91-809
Organizational Change
Mini 4
Spring 2017 Tuesday 6:00-8:50 pm HBH 1202

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Focus
This course focuses on the key processes of effective organizational change. Our objective is to provide frameworks and tools for successfully introducing and sustaining organizational change; then, to give you opportunities to practice using and customizing them to your particular change situation(s). Topics include diagnosis (assessment of need for change), initiation (start), implementation (carry out), and institutionalization of change (making it optimally effective and enduring). The course is organized around readings, reflections, presentations, discussions, cases, lectures, videos, exercises, and a project.

Objectives
1. To understand the challenges and complexities of changes in complex organizations.
2. To acquire and learn to adapt frameworks for diagnosing organizational states, analyzing organizational change strategies, and implementing and institutionalizing change.
3. To practice using these frameworks in evaluating and planning change.
4. To understand change from the perspective of the person(s) initiating change, the person(s) receiving change, and broader stakeholders.

Grading and Feedback
Your course grade will be based on the following:
- Log write-ups 30% (5 logs @ 6 points each)
- Class participation 25% (attendance/new business/asking questions/raising critical issues)
- Group project 45% (subject to group evaluation of your contribution)

Course Materials
1. BBoard Posted Materials
2. In-class Handouts
Reading Log
From the readings assigned, you will write a reading log on five of them. You will receive six points for each successfully completed one-page summary of your thoughts and insights on the readings. No reading logs will be accepted after their due date—before class on day reading was assigned.

- If you agree with the reading, tell us with what and why. If you dispute the author, indicate how and why.
- What practical applications does the reading have?

Previous students have benefited from using the reading logs to retain a permanent record of insights about change.

Group Project
The purpose of this project is to apply and adapt class concepts and frameworks to understanding the strengths and weaknesses of a specific planned organizational change effort (your group chooses its own change situation). You will need to identify a change situation where you can obtain information. Issues your project should cover:

1. What was the organizational context? What external and internal challenges did the organization face? What are the organization’s strengths and weaknesses
2. What were the objectives and vision for the change? How was the vision communicated? How effectively?
3. Who was involved in the change? Map out the key stakeholders and the pluses and minuses of the change from their perspectives.
4. How was it implemented? What change vehicles and supports were used? Diagram the change process used in relation to the path of change model presented in class.
5. Assess the effectiveness of the change in terms of the objectives and vision.
6. What recommendations would you make to (re)design or implement the change more effectively?

The report should be no longer than 10 pages. A one-page proposal is due on April 4. It should identify the problem situation and group members. The paper is due on May 4 (Thursday). When this project is turned in, you are required to submit an evaluation of the contribution each member (including yourself) has made to the project.

Behavioral Norms
(1) Individual Participation: You are expected to come prepared to ask questions that add to your understanding of the course materials as well as that of your fellow students.
(2) "New Business": Each class will begin with a poll of new business items. These are brief ("sound bite") reports on events (in the news--front page, business, or sports section; Heinz; your personal experiences) pertinent to organizational change. I expect each class member will make at least one contribution to New Business during the mini term.
(3) Readings: You are expected to read all the materials and in your reading, you should continually ask yourself the following two questions:
(a) Do I understand the theory and/or principles of this material?
(b) So what? What are its implications? How would I apply this as a manager?
You are asked to actively participate by raising these questions as well as others during our class time. All assigned readings should be completed prior to the class for which they are specified. Readings will be briefly reviewed to check for understanding at the
beginning of each class. Be prepared to answer questions regarding the readings and more importantly to ask them.

Class 1 – March 21, 2017
The Challenge of Change

Purpose
An overview of course and introduction to the complexities in managing organizational change.

Onboarding
We will review the syllabus and course requirements.

Opening Class Discussion
We will open class discussion by talking about your personal experiences with organizational change.

Identify some organizational change activity with which you are familiar.
- What was the change about?
- Was the change successful or unsuccessful?
- What did you learn from this experience?

Case: Riverview Hospital (In-Class Handout)

1. What are the major problems at the end of this brief case?
2. What is a good approach to analyze these problems?
3. Present your analysis of the problems.
4. What is your action plan?
5. What are the basic reasons for resistance to change?
6. What are some approaches for dealing with this resistance?

Class Task

Sock ‘em exercise
Purpose: To be able to identify when change may be warranted in order to achieve organizational goals or solve a problem, to determine the nature of the change needed, and the process required to successfully implement change.

Case: Lintell Scientific

What are the major problems Lintell faces? Do they have a common cause or separate causes?

Topic: Diagnosing Organizational Problems and Need for Change
- Gathering relevant information
- Interpreting information
- Gap Model vs Medical Model
- Identifying appropriate course(s) of action

Reading Assignment

Nadler & Tuschman: “Organizational Alignment: The 7-S Model”
Class 3 –April 4, 2017
Visioning and Initiation

**Purpose**  To understand the role of vision in organizational change and to practice developing and implementing vision.

**Case Assignment**

**Asda (A)**

This case describes the history of the Asda Group, its problems, and introduces Archie Norman, the new chief executive.

**Assignment Questions**

A. What were the problems that Archie Norman and Asda faced?
B. You’ve decided to use the first 10 minutes of the meeting with the top management team to introduce yourself and your vision. Be prepared to give that speech. (Role play)
C. What questions and concerns would you anticipate at the meeting?
D. What results would you realistically hope for from this meeting?
E. What initial changes should Norman make? When? In what order?

**Class Task**

In your role as Chief Executive of Asda, prepare a speech. Be prepared to give that speech in class. (Your outline of the speech will be turned in.) Prepare an analysis of the cases.

**Reading Assignment**

Kirkpatrick: “Lead through Vision and Values”

**Due Today: One-page group project proposal.**
Purpose: To understand change vehicles, their supports, and the process of implementing change -- getting started.

Case Assignment  NAACP

Assignment Questions

A. Why did the NAACP fall into crisis?
B. What change vehicles did Ms. Evers-Williams employ?
C. What key steps did she take in initiating change?

Reading Assignment

Rousseau: “Changing the Deal While Keeping the People”
Wagner: “Use Participation to Share Information and Knowledge”

In-Class  University President (Richard M. Cyert) Launches the Andrew System (Film)
Purpose

To examine challenges in managing transitions from old states to new states
To identify critical tasks that must be fulfilled in managing through transition
to effective implementation.

Case Assignment

1. Campion and Bergerac

This case examines a restructuring that has not worked out well (so far).

Assignment Questions

A. What were the notion and goals for the restructuring?
B. What key actions were used to initiate the change?
C. How consistent were these actions with the motives behind the change?

2. Thompson Technology: Hot Desking

This case describes one specific change implemented as part of a larger series
of changes to control labor costs at Thompson Technology.

Assignment Questions

A. Outline a project plan and timeline for Thompson Technology to move
   from a traditional work environment to hot-desking.
B. Who should be included on the project team, and who should lead it?
C. What difficulties do you expect in implementing this change and how
   would you offset or deal with those?

Reading Assignment

Murphy et al. “Rapid Results”
Donaldson: “Design Structure to Fit Strategy”

Class Tasks

Action Plan: Develop plan of action for Bryan.
Action Plan: Develop plan of action for Thompson Technology
Class 6 – April 25, 2017
Change Recipients

Purpose
To understand change and its impact(s) from the points of view of initiators and recipients and related stakeholders.

Case Assignment
Rick Miller (A)
As head of RCA’s $2.2 billion consumer electronics division, and possible candidate to become chairman of RCA, Miller was shocked to learn that RCA had been sold to GE. After one year of attempting a turnaround of this troubled division, Miller was again being sold -- this time to Thomson, a French government-owned company.

Assignment Questions
A. What does it “feel like” to be sold? How has Miller’s life and career been affected by the two ownership changes?
B. How would you have reacted (differently) if you were in his shoes?
C. What would you do now if you were Miller? What specific things does Miller need to do?
D. What should he say to his managers in the meeting? (Role play)

Video
Plant Closing
This video captures a plant closing.

Questions to think about while watching video:
A. What obligations do Nabisco workers believe they have to their employer? What obligations do Nabisco workers believe the company has to them? Where do these beliefs in obligations come from? What information do people rely upon in arriving at these beliefs?
B. What assumptions do workers and managers make when a company seeks to create new forms of labor-management relationships? How was this initiative “read” by workers, the union, the local management?
C. What was the process by which the plant was closed? What is your evaluation of this process? What might have been better alternatives?

Reading Assignment
Cascio: “Responsible Downsizing”

Class Task
Develop an action plan for Miller and a presentation to his managers.
Purpose: To better understand large-scale change and the challenge of managing and moving it to a successful state.

Case Assignment

Lufthansa’s Transformation Marathon

This case is about a transformation at the organization level.

Assignment Questions

1. What are the major elements of the transformation?
2. What vehicles were used to promote the change?
3. What critical factors, timing, and processes inform why this change worked?
4. Can you how this transformation contributed to Lufthansa’s performance gains?

Reading Assignment

Goodman & Rousseau: “Organizational Change that Produces Results: The Linkage Approach”
Beer: “Sustaining Organizational Performance through Continuous Learning, Change and Realignment”

Class Task

Identify the key factors and processes for sustaining change from readings and case.
Prepare an analysis of the Lufthansa case.

Final Paper Due: May 4 (Thursday midnight!)
Team Evaluation Form

Team Number/Name_________________ Your Name_____________________

Rate each group member (including yourself) using the following scale:

1 = needs improvement
2 = satisfactory
3 = high contributor
4 = highest contributor

After everyone has completed the assessment sheet, share your ratings with one another as a basis for more detailed feedback and discussion. You can do this privately or in the group, depending on your group’s preference.

Definitions:

Teamwork: receptive to others’ input, works well with others, cooperative, sensitive to group process

Quality of work: knowledgeable about course material, has creative and sound ideas, produces solid written work

Motivation: participates actively, contributes sufficient effort

Reliability: meets deadlines, is prompt, attends meetings

Fulfillment of Group Contract: meets group expectations as outlined by your group contract

Overall Contribution: total contribution to the group.

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<th>Quality of Work</th>
<th>Motivation</th>
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