

Week 5 Readings

Required Readings:

Anderson, D. (2012). Organization development interventions and four targets of post-acquisition integration. *OD Practitioner*, 44(3), 19-24.

ABSTRACT: An essay is presented on post-acquisition integration in the U.S. It describes the Organization Development (OD) interventions useful at the individual team and organization level. These four targets of integration include individuals, teams, cross-teams/departments, and the organization as a whole.

Mazzei, A., & Quaration, L. (2013). Designing organizational change: Learning from a grounded research project. *Journal of Management & Change*, 30/31(1/2), 166-179.

ABSTRACT: This article aims to investigate whether an intense exploratory listening phase at the beginning of the change process can enhance organizational readiness for change. It presents a study of a change process conducted with the action research approach and using qualitative methods. The study offered the opportunity to conduct a grounded research study based on a large amount of field evidence, which in turn made it possible to explore the implications for theory building. The study is based on the experience of a leading Italian multinational company in the furniture industry, which was facing many challenges and decided to revisit its corporate values and management style.

Nielsen, K., & Abildgaard, J.S. (2013). Organizational interventions: A research-based framework for the evaluation of both process and effects. *Work & Stress*, 27(3), 278-297.

ABSTRACT: This paper presents an evaluation framework based on recent intervention research and process-oriented organization theory. The framework offers suggestions for which elements to include when evaluating organizational interventions. Within the framework, elements crucial to intervention evaluation are grouped into four overarching categories that are crucial to evaluation over the five phases of an intervention program.

Recommended Readings:

Skalik, J. (2016). Strategic orientation in change management and using it when designing a company's development. *Management*, 20(1), 197-210.

ABSTRACT: Designing the company's development program is a complex project in which it is necessary to preserve the logical sequence of analytical actions but also to respect the basic factors defining the correct direction and program of changes. The article presents the structure of related design actions as well as the strategic aspects of building a program of

development changes in the company resulting not only from its general strategy but also from the adopted pattern of development and the change management strategy.

Welbourne, T.M. (2014). Change management needs a change. *Employment Relations Today (Wiley)*, 41(2), 17-23.

ABSTRACT: The article discusses the need for change in an organization, how changes are conceived by employees and how attitude towards change is different. It also traces the roots of change management to studies of grief and how marketing and sales models replaced grief model. It also mentions how emotions could effectively be used to bring forth an acceptance to change.