collaborative/competitive advantage, and image is gradually lost. This unraveling can begin with any of the strategy components. There can be serious repercussions in such a move effects of one such can create the ripple "negative synergy" (e.g. March). For example, Woodhouse-Lynch, a venerated men's clothing store in Columbus, responding to discounting that had cut its profit margin, closed all but its downtown locations (channel reductions). Customers who patronized the closed locations found downtown shopping difficult, leading to an unanticipated drop in the stores customer base. Due to unpaid bills, suppliers took away long standing lines of credit, forcing the store to drop clothing lines sought by many of its customers. Revenues declined again, This pattern of event repeated until no employees were retained, except for family members. The ripple effects of channel reduction influenced customers, sources of revenue, competencies, and store image in several unanticipated, negative ways. Thus, ripple effects, prompt "negative synergy", which can lead to a more rapid decline than anticipated that sweeps out of core competencies and other things an organization wants to preserve before corrective action can be taken. The shift to a lower order of complexity can bring with it erosion the strategy components make up of product/service viability, collaborative/competitive advantage, markets channels, sources of revenue, or image. Clients and/or customers who see their needs as being ignored dissent the company because of reduced perks or service, producing a fall in revenue. The loss in revenue trims product development. The loss in innovation erodes image, which in turn dries up market channels, leading to more lost customers and revenue. This degenerative cycle can accelerate and even produce failure. Organizations carrying out de-development seek a soft landing in which their core competencies are preserved. When a unmanaged movement to a lower order of complexity begins it can lead to a "hard landing" in which there are unintended strategies losses (e.g. customers or markets). The downward spiral may not find an island of stability, and lead to failure.

Proposition 1: Discarding strategy components produce more sweeping change than anticipated, which reduces the prospect of improving organizational performance.

## Analogies in the Management of De-development and Transformation



Transformation and De-development have an interesting symmetry. The factors that amplify a move to a lower order of complexity seem related to those that prompt higher orders. Moves that radically reduce or increase customers, channels, products, etc. have many of the same effects. A rapid move can create a "hard landing" in which useful core competencies are unexpectedly lost (de-development). New core competencies can be added on at a rate that exceeds a company's ability to absorb them, losing failing to use these competencies wisely (transformation). In both cases, stabilization is advised to slow the pace of change.

**Pace Management.** Leaders seeking to manage de-development should identify what accelerates and what slows that fall to a lower order of complexity. Slow falls are preferred. Without a slow, deliberate, transition organizations can be swept along by negative synergy. Care can be taken to recognize and preserve and manage what the organization believes to be the core competencies (e.g. valued high revenue customers). This allows leaders to ensure that the synergistic effects in discarded products do not lead to disgruntled customers etc. By slowing the fall, corrective steps can be taken that hold on to the customers etc that the organizations wants to maintain. "Soft Landings" occur when the organization retains most of the core competencies singled out for preservation. A hard landing describes unexpected losses leading to unanticipated declines of valued activities connected to what's been discarded.

**Proposition 2:** Slow de-development changes are preferred because the chance of a "soft landing" is improved, which increases the prospects of improved organizational performance.

**Vision and New Identity.** Vision guides transformation by offering a profound change that can be made in products, customers, channels, advantage, revenue sources, competence, or persona. This vision of a desired future provides transformational energy (Block, 1990), inspires (Nanus, 1989), and promises organizational distinction (Covey, 1990). Visions seek "elegant complexity" in which there is a target that beckons, calling into question how current practices can support such a move.

De-development also calls for a guiding target that beckons organizations increase their prospects of a soft landing when they have a clear understanding of the new identity that they seek after de-development. Here the move is to create elegant simplicity. New identities are built upon core competencies and suggest how a smaller, simpler, organization could be more effective. For example, a state department of mental health (DMH) faced a \$70 million

downsizing to phase out its mental health hospitals and support systems as patients were being sent to community health centers for treatment. Treating people in the least structure setting, close to family and friends, called for a massive shift in how the DMH practices and operations. To soften the fall, the DMH's CEO suggested several new identities: an insurance carrier for the mentally ill or quality assurance. The "insurance identity" posed a radical shift in services to be offered, channels, and collaboration. The radical discarding of patient care could be replaced by a role of treatment decision maker directing people toward sources of care. Collaboration among the various patterns in the treatment process and its financing system would be essential to carve out new service channels as needed. The "quality identity" suggest roles in input and output management, redesigning channels and tag lowering services accordingly through accreditation reimbursement, etc. The DMH had staff explore these possibilities and how to fashion such a system around these new identities that preserved the DMH's core competencies of providing safety network for the indigent treatment for the severally mentally handicapped, outcome measurement and quality assurance, coordination and management skills.

Proposition 3: When a new identity guides de-development the prospects of a soft landing that preserves core competencies improve.

Differentiating Distinctive Competencies. Adding new ideas prompts a transformation. De-development calls for things that can be discarded (Table 4). First taking steps to integrate the new ideas found in a vision carry out transformation. A new entity is sought that characterizes the thrust of a vision; such as quality for Burrough or customer service for SAS (Tichy and Denneva, 1986). After this, differentiation follows, in which the missing pieces are found. For instance, a new way to service customers must be connected to existing service channels. When this is done the missing pieces are identified (e.g. staffing, billing, advantage assessment, etc.). De-development works in the reverse. Search is directed toward finding things to trim out. The crucial pieces to be discarded are identified to highlight what remains, the core competencies to be reassembled according to the new entity. This new entity also has key features, such as key customers, crucial channels, alliance partners that matter, markets to be preserved, etc.

Proposition 4: Differentiation shapes the new entity, giving it form by indicating what will be retained and let go that highlights core competencies to be preserved.

Pacing Change with Accommodation. The pace of de-development is slowed by planning the changes required to make the needed "accommodations" (Table 4). The first step is to reconcile and adjust to things that will be let go. Organizational leaders anticipate environmental jolts by benchmarking their production processes, products, niches, channels, sources of revenue, etc. Targeting what no longer works for phase out to accommodate the environment. The move is out-in at the same time, sources identified to highlight core competencies, which puts clear limits on what is to be let go. Soft landings are facilitated by minimizing the loss of competency accommodation to jolts, actual or expected, what limits is let go. A careful assessment of strategic elements outside core competency is made. This is done by asking the certainty, persistence, and importance of changes that render things to be let go as "less essential" (Mason and Mitroff, 1981; Nutt, 1992). Also, attempts are made to avoid too much accommodation before the things to be cut are assimilated into the new identity. Thus, a balance between accommodation and assimilation is sought, that begins with accommodation. Things are let go in a slow and contemplative manner to soften the fall. This allows for careful plans for work reduction for survivors, the outplacement of terminated people, retraining of displaced people, relocation assistance, early retirements, buyouts, counseling, etc.

Proposition 5: Accommodation slows that rate of change in de-development, which increases the prospect of a soft landing.

The moves called for in de-development reverse those called for in. Transformational change stresses assimilation, a soft move that adds on in digestible chunks, and a balance with accommodation to ensure that change has been absorbed. New ideas for products, channels, etc. are found and brought inside and assimilated. The pace of transformation is slowed by assimilation, the careful adding on of new ideas at a rate that the organization can absorb. Attempts are made to avoid mal-alignments in which assimilation is being attempted at too fast a rate. The soft move upward parallels the soft landing in de-development. Balance is also required. The lead to assimilation must be balanced with accommodation each step along the way. Both de-development and transformation seek to create a new entity. The goal in both cases is to achieve this result quickly, with as little pain as possible, minimizing losses and maximizing gains.

## Research Into De-Development

The propositions can be investigated using retrospective and prospective approaches. We must limit our discussion

to the prospective here. Prospective studies can use action theory. Action theory (Harmon, 1981; Argris et al. 1987) calls on the researcher to go into the world and make change. One way to do this has the researcher devise a way to construct a de-developmental plan. Post modernism or deconstruction (Rosenau, 1992; Hassard and Parker, 1993) applied to de-development would encourage radical thinking to create a new identity for an organization by discrediting its current strategic practices. Each strategic component (e.g. products, markets, etc) is examined by testing the value, importance, and future certainty of each (Mason and Mitroff, 1981). This would encourage participants to be wary of their attachments to components of a strategy and to be willing to let go of them or to change them in a major way. Deconstruction for identity creation asserts that leaders can get new ideas to "re-vision" when an openness to question and explore current strategic practices is fostered. To form a new identity using post modern thinking, a team would be called upon to examine, disassemble, and then re-assemble the current strategy of an organization. The goal is not to discover how the strategy works, but to destroy any aspect of it that contains weak or unfounded assumptions. This is similar to a devils advocate posture, with the dialectic focused on a retain-discard tension for each component. The next steps would follow the "differentiate then integrate" and "accommodate then assimilate" steps in the propositions. To differentiate, the team identifies the crucial pieces to be retained, next the connection of these components is explored to find ancillary components (e.g. market channels for products) that make a component (e.g. product) viable. These connections add to the list of crucial pieces. The residual products customers markets, etc. would be slated for termination. The group then considers how this new emphasis would change the organization so it responds to the challenges emerging outside of the organization. Listing key trends and events and directions (moving from, moving toward) for each could do this. A match of strategic components to be let go with these directions is made to test the extent to which outside challenges and realities have been met. Next, the group identifies inside moves needed to discard the products, etc. targeted for termination. Tactics such as outplacement, early retirement, sell-offs, asset sales, and the like are uncovered to dispose of products etc. to be terminate are identified at this point.

Using deconstruction as an action theory can provide a number of de-developmental cases. The exemplars could be documented to create case narratives and other kinds of pictures that depict de-developmental practices (Lincoln and Guba, 1985). Following the suggestions of Yin (1981; 1989), various explanations can be compared with each case to determine how each explanation fits with the procedures used for de-development.

## NEWS ABOUT MEMBERS

Richard Beckhard died on December 28, 1999 at his home in New York City.

## **2000 OB/ODC/OMT DOCTORAL CONSORTIUM**

If you are associated with an OD program or are a student in one, we thought this might be of interest. We would like to encourage students to take advantage of a tremendous opportunity! As part of the Professional Development Workshop (preconference) program at the 2000 Academy of Management Meetings, ODC is again co-sponsoring the OB/ODC/OMT Doctoral Consortium. The Consortium will take place from Friday, August 4 at 6 p.m. until Sunday, August 6 at noon. We have planned an interesting and energetic mix of seminars, discussions, and interactive sessions that are designed to launch doctoral students on their academic careers. From an OD perspective there are numerous distinguished scholars who will be taking part in various panels and sessions: Chris Argyris, Ella Bell, David Boje, Susan Morhman, Eric Neilsen, Ken Murrell and Ram Tenkasi.

We are also expecting several other distinguished scholars to participate in discussion with students during various points of the consortium. Some scholars who have expressed an interest and may be available for discussions with students include Professors Dave Bradford, Allan Cohen, Bill Torbert, and Peter Reason.

Specific topics include Starting a High Impact Research Program, Managing Research Collaborations, Research and Teaching Synergies, Managing (and Surviving) your Dissertation, and Ask the Editors (editors of ASQ, Org Sci, and AMJ). There will also be placement pointers from the Academy Placement Specialists and selected round table topics.

Other faculty participants include Anand Swaminathan, Ed Zajac, Joel

Brockner, Dan Cable, Art Brief, Bob Sutton, Dan Feldman, Jeff Edwards, Mike Pratt, Beth Bechky, Janet Dukerich, Ranjay Gulati, Rob Folger and Kim Elsbach.

We encourage schools to nominate students for the Consortium. Because of the need to keep the faculty-participant ratio to an optimal size, the number of participants is limited. This has been a very popular program, so apply early! The deadline for receipt of nominations is May 26, 2000.



To apply, interested students must be nominated by their schools. No

university can nominate more than two students (and each doctoral program is limited to one nomination). Universities with multiple departments seeking to send students need to coordinate their nominations.

In making the decision to accept students, preference is given to those who have made the most progress toward completing their Ph.D. program. The Consortium is not open to those who have already completed their Ph.D., as it is designed for students.

Applications should be sent by the university department that nominates the student and should include: (1) nominee's name, address, e-mail address, phone and fax numbers, and name of affiliated school and university;(2)statement by department certifying nominee's completion of doctoral coursework and comprehensive exams by August 1, 2000; and (3) letter from a faculty member providing a general appraisal of the nominee, including an assessment of his/her progress toward a dissertation defense, expected defense date and subject of dissertation. The application should also include: (4) a one-page description of the dissertation (topic and method)prepared by the nominee and (5) the nominee's curriculum vita.

Please send nominations and supporting materials by May 26, 2000 to: Kim Elsbach, Associate Professor of Management, Graduate School of Management, University of California, Davis, One Shields Avenue, Davis, CA 95616--(530) 752-0910 phone; (530) 752-2924 fax; [kdelbach@ucdavis.edu](mailto:kdelbach@ucdavis.edu).

## **HIGHLIGHTS FOR THE ODC PROFESSIONAL DEVELOPMENT WORKSHOPS – 2000**

The ODC PDW program begins Friday night with two concurrent sessions. The first workshop extends the Showcase presentation at the Chicago meetings on a case study of John Deere on organizational transformation. More specifically, this case focuses on the integration of multiple levers of change for effective change management within the context of enduring core values. The second session is a continuation of a workshop on international consulting and OD now in its 6<sup>th</sup> year. This session focuses specifically on change management in China.

Saturday sessions include "Accelerating the time to change" focusing on socio-technical symptoms and accelerated

organization change; Cooperative Inquiry and Action Inquiry workshop addressing Action Research with Peter Reason and William Torbert; Spirituality and Consulting with Ian Mitroff and Kurt Motamedi; and a workshop on the development and implementation of Problem-based Learning.

The PDW are completed on Sunday morning with two sessions. The first session is the Doctoral Consortium for Executive Alternative Doctoral Programs in OD and Management. This is the second year for the workshop with participating schools increasing from six at the Chicago meeting last year, to 13 programs participating in Toronto this year.

The second Sunday session focuses on Management Rhetoric in Times of Change organized and presented by members of the Stockholm School of Economics and the Jonkoping International Business School.

The OD&C Professional workshops will provide multiple opportunities for involvement in ongoing case studies in change management, new and evolving concepts of organizational change, international OD, and OD change management education.

## **CONFERENCE ON EMERGING APPROACHES TO INQUIRY**

The Centre for Action Research in Professional Practice, School of Management, University of Bath, in Bath, UK is sponsoring a Conference on Emerging Approaches to Inquiry. The conference will be held September 13-16, 2000 at Hawkwood College, Stroud, UK. The conference is being organized by Peter Reason and Judi Marshall, with support from the Centre for Action Research in Professional Practice (CARPP), School of Management, University of Bath. For more information, please contact Debbie Parish, School of Management, University of Bath, Bath BA2 7AY or Fax to: 01225 826473 (Phone number for enquiries: 01225 23861 or e-mail:

[mnsdp@management.bath.ac.uk](mailto:mnsdp@management.bath.ac.uk)).

## **Publications by ODC Division Members 1997-1999**

***By Dave Sheanin & Nicholas Rohan, University of Colorado***

In an attempt to measure the productivity of research by ODC members, the following list of publications from January 1997 to December 1999 was compiled. This list represents an exhaustive search of the ABI inform

database using each ODC member as criteria for an individual search. The list is presented in alphabetical order with one entry for each article. Refer to the lead authors when searching for an article. While we have attempted to make it complete as possible, this list is surely not comprehensive. There are numerous reasons for an omission, but two are worth mentioning here. First, articles published in the last months of 1999 might not have been cataloged on the ABI database by the time of this compilation. Second, in searching for relevant articles, very common author names resulted in lengthy search results with little differentiation between non-members and members. In these situations we erred on the side of caution and limited our results. Should you find an omission, corrections can be forwarded to the editor.

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