ODC IN DC: OUR 30th ANNIVERSARY

Peter F. Sorensen, Jr.
Program Chair

One of the major events at the Academy of Management conference in August will be a celebration of the 30th Anniversary of the OD&C Division. Over these thirty years, the OD&C Division has experienced significant growth and diversity of membership while playing an increasingly important role in the Academy.

This year's program reflects the growth in size and complexity of the ODC Division. A significant number of papers and symposia represent this expanding international composition of the Academy. By way of illustration, the papers and symposia include Academy members from England, Sweden, China, Australia, South Africa, Denmark, Norway, Israel, Canada, France, and Italy.

The program includes a number of Interactive Papers ranging from studies on the values of OD, trust, and power, to papers on the application of OD interventions in multi-cultural settings.

Symposia involving the OD&C Division include one All-Conference, two Showcase presentations, and nine additional Joint Symposia. Symposia topics range from Virtual Teams and Organizational Theatre to Global Diversity Issues.

This year's OD&C Doctoral Consortium, co-chaired by Therese Yaeger, Benedictine University, and Sven Kylen, Chalmers U. of Technology, will feature a presentation by Chris Argyris on Saturday morning, August 4th. Dr. Argyris is the James Bryant Conant Professor Emeritus of Education and Organizational Behavior at the Graduate School of Business at Harvard University and Director of the Cambridge, Massachusetts-based Monitor Company. Please plan to join us for this special event in the Capitol room at the Omni Shoreham Hotel beginning promptly at 8:00 am. Also joining us for this event will be the Academy's

WHEN DOES THE NEXT SWAN LEAVE? PRETTY SOON — INDEED, IT SEEMS JUST AROUND THE BEND!

Robert T. Golembiewski

This essay urges that even casual observers can see the next swan — the second boom time for OD — and it is already close to being on us.

Strong evidence for this grand second coming will be provided in due time, but right now I feel a Lauritz Melchior story coming on, so powerfully that I do not even try to resist. Lauritz was a basse profundo with the New York Metropolitan Opera Company, some readers may remember. To those who also remember the following story, I apologize. But as I said, that story attracts greatly, and right now.

Anyhow, Melchior was preparing for his death scene in Swan Lake, if memory serves, and he was awaiting the arrival of the electrically-timed swan that would carry him off to his final reward, when he would belt-out his last words in a powerful libretto.

An urgent call of nature got Melchior's prior attention, however, before the electronic swan reached his position on the stage. Although he took so long in answering properly that the swan had already departed before he returned, Melchior was cool, man. He turned to the audience and asked: When does the next swan leave?

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incoming president, Jean Bartunek, Boston College, and David Coghlan, U. of Dublin.

Additional participants in this year's Doctoral Consortium include:

· Henrik Holt Larsen: Copenhagen Business School
· Thomas C. Head: Roosevelt U.
· Mitchell Kusy: U. of St. Thomas
· Victoria Marsick: Columbia U.
· David R. Schwandt: George Washington U.
· Kurt Motamedi: Pepperdine U.
· John D. Aram: Case Western Reserve U.
· Mark Jenkins: Cranfield U.

The doctoral consortium is designed to provide a continuation of the dialogue that began in 1999 in Chicago, and was well attended again in Toronto 2000. This year's session is designed primarily to provide the opportunity for directors, faculty, and students to discuss areas of interest common and unique to executive alternative programs. It is designed as a forum in which these issues can be shared and addressed. The format takes the form of both short lectures and large group discussions. The Doctoral Consortium is open to all programs wishing to participate; in fact, schools with these types of programs are strongly encouraged to participate.

The 30th Anniversary celebration will include sessions focusing on the future of OD and the OD&C Division with W. Warner Burke, Richard Woodman, Jean Bartunek, Michael Beer, Robert Quinn, Thomas Cummings, Gretchen Spreitzer and Henrik Holt Larsen.

From the future of OD the session will then return to the beginning with the origin of the Division including a panel exploring and sharing memories from the early years of the Division. Panel members include Glenn Varney, Wendell French, Tony Raia, Craig Lundberg, Frank Friedlander and Bob Golembiewski.

We would like to take this opportunity to acknowledge the many individuals who devoted the time and energy to reviewing papers for the AoM conference. These include the following: Don De Guerre, Concordia U.; Chris Worley, Pepperdine U.; Frank Friedlander, Fielding Institute; Jim Ludema, Benedictine U.; Quy Nguyen-Huy, Insead Strategy Group; Richard Woodman, Texas

A & M U.; Samir Youssef, American U. In Cairo; Frances Viggiani, Alfred U.; Harvey Kolodny, U. Of Toronto; Linda Sharkey; Ge Capital; Lisa Horvath, George Washington U.; Marcy Crary, Bentley College; Nancy Waldeck, San Francisco State U. Peter Sorensen, Jr., Benedictine U.; Peter Reason, U. Of Bath; Alexander Styhre, Fenix Research Program; Tony Buono, Bentley College; Arie Halachmi, Tennessee State U.; Ben Dankbaar, U. Of Nijmegen; Bengt Stymne, Stockholm School Of Economics; Craig Lundberg, Cornell U.; Eric Neilson, Case Western Reserve U.; Evelyn Dravecky, Ucla School Of Medicine; Jim Sena, Cal Poly State U.; Karen Whelan-Berry, Samford U.; Ken Murrell, U. Of West Florida; Kurt Motamedi, Pepperdine U.; Mary Ann Hazen, U. Of Detroit, Mercy; Newton Margulis. U. Of California, Irvine; Rebbeca Ellis. Cal Poly State U.; Richard Jenner, San Francisco State U.; Therese Yaeger, Benedictine U.; Tom Cummings, U. Of Southern California; Wayne Boss, U. Of Colorado; Ram Tenkasi, Benedictine U.; Robert Golembiewski, U. Of Georgia; Bob Steel, The U. Of Michigan; Rupert Chisholm. Pennsylvania State U.; Susan Cohen, U. Of Southern California; Terry Armstrong. Emerson College; Thoralf Qvale, Work Research Institute; Yim-Yu Wong, San Francisco State U.; Allan Church, Pepsico, Inc.; Barry Macy, Texas Tech U.; Craig Mcgee; Daniel Svyantek, U. Of Akron; Mary Fewel Tulin. Independent Organizational Consultant; Chris Argyris. Harvard U.; Mary Ferdig. Benedictine U.; Eric Goodman, Colorado Technical U.; Lynda Kilbourne, Xavier U.; Leslie Szamosi. City Col-Affl Of U. Of Sheffield; Jean Livingston. Benedictine U.; Tom Head, Roosevelt U.; Donald Marple; Donald D. Marple, Sc.D.; Gavin Schwarz. The U. Of Queensland; Mitchell Neubert. Bowling Green State U.; Nick Nissley, The U. Of St. Thomas; Joe Mcdonagh, The U. Of St. Thomas; Frans M. Van Eijnatten, Eindhoven U. Of Technology; Christie Kennedy, State U. Of New York, Binghamton; Aaron Desmet, Pricewaterhousecoopers, Llp; Columbia U.; Akinyinka Akinyele, Benedictine U.; Kathleen Buchman, Benedictine U.; Sherry Camden-Anders, Benedictine U.; Christopher Anne Easley, Governors State U.; Robert Head, Benedictine U.; Gerald Mount. Benedictine U.; Bob Roberts. Benedictine U.; Teresa Rose, U. Of Alberta; Marianne Ekman Philips. National Institute For Working Life; V. Nilakant; U. Of Canterbury; Jane Crabtree, Benedictine U.; Tim Goines, Benedictine U.; Mitch Kusy, U. Of St. Thomas; Andre Delbecq, Santa Clara U.; Olav Eikeland, Work Research Institute; David Coghlan, U. Of Dublin; Julie Wolfram Cox. Monash U.; Will Rifkin, U. Of New South Whales; Karen Jansen, Penn State U.; Oyvind Palshaugen. Work Research Institute; Miguel Caldas, Eaesp/Fgv; Victoria Marsick, Columbia U.; Jorge Herrera, Culture Sense International, Inc.; Ralph Haug. Roosevelt U.; Flemming Poulfelt, Copenhagen Business School; and Mark Michales, Benedictine U.

(From Golembiewski, page 1)

Many times, for most of us in life facing similar missed opportunities, there is no next swan. And so it was for Melchoir, as he knew. But he asked, in any case, although he knew the next swan was at the next days matinee.

Redux for OD as Swan I

Asking a similar question for OD is more rewarding. In some, the early OD of 1950 to late 1970 or so can be seen as a kind of Swan I, whose passing has been widely proposed during the past decade or so. Let me count some ways:

·Perhaps most compellingly, there were those — often ODers of solid standing — who urged that OD was too stiff-necked about its normative or value tethers to be of continuing help to managers, never mind increasing aid to them. The usual implied theme was clear: Stretch your principles, or rise above them, in order to maintain or even enhance your client base.

·OD was seen as a mature product line, as by Krell (1981), and hence was fated to be a cash cow. As such, OD would be characterized by strong price competition, inflated claims of efficacy, and reduced spend for R & D.

·OD had been buoyed, and largely beyond its own doing, by several consequences of World War II: they included pent-up demand for products; a sharp increase in birth rates; a gap in the middle and senior management ranks due to lost career time in normal business and government work as well as casualties in fighting that great war; and an upbeat spirit that heightened expectations about what proportions of America should profit from post-war developments because unprecedentedly-large proportions of our population had given so much of themselves during World War II.

As time rolled on, and especially into the 1980s and beyond, the prototypic ion was less and less the ODer

promising a meeting of individual needs along with organization demands. Increasingly, the emerging icon was represented by the youngish investment executive in a film who spelled-out the emerging ages new mantra to a rapt audience: G-R-E-E-D, he announced in drawing attention to its propitious consequences for the emerging American economy and its polity.

The shifting currents were felt in my practice, as I am sure was the case with many of the readers of this note. That is, for some 30 years, I had been writing and consulting about ways in which OD is and shall be value-loaded; and I had participated in building several enterprises from institutional beginnings into what anyone would call effective, open giants (e.g., Golembiewski and Kiepper, 1988). These enterprise-building efforts each lasted 10 years or more of continuous consultation, especially with two businesses that grew into the sales range of billions of dollars.

Apparently, this did not make my preferences clear to all. One potential client wanted me to work closely with two VPs who were first-reports: perhaps as many as 75 days for a year, and even more if you believe it appropriate. His goal for me was to learn as much about those two operation, as I could, and even help a VP; but more essentially I was, at the end of the years effort, to report on which of the two operations should be sold off, and which employees should be retained and who should be shown the door.

There was no way I could perform in an OD role in that assignment, despite real-enough (I judged) efforts by the shadow client to urge that I had sharpened issues to a finer point then were yet appropriate. It might come to that, I was told, Abut why worry about that now? Sure!

Is Swan II Really Just Around the Bend?

Granted: I may see Swan II just around the bend only because, in deep senses, I want precisely that. Do I simply confuse what will be with what I wish?

Perhaps, but I do not think so.

But let me make the counter case for OD as Swan II. Thus, 5 years ago I was as committed to OD values and approaches, but I had no hint of a second coming of OD to prominence. That counts for something.

So, what seems new in this complex world of ours that urges a Swan II not only as need but also as likely to occur?

Four features seem to imply good news for OD, if usually uncomfortable news for the economy. These factors involve, in turn, rising labor costs, falling productivity, deteriorating attitudes about work, as well as great and growing confidence in OD success rates. Together, they imply that enough things are being done badly enough, and widely enough, that conditions approach the intolerable. The trends are perhaps most sharply relevant to the recent exposures to adverse personnel action of middle managers, once vigorously protected. In any case, in addition, OD as Swan II is far better equipped to help than in Swan I.

1. Soaring Labor Costs. Recent signs are disturbing, despite the long period of economic prosperity that we Americans have enjoyed, generally but hardly universally. Reinforcing all negative trends about work, as in a death embrace, labor costs shot-up by over 5.2 percent in the last quarterly government report (Hager, 2001). Future signs also trouble — pressures for wage increases as well as a flood of personnel cut-backs that seem to have been postponed until after the presidential election campaign of 2000 (e.g., Armour, 2001).

2. Plummeting Productivity. Recent government reports provide strong evidence that we near a sharp downturn, if not an end to our extended economic miracle. Specifically, productivity in the year 2000 not only dropped for the first time in 6 years by 0.1 percent, but this compared to a 6.3 percent increase in the final quarter of 2000 and a +6.3 percent in the spring. One headline reported (Hager, 2001): "Worker Output Plunges." Far beyond a statistical quirk, this suggests that the easy pickings are over, and that otherwise reasonable efforts to cinch our economic belts a bit tighter have been overdone often enough to cash a back-lash.

3. Deteriorating Attitudes About Work. No immediate help can be expected from employee feelings and reactions to work. Quite the opposite seems true, in fact, although it is folly to push any evidence too far. But it certainly gets ones attention that Gallup polls report in March 2001 that their huge data bases suggested deep trouble. Specifically, about 55 percent of respondents showed no particular enthusiasm for their work; they were not engaged. An additional 20

percent of the Gallup respondents were so alienated about work that Gallup officials judged that their employers would be better off if those employees never came to work. In sum, their attitudes were so negative, for whatever reason, that they could poison the workplace for other employees (Jones, 2001, p. 2A).

Tests of the reliability and validity of such dour reports clearly are required, but these attitudes toward work contribute to a forecast of economic troubles.

   4. Robust Success Rates in OD. A broad range of issues relating to three factors above need not be simply suffered, although we are not here to report on a managerial nirvana. OD values and approaches can help in dealing with many of the contributors to the above trinity of macro-effects: together, the three features suggest enough of our workforces have been done sufficiently wrong in their own eyes, as to have motivation aplenty to rebalance the scales.

So, how much more ready is OD as Swan II? Substantial evidence suggests the major potential of OD and related QWL activities to be useful for dealing with aspects of the social grapes of wrath that both conscious intent and awkward happenstance seem to be now generating, on the clear face of the matter.

During Swan I, tentativeness was appropriate concerning OD success rates, but that time has passed even for those professing acute methodological sensitivities. That is, it is now over two decades since two major evaluative surveys — in both a huge panel (Golembiewski, Proehl, and Sink, 1981) — as well as in a small panel of applications evaluated by hard or objective criteria (Nicholas, 1982) — both generated powerful evidence of intended effects. As a ballpark figure, 75 percent approximates a good estimate of the overall success rates.

These two early studies presented methodological pluses and minuses; to be sure, but even the professed purists over the years have had eroding ground for finickiness. Among other features, a recent search has identified over 20 additional evaluative surveys of OD and QWL effects, and for basically North American applications their estimates cluster in the same range as the two 1980 seminal studies (Golembiewski, in press; Golembiewski, 1998). The two dozen aggregations of applications encompass several thousands

of cases. The clustering of success rates persists in the face of several independent approaches to estimating effects, different proportions of designs for change and so on.

No doubt more surprising are the lower but still-substantial success rates for a panel of applications in countries with Gross Domestic Products per capita of $5,000 per year, or less. In the last update (Golembiewski, in press), applications have been found in 61 countries. The language-of-report is basically English, but now encompasses Korean, Polish and Hindu, among others as the search for national exemplars expands (e.g., Yoon, in press).

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Have a great summer!

HIGHLIGHTS FOR THE ODC PROFESSIONAL DEVELOPMENT WORKSHOPS – 2001

Christopher G. Worley
Professional Development Workshop Chair

The 2001 OD&C professional development workshop program will provide opportunities for involvement in ongoing change management case studies, new and evolving concepts in organizational change, international OD, and OD change management education.

The program begins Friday night with three concurrent sessions addressing international change consulting, information systems implementation in a government setting, and environmental sustainability. The international consulting workshop, now in its 7th year, focuses on change management issues in Latin America. The second session describes the research and practice issues accompanying implementation of an information system in a probation department in NY state. It is clearly aligned with the conference theme and provides OD&C members with important insights into this area of change. The third session explores a change management process at Canada's Whistler Resort where OD and environmental sustainability principles were integrated.

The PDW program continues on Saturday with two full-day sessions and an integrated doctoral workshop for executive programs. The two full-day sessions include an intimate exploration into Action Science from a "first person" perspective, and Elliot Jacques leads a workshop into Requisite Organizations. The integrated doctoral program begins on Saturday morning with sessions to orient doctoral students about current issues in the field. In the afternoon, two concurrent sessions are offered. The first session continues the division-level discussion about OD's body of knowledge while the second session initiates a discussion about teaching OD. The concurrent sessions are open to the wider division and provide doctoral students with the opportunity to specialize their conversations.

The PDW program concludes on Sunday morning with two important sessions. In the first workshop, Ralph Kilmann leads "Enhancing Self-Aware Consciousness for Personal and Organizational Transformation." In the second workshop, members of the OD&C division are invited to participate in a strategic visioning process designed by doctoral students from Benedictine and Pepperdine Universities.

In addition to the sessions lead by the OD&C division, additional workshops in cooperation with the Research Methods; Management Consulting; Organization Theory; Careers; and Management, Spirituality, and Religion Divisions are offered. OD&C members are encouraged to take advantage of these opportunities.

BOOKS IN PRINT WRITTEN BY ODC DIVISION MEMBERS: 1998-2000

Nicholas Rohan
Susan Conner
University of Colorado

In an ongoing attempt to measure the productivity of research and publications by ODC members, we compiled the following list of books in print from January 1998 to December 2000. This list represents an exhaustive search of the BooksInPrint (OCLC Firstsearch) Database using each ODC member as criteria for an individual search. The list is presented in alphabetical order, with one entry for each book. Refer to the lead author when searching for a book with multiple member authors. We have taken steps to make this list as complete as possible, including an invitation for submissions in the last newsletter. Still omissions are possible for several reasons. First, very common author names resulted in lengthy search results with little differentiation between non-members and members. Second, even with less common author names, search results frequently listed books published on topics that did not appear related to the focus of the ODC Division or the Academy of Management. Finally, if the name we had from the roster of ODC Division members did not exactly match the name you use in publication, a match in the database may not have occurred. In all cases, we erred on the side of caution and limited rather than expanded our results. Should you find an omission, corrections can be forwarded to the editor, and they will be included in subsequent issues of this newsletter.

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NEWS ABOUT MEMBERS

2.   Is there any important information about you or a colleague that you would like to have appear in the next issue?

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PUBLICATIONS

3.   Please list below any recent or forthcoming publications by you or a colleague.(Indicate full citation.)

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