ORGANIZATION DEVELOPMENT & CHANGE
Conference Paper Abstracts

A COMPARATIVE ANALYSIS OF SOCIETAL COMPASSION IN RESPONSE TO THE TSUNAMI VS. HURRICANE KATRINA

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In this paper, we present a comparative analysis of societal compassion response to the Tsunami in India and Hurricane Katrina in the United States. Using a mixed method analysis of newspaper coverage in the immediate aftermath of the two disasters, we examine the role of socio-ecological values and beliefs in creating shared social identities, and rousing compassion. We describe how in the case of the Tsunami, a privileging of human identity and human toll resulted in what has become an exemplar in disaster management and how in the case of Hurricane Katrina, a privileging of economics and divisive identities led to what is termed as the worst managed disaster in recent history.

Keywords:compassion, disaster, international

A LONGITUDINAL STUDY OF HOW TRANSFORMATIONAL LEADERS PROMOTE INNOVATION IN R & D TEAMS DURING CHANGE

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The current study adds to the emerging literature on levels of innovation in teams by examining the processes through which more transformational styles of leadership over time influence individuals to identify with their work teams in ways that promote higher levels of innovation. One hundred and four team members in a large R & D organisation were surveyed twice during a period of major restructuring and change. Results revealed that transformational leadership ratings were associated with higher levels of identification by individuals with their team, while this style of leadership also promoted more support for creativity. These higher levels of identification and creativity were positively associated with higher ratings of innovation by team members. These findings highlight the importance of promoting transformational styles of leading in organisations focused upon generating innovative outcomes from their team members.

Keywords:Transformational leadership, Teams, Innovation

AN ORGANIZATIONAL OUTCOME REALISATION THEORY FOR EFFECTIVE PROJECTS

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Projects are often perceived as processes aimed at delivering specific outputs efficiently. As a result, they are frequently closed long before intended organizational benefits have been secured. At the same time, the central role of projects in the achievement of desired organizational outcomes continues to gain wide acceptance—thus exposing an inconsistency between the drivers of projects and the common management practices that surround them. This paper introduces and validates a broader model in which the project management process is viewed as a mediator between outcome definition and outcome realization and its implications on management of projects and organizations.

Keywords:None

BALANCING NOTIONS OF CREATIVITY BETWEEN ARTISTIC AND ORGANIZATIONAL CONCEPTS

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What is meant by "creativity" in the organizational context may be an impoverished version of its meaning in an artistic context. Creativity within the organizational context is objective and logical. Creativity within the artistic context is subjective and adaptable. Management practices are demanding alternative perspectives to remain flexible and competitive in today's marketplace. The dynamic interplay between a creative mode of thought conceived within the artistic literature and rational business thought conceived within the organizational literature may provide an alternative perspective. Investigating these modes of thought in tandem allows us to balance our understanding of creativity within an organizational context.

Keywords:creativity, creative cognition, creative practice

BRINGING THE INDIVIDUAL INTO INSTITUTIONAL CHANGE OPERATIONALIZATION OF BOURDIEU'S HABITUS

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After placing the status of change and interest in the context of institutionalist literature, we intend to show, with the help of Pierre Bourdieu's theory of field and habitus, how it is possible to develop what we call an institutional portfolio. This operationalization of the notion of habitus with the individual resource in all its dimensions (social, cultural, economic and symbolic) and its evolution over time is an original approach in the stream of neo-institutionalism. Such a perspective allows an analysis of the individuals' microfoundations and their propensity to undertake institutional change without losing sight of the evolution – at a macro-analytical level – of the structure of the field in which these individuals operate. In this respect, we intend to contribute on the one hand to the objectification of the distribution of individual resources (volume and structure of the institutional portfolio) related to processes of institutionalization and, on the other hand, to give a multilevel account of institutional change.

Keywords:Institutional portfolio, habitus, institutional change

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BUILDING INFORMED STRATEGIC CHANGE: TOWARDS A META-LEARNING FRAMEWORK

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This paper investigates the ways in which managers, consultants and executives approach organisation change, and how experience can be harnessed to build better change theory and practice. We summarise contemporary strands of literature on strategic change, grouping theoretical themes into planning, leadership, learning and culture approaches. We then augment this theoretical basis through twenty in-depth interviews with experienced change practitioners from an organization which had undergone wide ranging and successful strategic change. An overall meta-learning framework is then proposed which draws together theoretical models on change with the experiential theorising of change practitioners from the research site. We propose three main contributions to organisational change theory arising from this research. Firstly, we contend that successful change relies on a blend of experience, judgment, organisational context, and best practice techniques. Secondly, whether successful or unsuccessful, change is in itself a rich learning experience and this is something that needs to be leveraged through ongoing organisational reflection; a process that we term "meta-learning". Finally, since there is unlikely to be a single successful approach, we contend that managers need to develop their own theories of change and methods based on experience and apply them in a highly context specific, and "informed" way.

Keywords:change theory, experiential learning, meta-change framework

CHANGE DRIVERS AND EMPLOYEES' ADOPTION OF CHANGE: EXPLORING CHANGE DRIVERS, GENDER, AND POSITION

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Organizations continue to struggle with effectively implementing change initiatives. Effective and successful change implementation requires significant time and resources. A critical aspect of successful change implementation is the organization's employees and their ability to adapt to change initiatives and then to actually change their work-related values, attitudes, and or behaviors. Change drivers are one resource and mechanism for facilitating individual change within an organization change, and they are events, activities, and experiences that support the implementation of organizational change and individual employee adoption of change initiatives, and are key to successful organizational change. Very limited prior research has explored whether and how the significance of change drivers to individual adoption of change initiatives varies by employee demographics. This exploratory study fills a portion of that gap by exploring whether the significance of change drivers varies based on employee gender or position. The study, completed in the Corporate Audit department of one of the largest U.S. banks, uses case and survey data to examine our exploratory research question: Does the significance of change drivers vary for employee gender and position? The results show no statistically significant differences by gender for the means of the changes drivers, yet do show statistically significant differences by gender in terms of the association of the change driver with employees' adoption of change initiatives. In terms of position, the study found statistically significant for both the differences in the mean perceived significance of the change drivers themselves and in their significance to individual adoption of the change initiatives.

Keywords:organizational change proces, change drivers, gender

CHANGE READINESS: AN INVESTIGATION ON THE INFLUENCE OF ORGANIZATIONAL CLARITY AND CONFIDENCE

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This paper builds upon decades of organizational development and change literature, testing a model for assessing an individual's perception of organizational change readiness. Participants attending a large southwestern university were evaluated to examine aspects of the general change model. Significant findings demonstrate a correlation between several individual attributes: (1) the knowledge an individual has about his or her organization, (2) their perceptions of confidence in that organization, and (3) their perceptions of organizational change readiness. These relationships remained significant after controlling for age, tenure, and gender.

CHANGED WHAT AND BY WHOM? TEST A MEDIATION MODEL OF HOW EMPLOYEES APPRAISE ORGANIZATIONAL CHANGE

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This study examines underlying relationships of justice, trust, work redesign and empowerment in shaping employees¡¦ appraisal of organizational change (OC). Drawn on Lazarus's theory of stress, we propose that how employees appraise OC shape their responses to it. We extend propositions of Mishra & Spreitzer (1998) and posit that people-related factors mediate the tasks-related factors in shaping employees¡¦ appraisal of OC. Thus we argue that trust mediate justice in shaping primary appraisal and empowerment mediate work redesign in shaping secondary appraisal. We recruited participants (n = 832) from organization that had recently implemented large scale organization change. The findings of the survey support the mediation relations of factors that influence employees¡¦ appraisal. The implication of how to avoid destroying employees¡¦ trust and empowerment during OC and enhance their mitigating effects is discussed.

CO-CREATING IMPLEMENTATION NARRATIVE ON CORPORATE BRANDING IN A STREAM OF SENSE-MAKING ACTIVITIES

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The paper works towards a practice-based narrative approach to internal implementation of corporate brand strategy and presents findings from an empirical study that illustrates the

approach in the context of a large and mature transnational industrial company. Based on a five-year ethnographic case study of a corporate brand building process, the paper elaborates on the ways in which an implementation narrative is co-created in the corporation, through a stream of sense-making and sense-giving activities between the corporate center and the middle management. Furthermore, a number of trans-subjective, socio-historically constructed organizational practices are abstracted from the sense-making and sense-giving activities so as to study the enabling and/or constraining effects of these practices on the internal implementation of the brand and associated strategic change intervention. Overall, the paper contributes to the contemporary research on corporate branding by shedding light on the generative mechanisms and practices that influence the successful implementation of the corporate brand.

Keywords:corporate branding, strategy-as-practice, sense-making theory

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COMPASSION FUELS CONTAGIOUS PASSION
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This study examined the components of the process of passion contagion through qualitative research performed through interviewing (N = 12) and archival research to start the development of grounded theory for the process of contagious passion. The interviewees were asked to tell stories of experiences of seeing contagious passion and of being contagious themselves. The study found that there are varying types of passion, but that it's a magnetic, kinetic type of energy which carries the passion contagion, which is fueled by compassion in many of the interviewee examples. The literature review included passion, compassion, resonance, emotional contagion, transformational leadership, psychotherapy and entrepreneurial passion. These areas influenced the process of the organization (leaders and individual contributors) weaving compassion into their activities which in turn fuels and sustains their passion for those actions, raising emotions of joy, hope, connectedness and meaning. This research builds on existing theories and practices to identify the process of contagious passion that scholars can understand and practitioners can use for passion and compassion to take our colleagues and clients to a state of passion sustained and fueled by compassion. Preliminary analysis identifies compassion may sustain passion over extended periods of time. Additional research opportunities to further define the process, leveraging transference psychology theories, emotional contagion and building on transformational leadership and entrepreneurial passion research.

Keywords:passion, compassion, emotional contagion

CONFIGURING THE REALITY OF AN ORGANIZATIONAL INNOVATION: THE CASE OF PROJECT MANAGEMENT
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Organizations innovate for many reasons. Much effort has been spent designing specific organizational innovations; however such innovations are rarely implemented as defined but are most often modified to "fit" organizations' particular needs. These modifications are both hailed as necessary and criticized for varying the "true" innovation; but rarely are they studied to identify what is actually implemented. To study the reality of organizational innovations, we examined 65 in-depth case studies of implementations of one currently popular innovation: project management. We used exploratory statistical analysis to identify archetypical implementations

and contexts. By describing the reality of this particular organizational innovation in practice we provide a foundation from which to theorize what project management implementations look like in practice, which aspects of context seem to impact implementation, and how innovations are modified to adapt to different contexts. Furthermore, our methods address Pettigrew's (2001) criticisms of the study of organizational change innovations

DANCING IN THE GOLDFISH BOWL

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This paper considers the invisible boundaries that limit effective learning, arguing that actual learning is messy, unpredictable and often haphazard, but that it often appears to be planned industry, examples are given where the observer may perceive a formal, practiced and performed 'dance' between the individuals and the organisation, but where the reality is somewhat different. Initially Cook and Brown's (1999) model of the epistemological dance is used to analyse the formal processes in place within the case organisations, demonstrating that there is an apparently observable dance of knowledge creation. Using the metaphor of a goldfish swimming as the individual, the water as the organisational culture, the ornaments as organisationally determined issues affecting learning and the bowl as the boundary between the organisation and the environment, further analysis reveals that what had initially looked like a dance is more akin to conditioned responses with little knowledge emerging. The paper concludes that unless the prescribed dance is initially suitable for the context and supported effectively. the apparent dance of learning will, in fact, merely be the gentle meanderings of pretty fish.

DELIBERATE LEARNING TO IMPROVE PERFORMANCE IN DYNAMIC SERVICE SETTINGS: EVIDENCE FROM HOSPITALS

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Dynamic service settings – characterized by workers who interact with customers to deliver services in a rapidly changing, uncertain, and complex environment (e.g., hospitals) – play a large and important role in the economy. Organizational learning studies in these settings have largely investigated autonomous learning via cumulative experience as a strategy for needed performance improvement. Whether induced learning through the use of deliberate learning activities provides additional performance benefits has been neglected. We argue that the use of deliberate learning activities offers performance benefits beyond those of cumulative experience because their use counters the learning challenges presented by rapid knowledge growth, uncertainty, and complexity in dynamic settings. We test whether there are additional performance benefits to using deliberate learning activities and whether the effectiveness of these activities depends on interdisciplinary collaboration in the workgroup. We test our hypotheses in a study of 23 hospital neonatal intensive care units (NICUs). The results support our hypothesis that the use of deliberate learning activities is positively associated with workgroup performance,

as measured by NICUs' risk-adjusted mortality rates for 1061 patients, after accounting for cumulative experience. Moreover, our data show that the use of deliberate learning activities is associated with improved workgroup performance equivalent to the benefit of cumulative experience (20% reduction in mortality). Contrary to prediction, interdisciplinary collaboration mediates, rather than moderates, the relationship between the use of deliberate learning activities and workgroup performance. Thus, our data suggest that the use of deliberate learning activities fosters interdisciplinary collaboration.

Keywords:organizational learning, deliberate learning, interdisciplinary collaboration

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DEVELOPING DYNAMIC ORGANIZATIONAL CAPABILITIES: VOICES OF INSIDER ACTION RESEARCHERS

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Developing new organizational capabilities is emerging as one of the major challenges that are faced by managers. The core argument advanced in this paper is the notion that insider action researchers provide both a process for the development of dynamic organizational capabilities and facilitates the needed changes that can sustain a firm's competitive position. We ground our investigation in the dynamics of executive development within a framework of three practices: first, second and third person. We describe the design and use of collaborative research experiences in three companies and report our first hand observations and reflections with the three executives who co-participated and led the inquiry efforts. The first part makes the case for three-person framework of executive development as particularly enacted through insider action research experience. Next, we document the impact of such efforts on the executives' discoveries, understanding and appreciation of the scientific discovery process. The engagement of the organization in an ongoing discovery processes as a new organizational capability is magnified. Special attention is given in the discussion to the challenges associated with both the development and sustainability of such executive developmental programs.

Keywords:Action Research, Executive Development, Organizational Capabilities

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DISCUSSING UNDISCUSSABLES: EXERCISING ADAPTIVE LEADERSHIP WITH COMPASSIONATE TRUTHTELLING

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Qualitative data collected from leaders who manage undiscussables in the workplace reveal the behaviors of adaptive leaders as delineated by Heifetz (1994). However, findings from the data expands Heifetz's model. The data suggests an underlying structure of deep beliefs, emotional competence, and relationship building which support psychological courage and wisdom-in-action in facing reality, raising undiscussables and exercising compassionate truth-telling for the benefit of employees and the organizations.

DOES EXPERIENCE MATTER? CEO SUCCESSIONS BY FORMER CEOS

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We distinguish external CEO successors between those who have and those who do not have previous CEO experience. We find that the stock market reacts positively to the hiring of an exCEO. The firms that hire an exCEO have higher debt ratios and higher chance of bankruptcy than those hiring a non-exCEO, though non-exCEOs come from larger firms. Being an exCEO does not increase the likelihood of being hired as both CEO and Chair. There is no significant difference in compensation between an exCEO and a non-exCEO, though the compensation for both increases significantly from that of the predecessorï¿½s. After hiring an exCEO, the successor firms still have worse financial performance than non-exCEO successor firms.

DOUBLE JEOPARDY, CEO CHANGE AND DUALITY IN BANKRUPT FIRMS

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Are corporations that suffer severe financial difficulties to the extent of filing for chapter 11 bankruptcy, better off changing their CEOs? Are they better off handing all top management power to their CEOs, as in duality, in order to save the company or will it put the company in jeopardy? The issue of a dual position, i.e. CEO and Chairman of the board, has created many discussions, both in business world and among scholars, each citing theories, research and financial results. In this paper, we examine the impact of CEO change and duality in bankrupt firms, where companies have to select their leadership wisely. We find evidence that appointing a new CEO increases the probability of filling companies to merge out of chapter 11 and this is mainly in the case of firms with non-dual, i.e. independent, leadership structure. Further investigations show that CEOs chosen internally help firms survive bankruptcy more than externally hired CEOs.

DRIVING REFORM AND INNOVATION IN GOVERNMENT: IT TAKES GUERILLA TACTICS TO SLAY A GORILLA

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Key IT and business executives at all twenty six US Federal government departments and agencies were interviewed to assess constraints to Enterprise Architecture Programs congressionally mandated in 1996 to transform bureaucratic political institutions into efficient business enterprises. Results demonstrate the vital role of the individual in reform and innovation

diffusion. Past empirical and longitudinal studies in reform and innovation diffusion have been conducted separately. This study synthesizes the twin diffusion phenomena. Our data show that "guerilla" tactics can overcome the "gorilla" forces of dominant culture and rigid institutional frameworks.

Keywords:Enterprise Architecture, tempered radical leadership, diffusion of innovation

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EMOTIONAL CONTROL AND AUTHENTICITY: NEGOTIATING CONTEMPORARY CHALLENGES TO OD

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This paper explores employee experiences of change and reports of emotional labor in complex environments where OD was implemented subsequent to large-scale change. Such environments can create a need for employees to negotiate humanistic OD values – in which emotional authenticity is valued – with business values. We contrast employee reports of negotiating emotions through emotional labor with humanistic values and highlight the consequences of such negotiations. We then analyse outcomes of downplaying negative emotions to highlight the effects of tensions between humanistic and business values experienced during organizational change. The need to negotiate such tensions arguably provides ethical implications for change practitioners who may create subtle limitations for the potential of OD through implementation of change interventions that are theoretically aligned with humanistic OD values. We call for greater understanding of such challenges to OD and discussion of ways in which conciliatory approaches between humanistic and business values can be advanced.

Keywords:authenticity, OD, emotional labor

ENACTING TECHNOLOGICAL CHANGE IN ORGANIZATIONS: DEVISING ACCOMMODATIONS OF DISCONCERTING EVENTS

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The performative stream in management research has gained increased attention in recent years. Such studies have provided highly contributing theoretical and empirical accounts, approaching organizational phenomena as emerging through the local accommodations of human agents. In particular, the impact this stream has had on the study of technological change has been noteworthy. While shifting focus to practice, performative studies also encompass an appreciation of change as ever-present in organizational life. Nonetheless, they have not yet provided adequate insight on how ever-present change is actually encountered and how it gives way to certain accommodations. This paper addresses this gap by theoretically drawing on the philosophy of Gilles Deleuze and, in specific, his concept of the event. Enacting technological change in organizations is conceptualized as accommodating ceaseless disconcerting events upon a thus far enacted backdrop of significance. Such events are accommodated through various devices, a non-exhaustive list of which is presented in this paper, grounded on ethnographic data. This account concludes with a discussion of the originality or ordinariness of such accommodations and their implications for the trajectory of technological change in organizations.

EXPLORING CONDITIONS FOR OPENNESS IN MULTISOURCE FEEDBACK ASSESSMENT

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Multi-Source Feedback assessment (MSF or 360-degree feedback) aims to create change through a comparison of self versus others' ratings. However, evidence suggests that an exclusive reliance on self-other comparisons may create more problems than benefits. MSF tends to encourage defensiveness on the part of feedback recipients. Through a review of research on emotions, defensiveness, and theories of the self, we propose that the ability of an MSF respondent to predict how he or she will be rated by others is more likely to foster a mode of openness over defensiveness, and therefore, is more likely to produce the intended learning benefits.

FIRMS AS BUNDLES OF DISCRETE RESOURCES-EXPLAINING THE DISTRIBUTION OF FIRM GROWTH RATES

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A robust feature of the corporate growth process is the Laplace, or symmetric exponential, distribution of firm growth rates. In this paper, we sketch out a class of simple theoretical models capable of explaining this empirical regularity. We do not attempt to generalize on where growth opportunities come from, but rather we focus on how fi rms build upon growth opportunities. We borrow ideas from the self-organizing criticality literature to explain how the interdependent nature of discrete resources may lead to the triggering off of a series of additions to a firm's resources. In a first formal model we consider the case of employment growth in a hierarchy, and observe that growth rates follow an exponential distribution. In a second model we include plant and capital as resources and we are able to reproduce a number of stylized facts about firm growth.

HOW MIDDLE MANAGERS' EMOTIONS AND SOCIAL IDENTITIES INFLUENCE STRATEGY IMPLEMENTATION

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The literature on top-down strategy implementation has tended to adopt an affect-neutral, cognitive, or task focus and has overlooked social-emotional factors. The results of a three-year field study of a large Canadian technology firm show how top executives who favor an affect-neutral task approach can inadvertently activate middle managers' organization-related social identities, such as length of time working for the company (newcomers versus veterans) and lan-guage spoken by senior executives (English versus French), generating group-focus emotions. These emotions prompt middle managers—even those elevated to powerful positions by top ex-ecutives—to support or covertly dismiss a particular strategic initiative even when their immediate

personal interests are not directly under threat. This study contributes to the strategy implementation literature by proposing a multilevel conceptual model that links organization-level actions and practices, strategy implementation outcomes, group-level interactions, and middle managers' individual-level social-emotional factors in a cyclical manner.

IDENTIFICATION AND THE IMPLEMENTATION OF STRATEGIC CHANGE

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Literature has illustrated how successful strategic change requires organizational identification to transform. Our research aims to elaborate on the process of transformation. This paper presents a study of health and social care organisations in England. Our longitudinal, ethnographic case studies document both successful and failed attempts by managers to implement strategic change. Focusing on organizational identification we trace managerial attempts at sensemaking. A complex interaction between managerial organizational identity and the organizational identity of other members shapes organizational sensemaking and mediates strategic change. High levels of both managerial and member organizational identity leads to unsuccessful strategic change. Our findings provide new insights into levels of identification required for achieving strategic change and we discuss sensemaking techniques managers can utilise in achieving these levels across the organisation.

IDENTIFYING AND RESOLVING DEFECTS: APPROACHES TO IMPROVING SAFETY AND OPERATIONS IN ORGANIZATIONS

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Organizations today devote considerable attention and resources to the problem of improving safety, quality, and the overall reliability of operations. Yet, for the most part, sociologists are skeptical about such improvement efforts. Here, we argue that both safety and reliability depend upon an organization's ability to identify and resolve defects either in processes or in work behaviors. Building on Vaughan (1996), we review literature that explains why and how some organizations are better able to respond to deviance. We argue that success in these areas depends on an organization's ability to navigate a difficult tradeoff between valuing local knowledge on the one hand, and taking steps to integrate that knowledge and promote process improvement on the other. Through a case study of one large organization, we identify three common approaches that organizations take to improving safety and operations: top-down standardization, mimicking the practices of others, and bottom-up collaboration. Interestingly, based on our review of the literature, only the third is likely to create fundamental change. Thus, our case study confirms not only how success might be possible, but also why success is so elusive.

IMPRESSION MANAGEMENT: MEANS OF MITIGATING THE EFFECTS OF SEX-STEREOTYPING IN ORGANIZATIONS

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Sex-stereotyping is a major barrier to advancement of women in organizations. Since sex-stereotypes are based on role attribution, they are less amenable to change through measures such as legislation and education. Women need to strategically manage the roles attributed to them such that they are reflective of their roles in the organization, rather than that of a generalized notion of women. Adoption of such measures, over time will bring about a reconfiguration of perceptions about women in organizations and make it easier for women to embrace their multiple roles and identities more effectively.

INTER-LOCAL GOVERNMENTAL ORGANIZING FOR SUSTAINABILITY: A CRITICAL-INTERPRETIVE PERSPECTIVE

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This paper presents a critical-interpretive investigation of an inter-organizational collaboration for regional sustainable development. It highlights the potential and problems in such a process and exposes how sustainable development influences collaborative relationships among governmental organizations. Despite its much-heralded potential, collaboration for sustainability demands considerable patience and ongoing commitment of organizational resources as well as both technical expertise and ability to deal with ambiguities and politics on the part of the individuals involved. Organizational and individual level differences, resource constraints and communication issues are identified. These may prompt organizational representatives to compromise on fairly easy or abstract solutions for organizational good rather than serve the wider remit of sustainable development. The study concludes that inter-organizational collaborations are important, but are not panacea of sustainable development. They will likely need to be complemented by other innovative organizational approaches that lead toward sustainability.

JUSTIFYING DECISIONS: HOW DISCRETION ENHANCES RESILIENCE UNDER RISK AND UNCERTAINTY

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Behavior in ill-defined situations has a tendency to follow identity-driven conceptions of appropriateness more than conscious calculations of costs and benefits. While individuals follow heuristics in solving ambiguous problems, individuals in novel situations, in which uncertainty abounds and rules no longer apply, engage in reasoning that invokes cognitive processes of interpretation and social processes of forming accounts. In this study, we examine how

individuals make decisions by justifying their behaviors or decisions in high risk and high uncertainty contexts. Furthermore, we examine the role discretion plays in enhancing organizational effectiveness and resilience.

Keywords:Accountability, Organizational Learning, Justification

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LARGE GROUP VISIONING

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This study adds to our understanding of how participation in large-group visioning impacts vision assimilation, and in turn, how vision assimilation is related to individual and organizational outcomes. Drawing from theories of leadership and organizational change, we proposed that participation and engagement of organizational members in visioning, and receipt of regular communication of emerging results of the vision positively impact vision assimilation – alignment with, commitment to, and perceived clarity of the vision. We also proposed that participation and engagement are related to personal outcomes, and vision assimilation is related to organizational outcomes. Results show that participation was significantly related to vision commitment, engagement was significantly related to vision commitment and clarity. Knowledge of results was positively related to all dimensions of vision assimilation. Participation and engagement positively related to personal outcomes. Vision assimilation variables are important predictors of organizational outcomes. Implications for leaders' development and deployment of organizational visions, and directions for future research are suggested.

Keywords:visioning, vision assimilation, large group process

MAINTAINING EMPLOYEES' COMMITMENT TO ORGANIZATIONAL CHANGE

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Via a longitudinal study of organizational change, we found that employees' later commitment to change, in both affective and normative forms, was generally greater when they initially felt more rather than less commitment to change, and that more change-commitment was sustained over time when employees perceived their leaders to have provided more transformational- and informational justice-behaviors within their workunits. We also found that employees' later (rather than initial) commitment to change was a stronger predictor of employees¡¯ later behavioral support for change and turnover intentions. Our findings¡¯ implications for how to maintain employee commitment to organizational change are discussed.

Keywords:organizational change, informational justice climate, transformational leadership

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MANAGEMENT CONCEPTS AND CORPORATE LEADERS - TOWARD A LANDSCAPE OF COEVOLUTION

cognitively associating that arousal with desired definitions of organizational reality. While the cognitive component determines the beliefs individuals come to hold, the emotional component influences how intensively they will hold these beliefs, and thus, whether they will commit themselves to effortful action or not. We highlight that emotional arousal can and should be amplified independently of the cognitive dimension of sensegiving.

Keywords:sensegiving, arousal, change

ORGANIZATION DESIGN AND MANAGING CON TINUOUS CHANGE: A COMPLEX ADAPTIVE PRACTICE THEORY

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Managing continuous change poses a challenge and competitive advantage for contemporary organizations. Scholars look at organizational change as a difference between planned and continuous change models, creating a source of tension between both. This study employs complex adaptive system theory (CAS) as a way to reconcile this tension. Analysis focuses not on the nature of change or change models per se but the structure of organization design. The research site is a professional theatre company, where managing continuous change is necessary to its survival. The study adopts a mechanism-based theorizing perspective to explain how CAS principles and design logics underlie organization design in the managing of continuous change. The study makes the following contributions: suggests how CAS principles induce organizational design structure and mechanisms in managing continuous change; and offers further credence for CAS as a way to re-conceive contemporary theory and design.

Keywords:Complex adaptive organization, design and theory, managing continuous change

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ORGANIZATIONAL DEMOCRACY AND PERCIEVED CORPORATE EFFECTIVENESS: AN EXPLORATORY STUDY

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This study explores the relationship between the practices embedded in the notion of democracy within the corporate context and corporate effectiveness. It examines democracy in corporate organization through the lens of its central construct, which is freedom. It defines freedom as that quality and that condition in which self-actualisation by an individual is possible within the parameters of similar opportunities and conditions for others. Within the corporate context, freedom is conceptualised as being built upon a constellation of rights related practices that are expressly granted and/or explicitly/ implicitly permitted. It hypothesizes that those corporate organizations that grant greater freedom to their managers are more effective than those corporate organizations that grant lesser freedom. Based upon the unravelling of those management practices which are freedom related in nature, case studies, and the theory of freedom in political and social philosophy, an instrument consisting of civil, justice related and participation related freedom related practices was generated. A questionnaire based survey was conducted which elicited data from 962 managerial employees at 50 corporate organizations in India. The subsequent analysis showed a strong positive effect of the freedom related practices on the innovative excellence, measured in terms of employee morale and the adaptability and innovativeness of the firm. However, there was rather a moderate effect of the freedom related practices on the aggregate corporate effectiveness of the sampled organizations. Overall, the study indicated that in this era of hyper competition and hyper turbulence in India, a critical

success factor for any business organization is the extent to which its managerial employees are allowed to perform the role of active citizens in the making and the realization of the collective good. The research thus provides significant insights into the nature of corporate management in India. Implications of the study have been drawn on the understanding of authority and legitimacy of corporate management, justice in organizations and democratic management practices, not merely as an employee involvement programme but as a core business process that is organizational in its sweep and impact.

Keywords:employee rights, effectiveness, India

ORGANIZATIONAL KNOWLEDGE AS PRACTICE.- C ELEGANS AND THE INQUIRY OF SITUATIONS (WITHDRAWN)

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Taking a contemporary route to the analysis of knowledge in organizations where knowledge is considered as emergent, distributed, situated, activity and relation dependent one must ask how managerial and organizational knowledge then can be studied and taught. Based on a study of a management development program this paper discuss the role of different practices of learning using an analogy between a worm (C Elegans) used by the Nobel laureate Sidney Brenner to understand the regulation of cell development , and struggles in management research to understand organizational learning. A focus on situations in organizations is thereby suggested as a possible way to handle the criticism of both over-and under-socialization of many approaches to knowledge in organizations. The situational approach suggests a focus on situations in organizations where institutionalized knowledge structures interact with knowledgeable actors to produce and reproduce knowledge in organizations.

Keywords:Management Development Program, Knowledge in organizations, Practice

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ORGANIZATIONAL KNOWLEDGE TRANSFER: INTRODUCING A MULTI-LEVEL PERSPECTIVE

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Research on organizational knowledge transfer is burgeoning, due to the critical role of external knowledge as a source of advantages for firms as well as public sector organizations. Our study investigates knowledge transfer in the context of a Norwegian benchmarking project in which e a majority of Norwegian municipality organizations participated over a period of two years. The explicit purpose of the project was to encourage the project groups to learn from the experiences of their partner organizations, bringing the complexity of knowledge transfer to the forefront. A field sample of 82 benchmarking groups and 274 individual municipality managers were examined to test antecedents to knowledge transfer in this setting. Specifically, the relationships between respectively group autonomy, group intensity of effort, absorptive capacity and cognitive distance were hypothesized in the current study, and possible moderator effects from group autonomy were tested on an exploratory basis. Our study was deliberately conducted using a composite multi-level design, in order to test individual and group level relationships simultaneously. The study detected a positive relationship between group intensity, group autonomy and knowledge transfer as well as a negative relationship between individual cognitive distance and knowledge transfer.

ORGANIZATIONAL RESPONSES TO INSTITUTIONAL PRESSURE: A PRAXEOLOGICAL APPROACH TO INSTITUTIONALIZATION

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The purpose of this study is to provide a more integrative understanding of how on the surface similar organizations respond to the same exogenous institutional pressure to adopt practices representing a new logic. By adapting concepts from social praxeology to organizational institutionalism, this article presents an integrative view of how new institutional demands in a field are realized within the actions and meaning systems of organizational actors. This research is based upon an ethnographic field study concerning how middle-managers and frontline staff in two on the surface similar Danish public care organizations respond to the same exogenous institutional pressures to adopt a New Public Management (NPM) based logic of service delivery. The findings illustrate how diverging organizational responses to institutional pressures are shaped by the differential strategies of organization members' habitus to handle the practical consequences of such demands. The study furthermore shows how this ongoing dynamic is a source of both organizational decay and may induce organizational actors to actively promote institutional change.

PLANNED REVOLUTIONARY CHANGES IN SOES: AN INSTITUTIONAL & HISTORICAL PERSPECTIVE

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This paper studies planned revolutionary changes in a large SOE's development process with an historical perspective in the framework of organization development (Greiner, 1972, 1998) and punctuated equilibrium (Tushman, Newman, & Romanelli, 1986; Tushman & O'Reilly, 1996; Tushman & Romanelli, 1985). We explore the firm-institution dynamics in planning and implementing these revolutionary changes. We further propose a three dimension decision-making model of the changing process in the institutional framework, in which we assert that temporal dimension is critical for firm-institution interactions. Meanwhile we also clarify the concept of revolutionary change in organizational development process, by arguing that revolutionary change shall not always be as radical as described in the existing literature.

PROCEDURAL JUSTICE AND COOPERATIVE BEHAVIOR: PASSION AND COMPASSION IN INNOVATION

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Tyler and Blader's four component model of procedural justice is related to passion and compassion in management practice through its emphasis on social identity and intrinsic motivation. This in depth organizational based study provides empirical evidence to validate the model and found that Quality of Treatment is a highly significant influence in encouraging cooperative behaviors. Further, the research suggests that the nature of the employee-leader relationship and interactions is fundamental to the transmission of treatment information, helping meet socio-emotional needs such as communicate respect. The study was undertaken using qualitative methods and would be considered unusual in the justice field. However, these were employed to explore the rich context of 'justice as it was happening' in the field setting.

REGULATION OF SOCIAL CONSTRUCTION: MANAGING CHANGE IN PLURALISTIC CONTEXTS

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In this study, we used the emergence and implementation of a public policy as the basis for studying the process of purposeful change affecting multiple professional organizations from a combined contextualist processual perspective (Pettigrew, 1985a; Langley, 1999). Results are based on a longitudinal multiple-case study informed by interviews, questionnaires and documentary analysis. The findings demonstrate that managing change in pluralistic contexts can be described as a process made up of many prescribed and constructed processes, which we have collectively termed regulation of social construction. This framework helps illustrate the interactions between the process, context and content of change. Such insights are useful for those managing change in a context where radical transformations seem unsuitable if not impossible.

RESULTS-ORIENTED LEADERSHIP THROUGH A PERSPECTIVE OF IMAGINATION AND ABUNDANCE

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The authors view leadership as creating concrete, value-adding results, in close cooperation with others and based on 'being present with reality.' This perspective assumes a clear relationship

between the results a leader generates, and his or her 'way of being.' When a leader is acting from a rigidly fixed 'way of being,' which manifests itself in equally fixed behaviour patterns, the leader may come to see that it is also possible to act differently: from a perspective of imagination and abundance. In this article we show how, in a leadership programme, someone can master this. We illustrate this with quotes, drawn from twelve in- depth interviews with former programme participants.

Keywords:leadership, organizational development, project results

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RETHINKING LEADER-MEMBER EXCHANGE (LMX) THEORY: A STUDY OF LMX DURING TIMES OF CHANGE

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This study examines the effects of leader-member exchange (LMX) on feelings of exhaustion, change commitment, and turnover intentions in two organizations that recently undertook organizational change efforts. Previous research within the LMX domain has widely praised the benefits of high-quality LMX relationships. However, the authors draw from conservation of resource theory and suggest these relationships might not hold for employees facing organizational change. Results from two separate organizations undertaking transformations demonstrated a curvilinear relationship between LMX and reported levels of exhaustion. Additional results indicated that LMX was positively related to change commitment and negatively related to turnover intentions; however, these relationships were mediated by feelings of exhaustion. Implications of the investigation and needs for additional research are discussed.

Keywords:LMX, Change, Stress

RUSSIAN SOUL AND AMERICAN FREEDOM: AN EXPLORATION OF TRANSFORMATIONAL AND TRANSACTIONAL LEADERSHIP

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In the twenty years since the fall of communism in its country, the Russian Federation has experienced rapid change throughout its socio-politico-economic structures. The priority to develop organizational leaders in an emerging, state-managed, networked capitalist context has been explored by Russian and American scholar-practitioners including Gorbachev, Puffer, McCarthy, and Korotov. This paper describes the first study in a planned research stream of transformational and transactional leadership in this economic context. The findings in this study, undertaken with Russian graduate management students and organizational leaders, support the compassionate commitment of these stakeholders to the timely strengthening of transformational Russian business leaders.

Keywords:Russian Federation, transformational leadership, multicultural competence

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SAY CHEESE: A CASE STUDY OF MODERNIZATION IN AGRIBUSINESS

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The information systems (IS) literature has largely neglected the study of implementations of strategic initiatives to enhance the management and quality of agricultural business. This paper reports on an ongoing empirical study that follows the efforts of a multibillion-dollar organization to modernize its operations. The study explains the drivers behind modernization efforts in the Italian agricultural cooperative sector. Focusing on the role that information and communication technologies (ICT) and people play in modernization strategy, the paper suggests that managers should dare to care beyond the reasons for change, considering the physical, social and cultural needs of the stakeholders involved. We portrait modernization as an ongoing, evolutionary, process performed by organizations in order to survive and prosper. Yet, the rationality of the decision to modernize is likely to face the forces of entrenched traditions and practices, the feelings and the social significance of established ways of those with the power to derail the modernization project. Our study contributes to the extant literature on agribusiness management by describing an attempt by a major cooperative organization to transform important business practices among its members. The study highlights tensions between the very nature of the cooperative enterprise and their need to adapt and respond to demands a new, global, environment.

Keywords:agribusiness, modernization, empirical study

SECURE BASE LEADERSHIP - NO INNOVATION AND CHANGE WITHOUT CARE AND COMPASSION

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This research forwards the notion of Secure Base Leadership. Secure Base Leadership is an extension of Ainsworth's (1967) and Bowlby's (1988) conceptions of Secure Base as it relates to the dual control systems of attachment and exploration as described in Attachment Theory. Secure Base Leadership is an explicitly 'positive' relationship based approach to leadership in that it stresses the importance of care and compassion as a leader in the service of organizational learning and exploration. The paper explores the concept of Secure Base Leadership through a qualitative study. The results indicate that Secure Base Leadership has eight dimensions. The paper argues that innovation, learning and change require safety, comfort and care - and it is the role of the leader as a Secure Base to provide both these elements of safety and risk.

Keywords:Attachment Theory, Leadership, Care and Compassion

SENSING AND DETECTING CHANGE: EARLY ACCESS TO KNOWLEDGE SOURCES FOR EFFECTIVE ORGANIZATIONAL CHANGE

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An examination of the managing change literature suggests that much of the studies and writings appear to focus on the execution phase of organizational change; with particular attention directed to the issue of the resistance that accompanies such change. The concentrations of writings on this interventional phase of the organizational change management lifecycle could be read as implicit acceptance that if a change initiative fails, it will do so during this phase. This paper presents an alternative view and argues that successful outcome of change initiatives could more likely be achieved by giving more attention towards the initial phase of the organizational change process; giving focus to the activity of accurately detecting change. Further, it advocates that the activity of change detection by all managers, as organizational change agents, be developed as an integral part of their respective managerial routines. A conceptual frame of thinking about how managers might effectively and efficiently access knowledge of ambient and emerging change is drawn from the knowledge management literature. The findings from an empiric study of interviews with 30 senior managers, suggests multiple forms of knowledge access for detecting change.

Keywords:organizational change, knowledge management, concept mapping

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SOCIAL INTERACTION AND ISSUE INTERPRETATION DURING CHANGE: AN EMPIRICAL TEST OF SENSEMAKING THEORY

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With insights derived from sensemaking and social network perspectives, this study offers one of the first quantitative tests of a key tenet of sensemaking theory, the influence of social interaction on issue interpretation. Results offer quantitative empirical support for the predictions of sensemaking theory, that social interaction underpins the issue interpretations of individuals. Drawing on a sample of 148 U.S. public school teachers facing two significant organizational change issues, our analysis reveals that centrality within organizational friendship and advice networks is positively associated with interpreting change as controllable. Implications for testing and extending sensemaking theory are discussed.

Keywords:Sensemaking, Social network analysis, Organizational change

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STRATEGIC EPISODES AS PROTECTIVE INTERRUPTS - STRATEGIZING IN HIGH RELIABILITY CONTEXTS (WITHDRAWN)

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Employing the practice of strategic episodes, how can organizations strike a balance between a maximum of critical reflexion ('de-coupling') with a maximum of practical relevance ('re-coupling')? Drawing on a longitudinal, comparative case study in two Swiss hospital clinics, we track strategic episodes within two strategic change processes over time. We identify two distinct modes of strategizing ('subcutaneous and institutionalized strategic change') as well as two key functions of strategic episodes, namely protecting and interrupting. We develop and discuss the concept of 'strategic episodes as protective interrupts' in order to nuance and extend the conceptual arsenal of strategy- as-practice scholarship.

STRATEGIC INDIGENOUS LEADERSHIP: HOW DO CHINESE LEADERS IGNITE FIRM TURNAROUNDS?

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ABSTRACT Turnarounds usually involve the failure of both leadership and management. However, despite this, we know very little about how indigenous Chinese leaders influence their firms?action choices and turnaround process. Unlike the West, the incumbent leaders of troubled, Chinese firms are seldom replaced. Instead, these CEOs are charged with the task of nursing their distressed firms back to good economic health. The purpose of this study is therefore to explore how such turnarounds are being staged in an East Asian context, and more importantly to examine how indigenous leaders manage and accelerate their firms?turnaround process. Preliminary evidence from our case firm Savecom Telecommunications revealed that effective turnaround leadership not only involves a series of holistic changes to the strategies, structures and practices throughout the organization, but it also entails a change in the incumbent CEO's approach to leadership. In East Asia, an autocratic approach to leadership has proven to be extremely effective when a turnaround is needed.

STRATEGIC OR STATUS QUO-PRESERVING BUSINESS EXIT: (HOW) DO CEO TURNOVER AND SUCCESSION MATTER?

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Business exit has implications for a firm's corporate strategy. Two types of exit events are distinguished: those that involve strategic change and those that are status quo-preserving. This study investigates the impact of CEO turnover and succession on strategic versus status quo-preserving business exits. Based on a sample of CEO turnover and succession events and subsequent business exits of German corporations from different industries, our results suggest that neither voluntary nor involuntary CEO turnover is relevant to business exit. In contrast, outsider succession significantly affects the likelihood of strategic business exit, while a corporation's performance does not moderate this relationship.

SUPPORTING THE INTRINSIC PASSIONS OF KNOWLEDGE WORKERS TO SPAWN ORGANIZATIONAL VITALITY

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Prevailing assumptions that knowledge workers have a singular loyalty and passion for their occupations and use their expertise as a marketable commodity feed an oppositional dynamic between workers and organizations. This paper integrates theory and a mixed methods empirical study of knowledge workers to propose a heuristic model of six key intrinsic aspects of job satisfaction for knowledge workers. The model suggests an alternative understanding of the sources of organizational well-being and challenges assumptions about knowledge workers and managerial practices in knowledge economies, demonstrating how organizations that support the intrinsic passions of workers—i.e., treating them compassionately—can foster organizational learning, development, and change.

Keywords:knowledge workers, systemic organizational change, intrinsic rewards

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THE CULTURE OF KNOWLEDGE GENERATION TEAM: A SOCIAL LEARNING PERSPECTIVE

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Using the Social Learning Cycle (SLC) process to study the characteristics of team learning of a university team that are research and innovation oriented, this paper shows a cycle termed SLC delta that are reiterative and important to innovation and knowledge creation. Important roles for change leaders are identified to create a passion for innovation and compassion for fostering change and knowledge creation. The notions of Social Learning Cycle Delta, Knowledge Crown Spread (KCS) and Knowledge Infusion (KI) are introduced for sustaining a culture for knowledge generation and innovation.

Keywords:innovation, organizational change, team learning

THE EFFECT OF EVOCATIVE FRAMES LINKED TO IMPLICIT STORYLINES ON STRATEGIC DECISIONS

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We employ the frame perspective and data from a natural experiment conducted over two decades to investigate how framing effects occur and how they impact strategic decision-making. We suggest that frames are key elements that can be analyzed discursively as situated symbolic actions, rather than as simply denotational elements of a discourse. Secondly, that through their discursive nature and linkages, frames move beyond cognitive biases (the lens through which they are often seen) into the realm of social construction. Thirdly, that frames can implicitly impact strategic decisions through their selectivity, salience and emotive effects.

Keywords:Frames, Discourse, Strategic Decisions

THE EFFECTS OF LAYOFF FAIRNESS AND PRIOR

COMMITMENT ON POST-EMPLOYMENT CITIZENSHIP

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In this study, we examine why some layoff victims choose to benefit their former firm (post-employment citizenship) more than others. Our study involves layoff victims of a Big Four accounting firm. We extend Brockner, Tyler, and Cooper-Schneider's (1992) research on the interaction between prior commitment and layoff fairness by studying the attitudes and behavior of layoff victims, as opposed to survivors. We found that procedural fairness of the layoff decision was positively associated with post-employment citizenship and that this relationship was moderated by victims' commitment to the organization prior to the layoff.

Keywords:commitment, layoffs, organizational citizenship behavior

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THE INTERACTION OF CONTRIBUTIVE AND ABSORPTIVE CAPACITIES IN POST-ACQUISITION INTEGRATION

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Post-acquisition integration is considered critical to value-creation from acquisitions. The strategy literature on acquisitions has to a large extent has focused on the acquiring firm's role in securing value creation in the integration process. I argue that both the target and the acquiring firm are critical for value creation. I introduce the concept of contributive capacity, referring to the target firm's active role in creating value in post-acquisition integration. This study shows that 1) the target's contributive capacity positively influences serendipitous value creation in post-acquisition integration, and 2) the acquirer's absorptive capacity is not a constant or accumulative capacity, but rather relative and dependent on the characteristics of the target and the integration process, and 3) value is created through the interaction of the target's contributive and the acquirer's absorptive capacities.

Keywords:contributive capacity, absorptive capacity, post-acquisition integration

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THE PROBLEM WITH WORKAROUNDS IS THAT THEY WORK: SELF-LIMITING DYNAMICS IN IMPLEMENTATION

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Resource shortages are a fact of life in most organizations and in the currently challenging economic climate will be even more common. There is little doubt that resource shortages are widespread and that they lead to undesirable outcomes, yet there has been surprisingly little attention to questions about why they occur and even more insidiously why they persist despite the apparently clear adverse consequences. This paper develops a grounded theory that helps to understand chronic resource shortages, drawing on data from field work at a manufacturing firm adopting lean manufacturing. The paper examines how the actions of various groups (e.g., managers, production workers, and other shop floor workers) interact with each other and with the physical characteristics of the workplace to sustain problematic resource shortages. The paper uses a causal loop diagram to highlight some important features of the dynamics and a system dynamics model for simulation analysis and theory building.

THE ROLE OF PERCEIVED ORGANIZATIONAL SUPPORT IN TIMES OF UNCERTAINTY

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We present and test theory on the importance of support during an organizational change. The participants consisted of 431 bank employees who were surveyed in the midst of a merger. Perceived organizational support was found to be negatively related to change uncertainty. Additionally, change uncertainty was negatively related to job satisfaction and positively related to intentions to quit. These findings indicate the importance of organizations supporting their employees especially in the event of a major change such as a merger. These results and future research implication are also discussed.

THE SYMBIOSIS OF YIN/YANG, A TALE OF TWO ASIAN CITIES ON ORGANIZATIONAL ARCHITECTURE

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Combining theories from both the West and the East, especially the theory of symbiosis and that of Yin and Yang, this paper proposes a new theoretical model regarding doing organizational architecture. Based on empirical evidence on organizational architecture in two East Asian cities that used to be similar in terms of history and culture, we argue that a given strategy of organizational architecture can be seen as a symbiosis of different institutional elements. Different strategies of organizational architecture can achieve similar results if they can help maintain or restore Yin/yang balance in their own environments. Based on the perspective of Yin/yang, we categorize the common methods or interventions adopted in organizational architecture into two strategies, i.e. the Yin-strategy and the Yang-strategy. To discuss the application of the two strategies, we propose a contingency model predicting the effectiveness of the Yin/yang strategies in organizational architecture. Finally, we identify the symptoms of Yin-deficiency and those of Yang-deficiency. This thesis concludes with a discussion of implications for academic researchers and practitioners.

TIMELINESS IN CEO DISMISSAL: WHEN SHOULD CORPORATE BOARDS RESPOND TO PERFORMANCE

DOWNTURN?

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Replacement of management is generally known as an essential element for firms experiencing performance decline and in need of organizational turnaround. However, firms vary in their timing of CEO replacement as a response to performance downturn, and the relationship of timing to the efficacy of response has not been examined. By using investment analyst downgrading as a proxy of performance downturn, I examine the timeliness in CEO dismissal as a board¡¯s response to decline. This paper evaluates the relationship between the timeliness in CEO dismissal and post-succession firm performance. Based on a sample of 412 CEO dismissal observations in 348 public US companies during the period 1996-2005, we establish an inverted U relationship between the speed of CEO change and a firm¡¯s performance. Results show that too fast or too slow responses to performance downturn are associated with low post-succession performance. This suggests board¡¯s misattribution and increased shareholder activism may lead to too fast dismissals but weak internal monitoring leads to too late dismissals. Our results also show that the speed of CEO dismissals have increased over time, especially after the Sarbanes Oxley legislation.

Keywords:CEO Dismissal, Corporate Governance, Firm Performance

TOP MANAGEMENT LEADERSHIP IN THE TURNAROUND PROCESS

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There continues to be a poor understanding of the leadership concept. In particular, the lack of in-depth studies into the activities of top level leaders, and a failure to incorporate the context of inquiry, have been noted as deficiencies in the leadership field. Moreover, there is a poor understanding of the turnaround concept, with a paucity of guidance available for turnaround practitioners. Indeed, there has been a dearth of attention afforded to the role of top management leaders in formulating and executing turnarounds. Employing a process oriented mode of inquiry, four cases are purposefully selected for analysis at different stages of the turnaround process to examine the contributions of top management leaders. A number of significant findings emerge. Firstly, our theoretical understanding of turnaround is enhanced by the finding that a purposeful period of strategic thinking by top management leaders 'bridges' inevitable phases of retrenchment and strategic adjustments. Moreover, existing literature and practitioners alike will benefit from the depiction of turnaround leadership as a shared and dynamic process, and the development of a 'Turnaround-Leadership Process Model', offering details of the approaches (i.e. activities, tactics, techniques) adopted, and nature of leadership (i.e. styles, behaviours, traits and levels of control) demonstrated, across five stages of recovery, namely Realisation'; 'Resuscitation'; 'Reparation'; 'Recuperation' and 'Rejuvenation'.

Keywords:Turnaround Process, Top Management, Leadership

TOWARDS A MATURITY MODEL FOR ORGANIZATIONAL FUTURE ORIENTATION

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In times of discontinuous change, even large, successful organizations can find themselves in life-threatening situations. On many executive boards, a major issue is building organizations that are robust enough to handle to discontinuous change and agile enough to renew their portfolio of strategic resources. This article defines and describes a maturity model of organizational future orientation (OFO), which allows the measurement of the ability of an organization to ensure long-term success and survival. Building on 19 case studies and more than 100 interviews with managers of strategic management, innovation management, corporate development, and corporate foresight, we identify five dimensions and 20 elements that combined capture OFO. By defining four maturity levels for each element, we provide a framework that can be used for benchmarking, improving, and designing OFO practices. We hope that this article will serve as a starting point for a much-needed discussion on how to build more robust and agile organizations. This article also contributes to dynamic-capabilities theory by defining barriers and a process model that illustrates how the elements of OFO need to be combined to create the ability to identify and acquire needed strategic resources. Furthermore, the article shows how OFO contributes to organizational ambidexterity by enhancing the ability to identify discontinuous change and develop radical innovations.

Keywords:environmental scanning, organizational future orientation, dynamic capabilities

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TOWARDS PERFORMANCE-BASED COMPENSATION: ORGANIZATION-PERSON GAPS IN THE STATE-OWNED SECTOR IN CHINA

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This study seeks to explore the gaps between employees¡¯ preferences of compensation criteria and those used in the organization in a state-owned enterprise context in China. A survey among 772 employees from a large state-owned enterprise shows that employee preferences were at variance with organizational practices in that employees emphasized performance-oriented (i.e., task- and collaboration-relevant) criteria more, and personal background criteria less, than did organizational practices. These gaps were moderated by employees¡¯ education level and tenure. Employees with higher education and shorter tenure showed larger gaps between preferred criteria and those used in the organization. Interviews of employees further substantiated the quantitative findings and provided some reasons for the existence of the gaps. Theoretical and practical implications for the results are discussed.

Keywords:China, state-owned enterprises, compensation

TRANSFORMATIONAL LEADERSHIP AND ORGANIZATIONAL CULTURE: TOWARDS INTEGRATING A MULTILEVEL FRAMEWORK

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Leadership and organizational culture have largely been studied independently. Social context, however, is an important element to consider in leadership research. We introduce a multilevel model of transformational leadership and organizational culture as determinants of organizational effectiveness and illuminate the processes through which transformational leaders influence organizational culture. Further, drawing upon Martin's (1992) integration and differentiation

culture perspectives, sociological theory, social cognition theory, and insights from the sensemaking literature, we explicate how transformational leaders foster the emergence of unique subcultures. We also examine how CEOs coordinate subunit efforts to attain important organizational outcomes.

Keywords:Transformational leadership, Organizational Culture, Subculture

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TRANSFORMATIONAL LEADERSHIP AND PERFORMANCE UNDER ORGANIZATIONAL CHANGE: A MULTI-LEVEL STUDY

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Although organizational change depends on leadership, the two bodies of literature have not been integrated adequately (Bass & Riggio, 2006; Burke, 2002). We add to this body of research with an empirical study that, from a multi-level perspective, investigates how transformational leadership relates to followers' in-role task performance and extra-role organizational citizenship behavior during times of organizational change. In a sample of 251 subordinates and their 78 immediate supervisors, results of a hierarchical linear modeling analysis revealed that (a) transformational leadership influenced followers' task performance and organizational citizenship behavior through leader-member exchange, and (b) perceived change frequency moderated the relationship between leader-member exchange and followers' task performance and organizational citizenship behavior such that the relationships were stronger when perceived change frequency was high.

Keywords:transformational leadership, organizational change, performance

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TRUST AND ORGANIZATIONAL CAPACITY FOR CHANGE: A BIBLIOGRAPHIC AND CONCEPTUAL OVERVIEW

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Trust is an ambiguous concept and a complex phenomenon that was not given much serious academic attention until the mid-'90s, which signalled the start of significant research, books, and publications on this topic (Bachmann & Zaheer, 2006; Kramer, Brewer, & Hanna, 1996). Perhaps this sudden and intensive interest was the result of a series of aggressive, bottom-line driven approaches to organizational restructuring (Arnott, 2007; Bachmann & Zaheer, 2006; Bijlsma-Frankema & Koopman, 2003; Bijlsma-Frankema & Woolthuis, 2005). Trust is recognized as being an important factor that enables the quality of working life in organizations change (Bijlsma-Frankema & Koopman, 2003; Bijlsma-Frankema & van de Bunt, 2003; Dirks & Ferrin, 2001; Mayer & Gavin, 2005; Meyer & Stensaker, 2006; Pettigrew, Woodman, & Cameron, 2001; Tyler, 2003; Weick & Quinn, 1999; Zeffane & Connell, 2003a, 2003b). Trust is identified as an important leadership and management competency helping organizations navigate the change management process (Lewicki & Bunker, 1996) . The effectiveness of an organization's capacity for change is closely associated with the degree of trust within an organizational workplace (Judge, Bowler, & Douglas, 2006). Only recently has the literature started to address the

psychological processes involved in organizational change. In a study focussing on the experiences of employees undergoing change, three change process characteristics have been identified that can mediate resistance to change; these are good information, participation, and trust in management (van Dam, Oreg, & Schyns, 2008). The latter characteristic has been identified as a prerequisite for employee cooperation in the change process. Employees must have trust in management's integrity and reliability; otherwise, fear and resistance may obviate the change process (Kotter, 1995; Kotter & Schlesinger, 1979). An important variable within the change process is the perceived trustworthiness of the change manager; perceptions of trustworthiness will influence how employees respond to change (Smollan, 2006). My paper outlines the literature on trust, and examines how organizational change is related to trust; as well, the paper explores how the quality of trust in change agents can influence an organization's capacity for change. Findings will be highlighted, and new possibilities for research will be outlined.

Keywords:Trust, Capacity for Change, Change Management

UNCOVERING RELATIONSHIPS AND SHARED EMOTION BENEATH SENIOR MANAGERS' RESISTANCE TO STRATEGIC CHANGE

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Many approaches to organizational change implicitly, if not explicitly, assume that there is likely to be resistance on the part of recipients of change and that this resistance is in some way illegitimate and unfounded as "right" sits with those initiating the change. This assumption is so ingrained that broader ways of considering recipients' negative responses to change are rarely considered. In this paper, contrary to starting with the assumption of resistance, we consider the possibility that there are more complete and more appropriate ways of understanding responses to change. Based on anomalies uncovered in a study of UK senior managers who were recipients of a large scale change initiative in their multinational corporation, we take an abductive approach (Locke, Golden-Biddle & Feldman, 2008) to the development of theory-building about responses to organizational change. Through iterating back and forth between the data and theory, we have developed a model of responses to organizational change that incorporates shared emotion, and group and intergroup dynamics, including social comparison and group cohesion. This model makes evident that what appears on the surface as simply "resistance" actually encompasses, over time, a number of crucial components that have implications not only for the understanding of change, but also for change agent practice.

Keywords:Organizational Change, Strategic Change, Resistance

WHAT MAKES CHANGE IMPLEMENTATION SUCCESSFUL?

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Leadership success in Scandinavia generally depends on the quality of leaders' co-existence with their followers. This paper seeks to explore the impact of Danish leaders' behaviors on the successful implementation of change. The behaviors of individual leaders during their implementation of change in 26 organizations are presented and analyzed based on five critical behavior sets, namely, a) Shaper, which is leader-centric and b) Attractor, c) Edge and Tension, d) Container and e) Transforming Space, which may be described as more facilitating and engaging. Analyses of the data indicated that leader-centric behaviors have an adverse impact on change implementation. In contrast, the more facilitating and engaging behaviors are positively related to change success. It was evident that leaders who experienced the highest levels of success deployed all four of the more positive behavior sets and an absence of any leader-centric behavior. The study findings provide support for some of the recent research into change leadership. Furthermore, they provide a detailed picture of the nature of behaviors associated with successful change implementation. The paper concludes with a brief discussion of limitations and areas for further research.