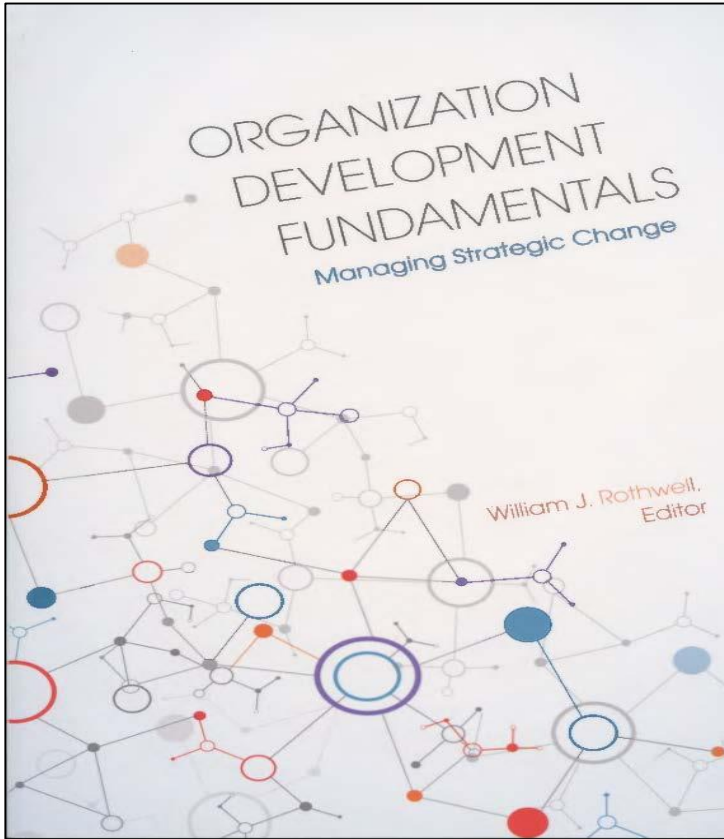


Organization Development Fundamentals: *Managing Strategic Change*

ABOUT THE PRESENTERS

The book relevant to this session:



Authors of the book:

- Cavil S. Anderson
- Cynthia M. Corn
- Catherine Haynes
- Cho Hyun Park
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MEET THE PRESENTERS



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A Tool

Problems in Managing Change	How Can These Problems Be Solved?
1.	
2.	
3.	
4.	
5.	
6.	
7.	

Overview

About 60 percent of all organizational change efforts fail. And some authorities believe that the quintessential management competency for the future will be the ability to manage change.

But how can change be managed?
And is it even possible?

Strategic Change

Organization development (OD) has been around for a long time. But OD is not taught in most business schools, a fact that complicates matters when it comes to managers trying to lead change with and through people. Too often the project plan is elevated above the people—which is when human resistance to change ends up destroying the change project. This webcast introduces OD fundamentals as a means by which to manage strategic change successfully.

Objectives

- Define Organization Development (OD)
- Explain how OD differs from change management (CM)
- Discuss approaches to OD and how they may be applied to change efforts
- Reduce resistance to change by building buy-in and ownership among those affected by change

Quick Poll

“When I think of *managing change*, I think of _____.”

“The #1 problem in managing change in my organization is _____.”

What is Organization Development (OD)?

What Is OD?

Organization development (OD) is an approach to change that focuses on using practical social science knowledge and skills to achieve results.

While there are many approaches to change, OD is unique in that it builds from perceived issues from all levels of the organization.

Why Is OD Important?

Organization development (OD) is important because it addresses one of the biggest sources of resistance to change—which is, lack of buy-in and ownership. OD encourages all people affected by change to have their say in defining problems, pinpointing possible solutions, developing action plans, and identifying metrics to measure successful change.

How Is OD Different From Other Approaches?

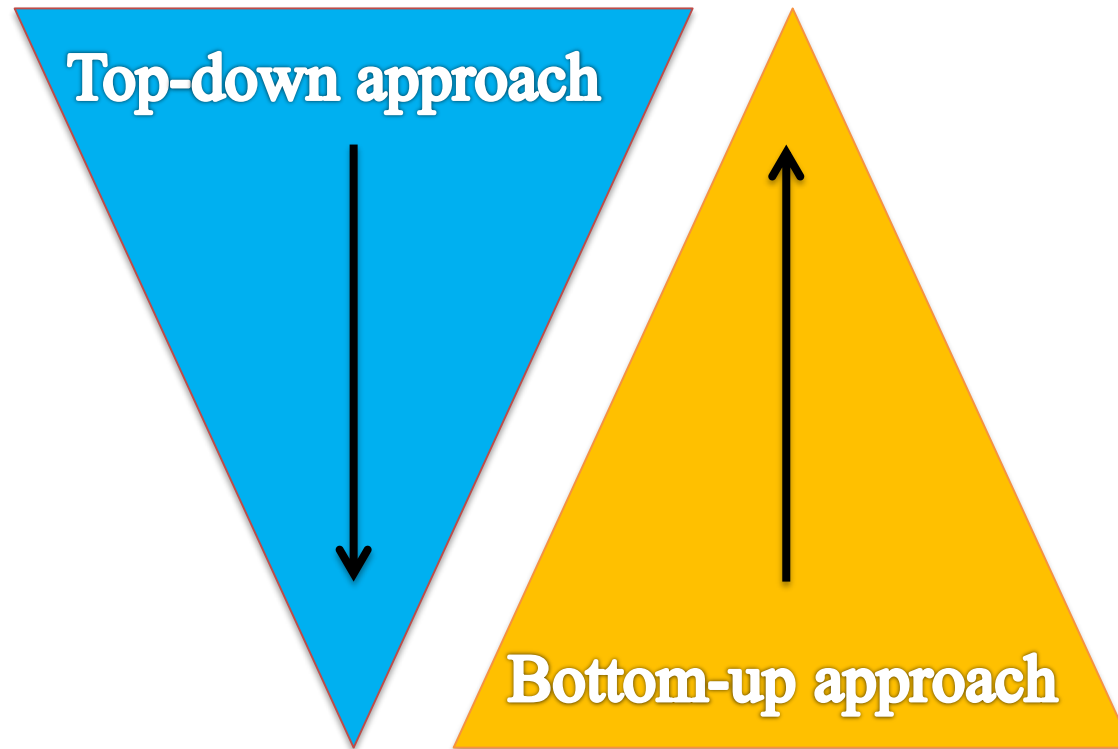
Organization development (OD) is based on the assumption that the real experts of an organization are not some third-party people with a yard long resume but rather the managers and workers of the organization. The problem is that they do not agree among themselves on the organization's problems, solutions, action plans, and metrics.

What is the Difference Between OD and Training?

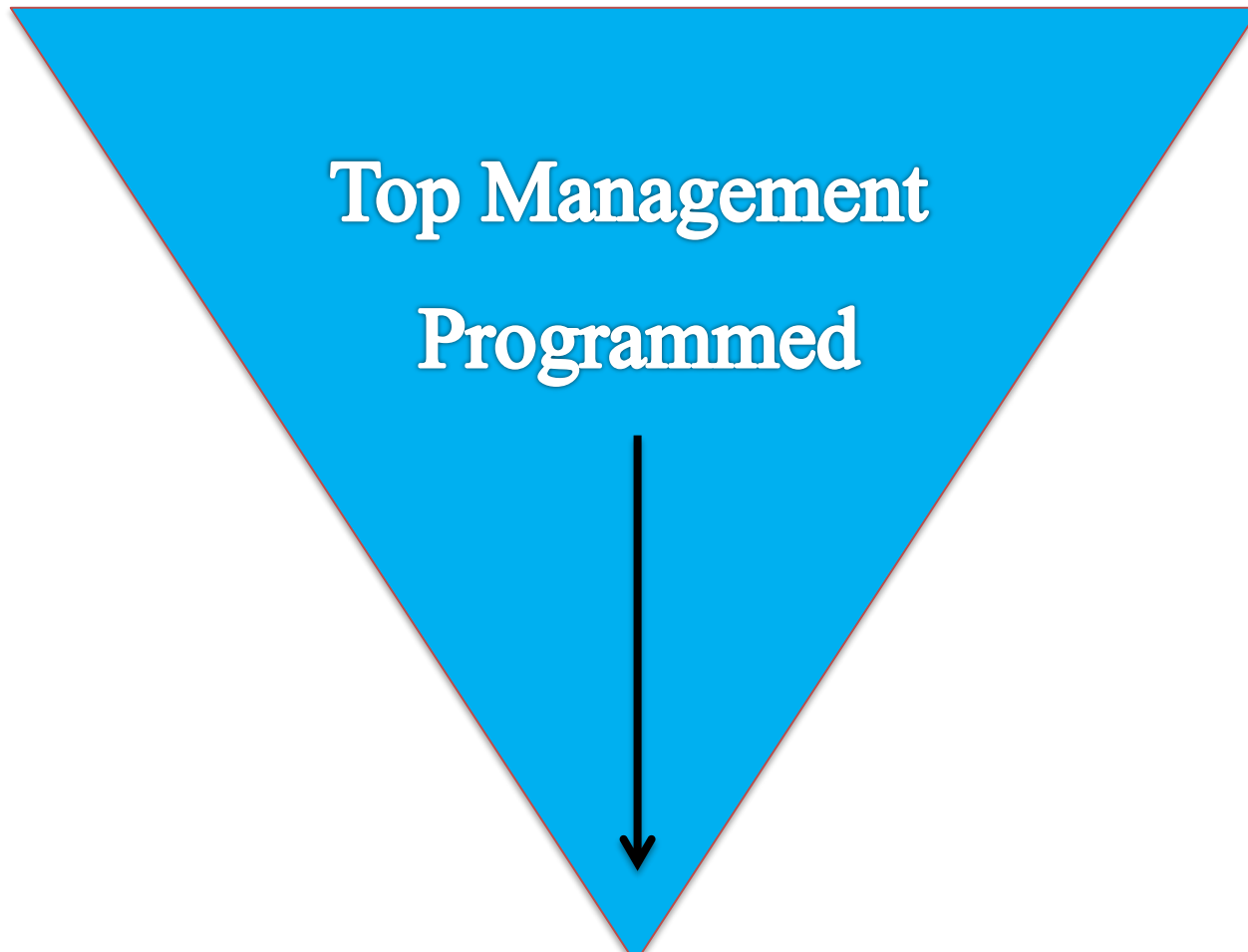
- Both are change efforts
- Training changes individuals by equipping them with new knowledge, skills and attitudes to qualify for their jobs, continue to do their jobs, or qualify for advancement
- OD changes groups of people

Models to Guide Change

Models for Organization Development and Change Interventions



The Top-Down Approach

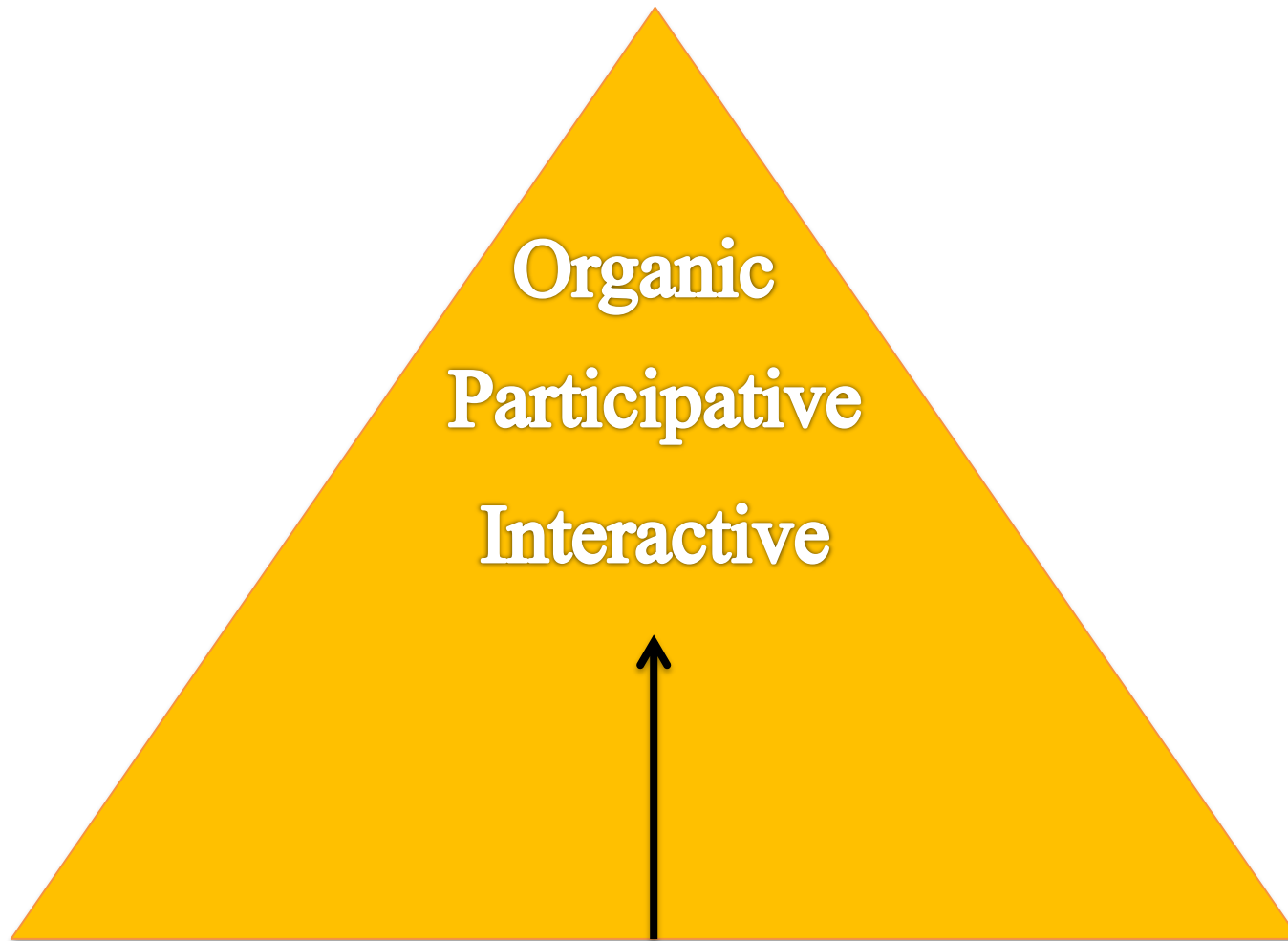


Top-Down Change: Change Management

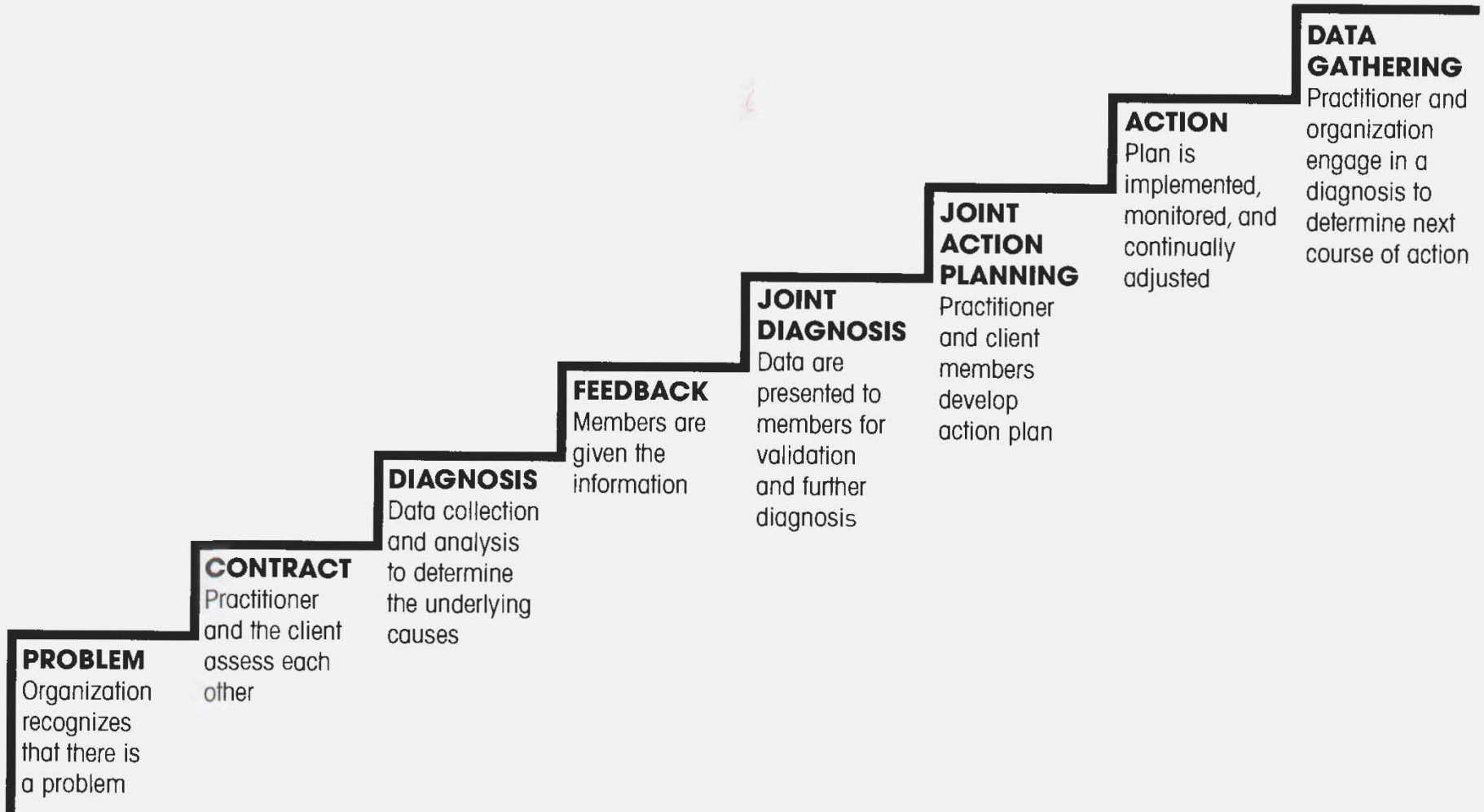


Source: Kotter (1995).

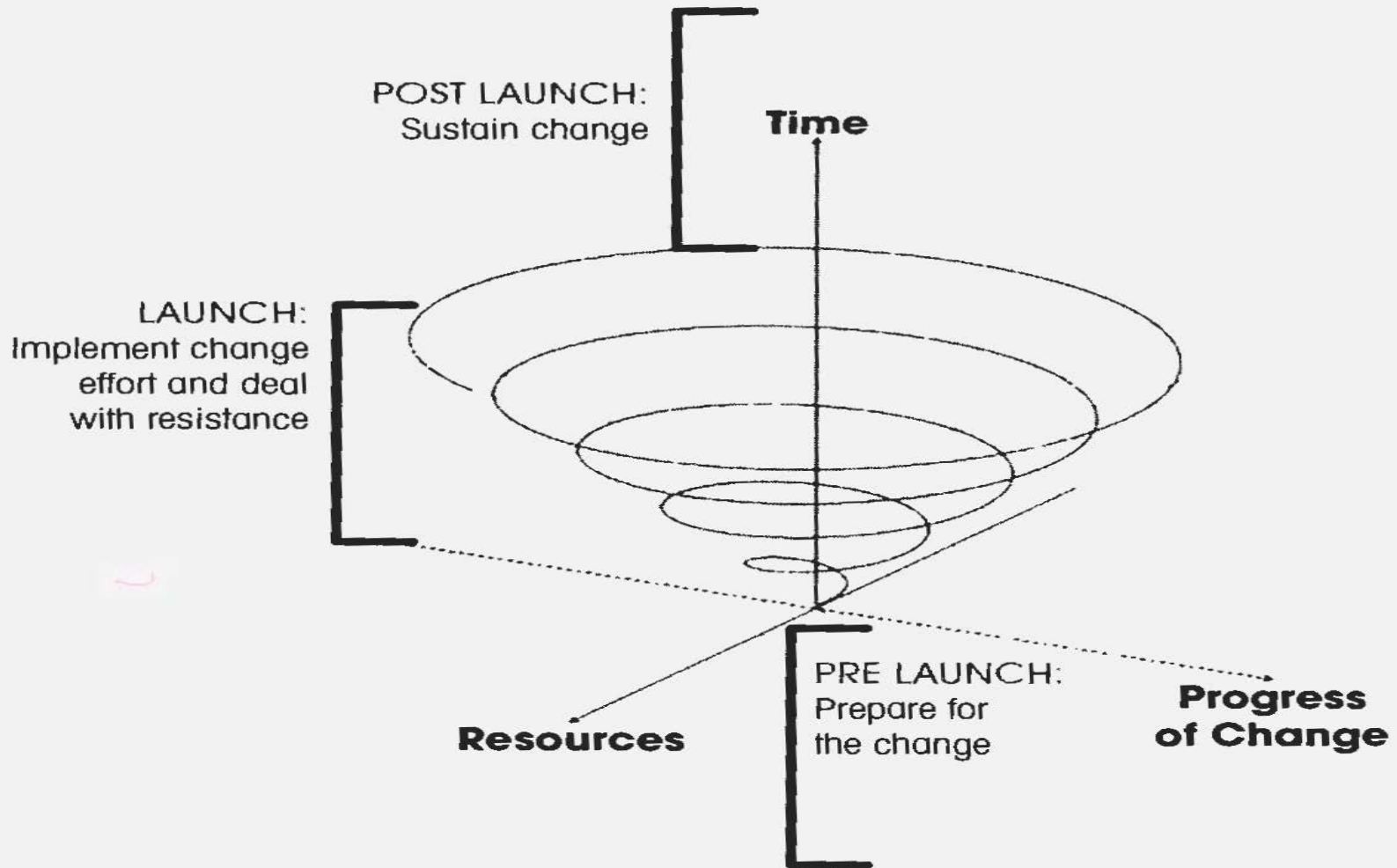
The Bottom-Up Approach



Bottom-Up Change: Organization Development

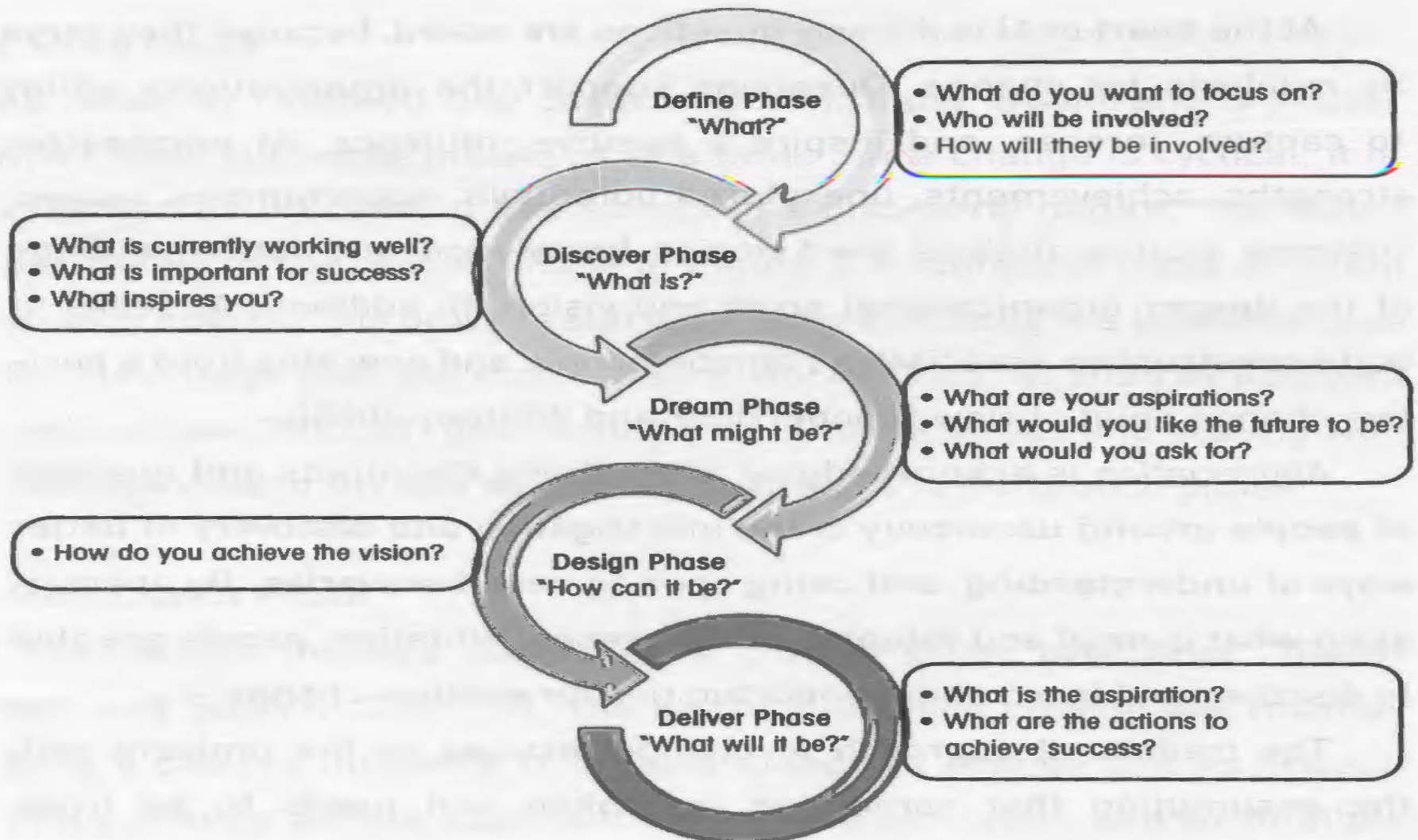


Bottom-Up Change: Organization Development



Adapted from Burke (2002), as cited in Rothwell and Sullivan (2005).

Bottom-Up Change: Organization Development



What Can Be Done to Solve Problems while Managing Change?

Barriers to Managing Change

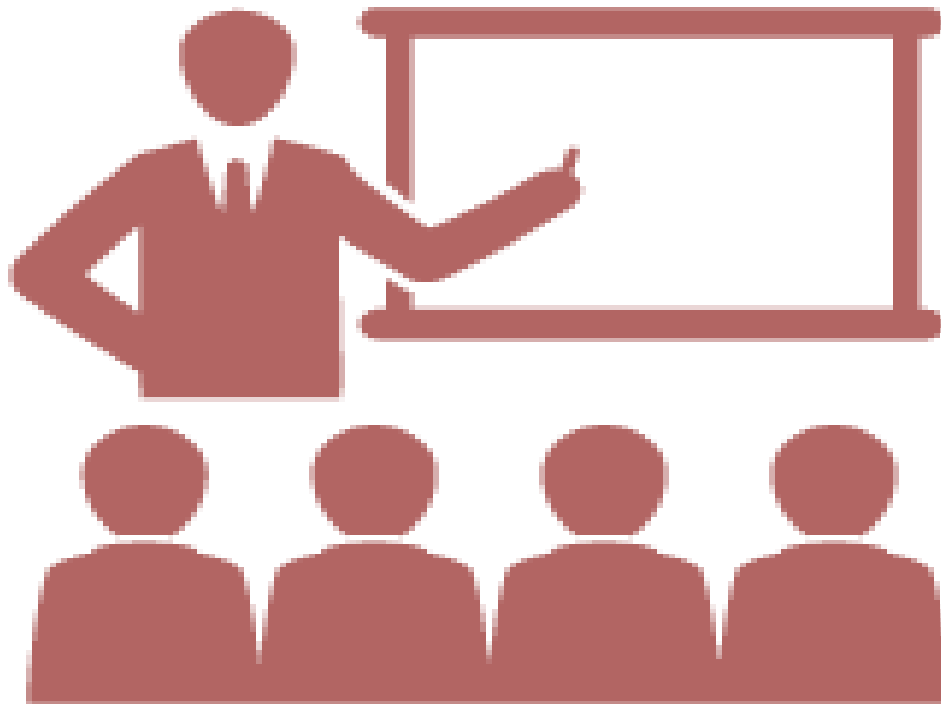
1. No buy-in or ownership for the change
2. No sense of urgency
3. No plan to implement the change
4. No effort to appeal to head and heart
5. Lack of insights about the practical problems involved in implementing the change

A Worksheet for Solving Problems In Managing Change

Problems Managing Change	How Can the Problems Be Solved?
1. No buy-in or ownership for the change	
2. No sense of urgency	
3. No plan to implement the change	
4. No effort to appeal to head and heart	
5. Lack of insights about the practical problems involved in implementing the change	

Problem 1:

No Buy-in or Ownership for the Change



Problem 2: No Sense of Urgency



Problem 3:

No Plan to Implement the Change



Problem 4:

No Effort to Appeal to Head and Heart



Head



Heart



Problem 5:

Lack of Insights About the Practical Problems Involved in Implementing Change



A Tool

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Panel Discussion to Address Your Specific Workplace Questions

Moderator: Dr. William J. Rothwell

For more information on OD, see information about the all-online MPS in ODC at Penn State:

<http://www.worldcampus.psu.edu/degrees-and-certificates/organization-development-change-masters/overview>

See also information about OD residentially at the Ph.D. level:

<http://www.ed.psu.edu/lps/workforce-ed>

THANK YOU!

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