fit the rest of the organization design and managerial philosophy. Clearly, high levels of participation and openness are congruent with democratic organizations. It is questionable whether authoritarian organizations would tolerate either one.

SUMMARY

This chapter presented three types of performance management interventions: goal setting, performance appraisal, and rewards systems. These three change programs offer powerful methods for managing employee and work group performance. They also help enhance worker satisfaction and support work design, business strategy, and employee involvement practices.

Principles contributing to the success of goal setting include establishing challenging goals and clarifying measurement. These are accomplished by setting difficult but feasible goals, managing participation in the goal-setting process, and being sure that the goals can be measured and influenced by the employee or work group. The most common form of goal setting—management by objectives—depends on top-management support and participative planning to be effective.

Performance appraisals represent an important link between goal setting and reward systems. As part of an organization's feedback and control system, they provide employees and work groups with information they can use to improve work outcomes. Appraisals are becoming more participative and developmental. An increasing number of people are involved in collecting performance data, evaluating an employee's performance, and determining how the appraisee can improve.

Reward systems interventions elicit, reinforce, and maintain desired performance. They can be oriented to individual jobs, work groups, or organizations and affect both performance and employee well-being. In addition to traditional job-based compensation systems, the major reward systems interventions in use today are skill-based pay, pay for performance, gain sharing, and promotions. Each of the plans has strengths and weaknesses when measured against criteria of performance contingency, equity, availability, timeliness, durability, and visibility. The critical process of implementing a reward system involves decisions about who should be involved in designing and administering it and how much information about pay should be communicated.

NOTES

1. E. Lawler and J. Boudreau, *Effective Human Resource Management: A Global Analysis* (Palo Alto: Stanford University Press, 2012); A. Mohrman, S. Mohrman, and C. Worley, "High-Technology Performance Management," in *Managing Complexity in High-Technology Organizations*, ed. M. Von Glinow and S. Mohrman (New York: Oxford University Press, 1990), 216–36; E. Lawler, *Talent: Making People Your Competitive Advantage* (San Francisco: Jossey-Bass, 2008).
2. E. Lawler and J. Boudreau, *Achieving Excellence in Human Resources Management: An Assessment of Human Resource Functions* (Palo Alto: Stanford University Press, 2009); D. McDonald and A. Smith, "A Proven Connection: Performance Management and Business Results," *Compensation and Benefits Review* 27 (1995): 59–64; P. Bernthal, R. Sumlin, P. Davis, and R. Rogers, *Performance Management Practices Survey Report* (New York: Development Dimensions International, 1997).
3. J. Riedel, D. Nebeker, and B. Cooper, "The Influence of Monetary Incentives on Goal Choice, Goal Commitment, and Task Performance," *Organizational Behavior and Human Decision Processes* 42 (1988): 155–80; P. Earley, T. Connolly, and G. Ekegren, "Goals, Strategy Development, and Task Performance: Some Limits on the Efficacy of Goal Setting," *Journal of Applied Psychology* 74 (1989): 24–33; N. Perry, "Here Come Richer, Riskier Pay Plans," *Fortune*, December 19, 1988, 50–58; E. Lawler III, *High-Involvement Management* (San Francisco: Jossey-Bass, 1986); A. Mohrman, S. Resnick-West, and E. Lawler III, *Designing Performance Appraisal Systems* (San Francisco: Jossey-Bass, 1990).
4. Mohrman, Mohrman, and Worley, "High-Technology Performance Management."

5. R. Kaplan and D. Norton, "Transforming the Balanced Scorecard from Performance Measurement to Strategic Management—Part II," *Accounting Horizons* 15 (2001): 147–61.
6. E. Locke and G. Latham, *A Theory of Goal Setting and Task Performance* (Englewood Cliffs, NJ: Prentice Hall, 1990).
7. Locke and Latham, *Theory of Goal Setting;* E. Locke, R. Shaw, L. Saari, and G. Latham, "Goal Setting and Task Performance: 1969–1980," *Psychological Bulletin* 97 (1981): 125–52; M. Tubbs, "Goal Setting: A Meta-Analytic Examination of the Empirical Evidence," *Journal of Applied Psychology* 71 (1986): 474–83.
8. A. O'Leary-Kelly, J. Martocchio, and D. Frink, "A Review of the Influence of Group Goals on Group Performance," *Academy of Management Journal* 37 (1994): 1285–1301.
9. S. Sherman, "Stretch Goals: The Dark Side of Asking for Miracles," *Fortune*, November 13, 1995, 231–32; S. Tully, "Why to Go for Stretch Targets," *Fortune*, November 14, 1994, 145–58.
10. D. Ackman, "Pay Madness at Enron," *Forbes*, March 22, 2002, accessed from http://www.forbes.com/2002/03/22/0322enronpay.html on August 9, 2012; R. Stevenson, "Sears Ducks, Then Tries to Cover," *New York Times*, June 17, 1992, D1.
11. D. Crown and J. Rosse, "Yours, Mine, and Ours: Facilitating Group Productivity Through the Integration of Individual and Group Goals," *Organizational Behavior and Human Decision Processes* 64, no. 2 (1995): 138–50.
12. P. Drucker, *The Practice of Management* (New York: Harper & Row, 1954), 63.
13. G. Odiorne, *Management by Objectives* (New York: Pittman, 1965).
14. H. Levinson, "Management by Objectives: A Critique," *Training and Development Journal* 26 (1972): 410–25.
15. D. McGregor, "An Uneasy Look at Performance Appraisal," *Harvard Business Review* 35 (May–June 1957): 89–94.
16. E. Huse and E. Kay, "Improving Employee Productivity Through Work Planning," in *The Personnel Job in a Changing World*, ed. J. Blood (New York: American Management Association, 1964), 301–15; R. Byrd and J. Cowan, "MBO: A Behavioral Science Approach," *Personnel* 51 (March–April 1974): 42–50.
17. E. Lawler, "Reward Practices and Performance Management System Effectiveness" *Organizational Dynamics* 32 (2003): 396–404.
18. G. Latham and E. Locke, "Enhancing the Benefits and Overcoming the Pitfalls of Goal Setting," *Organization Dynamics* 34 (2006): 332–48; Locke and Latham, *Theory of Goal Setting*.
19. Tubbs, "Goal Setting"; R. Guzzo, R. Jette, and R. Katzell, "The Effects of Psychologically Based Intervention Programs on Worker Productivity: A Meta-Analysis," *Personnel Psychology* 38 (1985): 275–91; A. Mento, R. Steel, and R. Karren, "A Meta-Analytic Study of the Effects of Goal Setting on Task Performance: 1966–1984," *Organizational Behavior and Human Decision Processes* 39 (1987): 52–83; O'Leary-Kelly, Martocchio, and Frink, "Influence of Group Goals."
20. C. Pearson, "Participative Goal Setting as a Strategy for Improving Performance and Job Satisfaction: A Longitudinal Evaluation with Railway Track Maintenance Gangs," *Human Relations* 40 (1987): 473–88; R. Pritchard, S. Jones, P. Roth, K. Stuebing, and S. Ekeberg, "Effects of Group Feedback, Goal Setting, and Incentives on Organizational Productivity," *Journal of Applied Psychology* 73 (1988): 337–58.
21. S. Yearta, S. Maitlis, and R. Briner, "An Exploratory Study of Goal Setting in Theory and Practice: A Motivational Technique That Works?" *Journal of Occupational and Organizational Psychology* 68 (1995): 237–52.
22. R. Steers, "Task-Goal Attributes: Achievement and Supervisory Performance," *Organizational Behavior and Human Performance* 13 (1975): 392–403; G. Latham and G. Yukl, "A Review of Research on the Application of Goal Setting in Organizations," *Academy of Management Journal* 18 (1975): 824–45; R. Steers and L. Porter, "The Role of Task-Goal Attributes in Employee Performance," *Psychological Bulletin* 81 (1974): 434–51; Earley, Connolly, and Ekegren, "Goals"; J. Hollenbeck and A. Brief, "The Effects of Individual Differences and Goal Origin on Goal Setting and Performance," *Organizational Behavior and Human Decision Processes* 40 (1987): 392–414.
23. Huse and Kay, "Improving Employee Productivity," 301–15; A. Raia, "Goal Setting and Self-Control: An Empirical Study," *Journal of Management Studies* 2 (1965): 34–53; A. Raia, "A Second Look at Management Goals and Controls," *California Management Review* 8 (1965): 49–58; D. Terpstra, P. Olson, and B. Lockeman, "The Effects of MBO on Levels of Performance and Satisfaction Among University Faculty," *Group and Organization Studies* 7 (1982): 353–66.
24. S. Carroll and W. Tosi Jr., *Management by Objectives* (New York: Macmillan, 1973), 23.
25. G. Latham and R. Wexley, *Increasing Productivity Through Performance Appraisal* (Reading, MA: Addison-Wesley, 1981).
26. L. Holsinger, *Effective Performance Management Practices* (New York: Mercer Human Resource Consulting, 2002).
27. Mohrman, Resnick-West, and Lawler, *Designing Performance Appraisal Systems*; "Employees Say Companies Must Improve Performance Management," *HR Focus* 80

(2003): 9; J. Smither, ed., *Performance Appraisal* (San Francisco: Jossey-Bass, 1998).

28. H. Bernardin, C. Hagan, J. Kane, and P. Villanova, "Effective Performance Management," in *Performance Appraisal*, ed. J. Smither (San Francisco: Jossey-Bass, 1998), 348–64.
29. "Companies Must Improve," *HR Focus*.
30. L. Kellaway, "My Appraisal of Job Appraisals: Get Rid of Them," *Financial Times*, July 12, 2010, p. 10; S. Culbert, *Get Rid of the Performance Review* (New York: Business Plus, 2010).
31. G. Yukl and R. Lepsinger, "How to Get the Most Out of 360-Degree Feedback," *Training* 32, no. 21 (1995): 45–50; G. Roberts, "Employee Performance Appraisal System Participation: A Technique That Works," *Public Personnel Management* 32 (2003): 89–97.
32. E. Lawler, "Creating an Effective Appraisal System," in *The Executive Guide to Integrated Talent Management*, ed. K. Oakes and P. Galagan (Alexandria, VA: American Society for Training & Development, 2011): 79–90; S. Scott and W. Einstein, "Strategic Performance Appraisal in Team-Based Organizations: One Size Does Not Fit All," *Academy of Management Executive* 15 (2001): 107–17.
33. W. Tornow and M. London, *Maximizing the Value of 360-Degree Feedback: A Process for Successful Individual and Organizational Development* (San Francisco: Jossey-Bass, 1998); B. O'Reilly, "360 Feedback Can Change Your Life," *Fortune*, October 17, 1994, 93–100.
34. "Performance Management Systems Are Quickly Becoming Popular," *HR Focus* 80 (2003): 8–10.
35. "More Evidence that Performance Management Yields Higher Profits," *HR Focus* 84 (February 2007): 8.
36. Mohrman, Resnick-West, and Lawler, *Designing Performance Appraisal Systems*; E. Lawler, "Performance Management: The Next Generation," *Compensation and Benefits Review* 26, no. 3 (1994): 16–19.
37. "Performance Management Delivers Double the Return," *HR Focus* 83 (2006): 8; L. Pettijohn, R. Parker, C. Pettijohn, and J. Kent, "Performance Appraisals: Usage, Criteria, and Observations," *Journal of Management Development* 20 (2001): 754–72.
38. B. Cawley, L. Keeping, and P. Levy, "Participation in the Performance Appraisal Process and Employee Reactions: A Meta-analytic Review of Field Investigations," *Journal of Applied Psychology* 83 (1998): 615–33; J. Fairbank and D. Prue, "Developing Performance Feedback Systems," in *Handbook of Organizational Behavior Management*, ed. L. Frederiksen (New York: John Wiley & Sons, 1982); J. Sassenrath, "Theory and Results on Feedback and Retention," *Journal of Educational Psychology* 67 (1975): 894–99.
39. R. Kopelman, *Managing Productivity in Organizations* (New York: McGraw-Hill, 1986).
40. Guzzo, Jette, and Katzell, "Psychologically Based Intervention Programs."
41. D. Nadler, "The Effects of Feedback on Task Group Behavior: A Review of the Experimental Research," *Organizational Behavior and Human Performance* 23 (1979): 309–38; D. Nadler, C. Cammann, and P. Mirvis, "Developing a Feedback System for Work Units: A Field Experiment in Structural Change," *Journal of Applied Behavioral Science* 16 (1980): 41–62; J. Chobbar and J. Wallin, "A Field Study on the Effect of Feedback Frequency on Performance," *Journal of Applied Psychology* 69 (1984): 524–30.
42. W. Scott, J. Farh, and P. Podsakoff, "The Effects of 'Intrinsic' and 'Extrinsic' Reinforcement Contingencies on Task Behavior," *Organizational Behavior and Human Decision Processes* 41 (1988): 405–25; E. Lawler III, *Strategic Pay* (San Francisco: Jossey-Bass, 1990); A. Stajkovic and F. Luthans, "Differential Effects of Incentive Motivators on Work Performance," *Academy of Management Journal* 44 (2001): 580–90.
43. J. Galbraith, *Designing Organizations* (San Francisco: Jossey-Bass, 2001); E. Lawler, *Rewarding Excellence: Pay Strategies for the New Economy* (San Francisco: Jossey-Bass, 2000).
44. Lawler, *Rewarding Excellence*.
45. M. Conyon, S. Peck, and G. Sadler, "Compensation Consultants and Executive Pay: Evidence from the United States and the United Kingdom," *Academy of Management Perspectives* 23, no. 1 (2009): 43–55; J. Useem, "Have They No Shame," *Fortune*, April 14, 2003, 57–63.
46. J. Bruner, "The Next Big Thing in Health Benefits: Consumer Choice," *Benefits Quarterly* 18 (2002): 49–53.
47. J. Campbell, M. Dunnette, E. Lawler III, and K. Weick, *Managerial Behavior, Performance, and Effectiveness* (New York: McGraw-Hill, 1970).
48. S. Kerr, "Risky Business: The New Pay Game," *Fortune*, July 22, 1996, 94–96.
49. C. Worley, D. Bowen, and E. Lawler III, "On the Relationship Between Objective Increases in Pay and Employees' Subjective Reactions," *Journal of Organization Behavior* 13 (1992): 559–71.
50. "Performance Management Systems Are Quickly Becoming Popular"; "Performance Management: Still a Long Way to Go for Many Companies," *HR Focus* 84 (2007): 8.
51. V. Gibson, "The New Employee Reward System," *Management Review* (February 1995): 13–18.
52. Center for Effective Organizations, "Survey of Organization Improvement Efforts" (Los Angeles: Center for Effective Organizations, 2006).

53. Lawler, *Rewarding Excellence*.
54. G. Ledford and G. Bergel, "Skill-Based Pay Case Number 1: General Mills" (Skill-based pay seminar materials, American Compensation Association, Scottsdale, AZ, 1990).
55. E. Lawler, *Pay and Organization Development* (Reading, MA: Addison-Wesley, 1981): 66; E. Lawler and G. Ledford Jr., "Skill-Based Pay," *Personnel* 62 (1985): 30–37; Lawler, *From the Ground Up*.
56. Lawler, *Pay and Organization Development*, 66.
57. J. Shaw, N. Gupta, A. Mitra, and G. Ledford, "Success and Survival of Skill-based Pay Plans," *Journal of Management* 31, no. 1 (2005): 28–49.
58. N. Gupta, G. D. Jenkins Jr., and W. Curington, "Paying for Knowledge: Myths and Realities," *National Productivity Review* (Spring 1986): 107–23.
59. E. Lawler III, S. Mohrman, and G. Ledford, *Strategies for High-Performance Organizations* (San Francisco: Jossey-Bass, 1998).
60. Lawler, *Rewarding Excellence*.
61. F. Lyons and D. Ben-Ora, "Total Rewards Strategy: The Best Foundation of Pay for Performance," *Compensation and Benefits Review* (March/April, 2002): 34–40; Center for Effective Organizations, "Survey of Organization Improvement Efforts."
62. Z. Schiller, "A Model Incentive Plan Gets Caught in a Vise," *BusinessWeek* (January 22, 1996): 89–90.
63. Lawler, *Pay and Organization Development*, 134–43; M. Schuster, J. Schuster, and M. Montague, "Excellence in Gainsharing: From the Start to Renewal," *Journal for Quality and Participation* 17, no. 3 (1994): 18–25; D. Band, G. Scanlon, and C. Tustin, "Beyond the Bottom Line: Gainsharing and Organization Development," *Personnel Review* 23, no. 8 (1994): 17–32; J. Belcher, "Gainsharing and Variable Pay: The State of the Art," *Compensation and Benefits Review* 26, no. 3 (1994): 50–60.
64. Lawler, *Pay and Organization Development*, 146–54.
65. J. Ramquist, "Labor–Management Cooperation: The Scanlon Plan at Work," *Sloan Management Review* (Spring 1982): 49–55; T. Cummings and E. Molloy, *Improving Productivity and the Quality of Work Life* (New York: Praeger, 1977), 249–60; R. J. Bullock and E. Lawler III, "Gainsharing: A Few Questions, and Fewer Answers," *Human Resource Management* 23 (1984): 23–40; C. Miller and M. Schuster, "A Decade's Experience with the Scanlon Plan: A Case Study," *Journal of Occupational Behavior* 8 (April 1987): 167–74; T. Welbourne and L. Gomez-Meija, "Gainsharing: A Critical Review and a Future Research Agenda," *Journal of Management* 21, no. 3 (1995): 559–609; W. Imberman, "Is Gainsharing the Wave of the Future," *Management Accounting* 77 (1977): 35–40; D. Collins, *Gainsharing and Power: Lessons from Six Scanlon Plans* (Ithaca, NY: ILR Press of Cornell University Press, 1998).
66. General Accounting Office, *Productivity Sharing Programs: Can They Contribute to Productivity Improvement?* (Washington, DC: Author, 1981).
67. Bullock and Lawler, "Gainsharing"; C. O'Dell, *People, Performance, and Pay* (Houston, TX: American Productivity Center, 1987).
68. E. Doherty, W. Nord, and J. McAdams, "Gainsharing and Organization Development: A Productive Synergy," *Journal of Applied Behavioral Science* 25 (1989): 209–29.
69. S. Hanlon, D. Meyer, and R. Taylor, "Consequences of Gainsharing: A Field Experiment Revisited," *Group and Organization Management* 19, no. 1 (1994): 87–111.
70. E. Lawler III, "Gainsharing Theory and Research: Findings and Future Directions," in *Organizational Change and Development*, vol. 2, ed. W. Pasmore and R. Woodman (Greenwich, CT: JAI Press, 1988), 323–44.
71. E. Lawler, *Pay and Organization Development* (Upper Saddle River, NJ: Pearson, 1981).
72. This application was adapted from C. Ashton, "Lands' End Rethinks Pay for Performance," *Human Resource Management International Digest* 8 (2000): 18–21.
73. E. Lawler and C. Worley, *Built to Change* (San Francisco: Jossey-Bass, 2006).
74. E. Lawler III, "Reward Systems," in *Improving Life at Work*, ed. J. Hackman and J. Suttle (Santa Monica, CA: Goodyear, 1977), 176.
75. R. Walton, "How to Counter Alienation in the Plant," *Harvard Business Review* 50 (November-December 1972): 70–81.
76. Lawler, *Rewarding Excellence*, 57–59.
77. Lawler, "Reward Practices and Performance Management System Effectiveness"; "Performance Management: Still a Long Way to Go for Many Companies," *HR Focus* 84 (2007): 8; "More Evidence That Performance Management Yields Higher Profits," *HR Focus* 84 (February 2007): 8.
78. E. Lawler III and G. Jenkins, *Employee Participation in Pay Plan Development* (unpublished technical report to U.S. Department of Labor, Ann Arbor; Institute for Social Research, University of Michigan, 1976).
79. Center for Effective Organizations, "Survey of Organization Improvement Efforts."

NOTES

1. J. Boudreau and P. Ramstad, *Beyond HR* (Cambridge, MA: Harvard Business School Publishing, 2007).
2. J. Boudreau and I. Ziskin, "The Future of HR and Effective Organizations," *Organizational Dynamics* 20 (2011): 255–66; A. Myers and S. Edwards, "Educational Leave of Absence: Retaining High-Potential Employees Pursuing MBA Degrees," *Cornell HR Review* (June 2012), accessed from http://www.cornellhrreview.org/educational-leave-of-absence-retaining-high-potential-employees-pursuing-mba-degrees on January 15, 2013.
3. J. Passmore, "An Integrative Model for Executive Coaching," *Consulting Psychology Journal* 59 (2007): 68–78; M. O'Neill, *Executive Coaching with Backbone and Heart: A Systems Approach to Engaging Leaders with Their Challenges* (San Francisco: Jossey-Bass, 2000); M. Goldsmith, L. Lyons, A. Freas, and R. Witherspoon, eds., *Coaching for Leadership: How the World's Greatest Coaches Help Leaders Learn* (San Francisco: Jossey-Bass, 2000); C. Fitzgerald and J. Berger, eds., *Executive Coaching: Practices and Perspectives* (Palo Alto, CA: Davies-Black Publisher, 2002).
4. W. Evers, A. Brouwers, and W. Tomic, "A Quasi-experimental Study on Management Coaching Effectiveness," *Consulting Psychology Journal* 58 (2006): 174–82; B. Patwell and E. Seashore, *Triple Impact Coaching* (Columbia, MD: Bingham House Books, 2006); K. Kram, *Mentoring at Work* (Glenview, IL: Scott, Foresman, 1984); A. Geiger-DuMond and S. Boyle, "Mentoring: A Practitioner's Guide," *Training and Development* (March 1995): 51–54; E. Collins and P. Scott, "Everyone Who Makes It Has a Mentor," *Harvard Business Review* 56 (July–August 1978): 100; M. Murray, *Beyond the Myths and Magic of Mentoring* (San Francisco: Jossey-Bass, 1991).
5. R. Heckler, *The Anatomy of Change: A Way to Move Through Life's Transition* (Berkeley, CA: North Atlantic Books, 1993); L. Whitworth, H. House, P. Sandahl, and H. Kimsey-House, *Co-active Coaching: New Skills for Coaching People Toward Success in Work and Life* (Palo Alto, CA: Davies-Black Publishing, 1998); R. Hargrove, *Masterful Coaching: Extraordinary Results by Impacting People and the Way They Think and Work Together* (San Diego: Pfeiffer and Co., 1995).
6. D. Coutu and C. Kauffman, "What Can Coaches Do for You?" *Harvard Business Review* (January 2009): 91–97.
7. J. Gephardt, "From Therapist to Executive Coach," in *Consultation for Organizational Change,* vol. 1, ed. A. Buono and D. Jamieson (Charlotte, NC: Information Age Publishing, 2010): 155–80; V. Hart, J. Blattner, and S, Leipsic, "Coaching versus Therapy: A Perspective," *Consulting Psychology Journal* 53 (2001): 229–37.
8. M. O'Neill, *Executive Coaching with Backbone and Heart* (San Francisco: Jossey-Bass, 2000); C. Gegner, *Coaching: Theory and Practice* (San Francisco: University of San Francisco, 1997); S. Kampa-Kokesch and M. Anderson, "Executive Coaching: A Comprehensive Review of the Literature," *Consulting Psychology Journal* 53 (2001): 205–28; Patwell and Seashore, *Triple Impact Coaching.*
9. J. Flaherty, *Coaching: Evoking Excellence in Others* (Burlington, MA: Butterworth-Heinemann, 1998).
10. A. Grant, *Workplace, Executive and Life Coaching: An Annotated Bibliography from the Behavioural Science and Business Literature (May 2009)*, Coaching Psychology Unit, University of Sydney, Australia, 2009; Kampa-Kokesch and Anderson, "Executive Coaching"; Evers, Brouwers, and Tomic, "A Quasi-experimental Study on Management Coaching Effectiveness."
11. L. Miller, "Coaching Pays Off," *HR Magazine,* March 2001, 16.
12. Gegner, *Coaching: Theory and Practice.*
13. Evers, Brouwers, and Tomic, "A Quasi-experimental Study on Management Coaching Effectiveness."
14. A. Grant, L. Curtayne, and G. Burton, "Executive Coaching Enhances Goal Attainment, Resilience and Workplace Well-being: A Randomised Controlled Study," *Journal of Positive Psychology* 4, no. 5 (2009): 296–407.
15. J. Passmore and A. Fillery-Travis, "A Critical Review of Executive Coaching Research: A Decade of Progress and What's to Come," *Coaching: An International Journal of Theory, Research and Practice* 4, no. 2 (2011): 70–88.
16. G. Roche, "Much Ado About Mentors," *Harvard Business Review* 57 (January-February 1979): 14–28.
17. D. Thomas, "The Truth About Mentoring Minorities: Race Matters," *Harvard Business Review* 79 (April 2001): 98–107; E. Fagensen and G. Baugh, "Career Paths, Networking, and Mentoring," in *Women at Work*, ed. D. Smith (Saddle River, NJ: Prentice-Hall, 2000).
18. J. Conger and B. Benjamin, *Building Leaders: How Successful Companies Develop the Next Generation* (San Francisco: Jossey-Bass, 1999).
19. R. Rosen and F. Adair, "CEO's Misperceive Top Management Team Performance," *Harvard Business Review* (September 2007): 30.
20. C. Worley and A. Feyerherm, "Reflections on the Future of OD," *Journal of Applied Behavioral Science* 39 (2003): 97–115.

21. I. Goldstein, "Training in Work Organizations," in *Handbook of Industrial and Organizational Psychology*, ed. M. Dunnette (Chicago: Rand McNally, 1976), 507–619; G. Dessler, *Essentials of Human Resource Management* (Upper Saddle River, NJ: Prentice Hall, 1999); C. Greer, *Strategic Human Resource Management* (Upper Saddle River, NJ: Prentice Hall, 2001); Conger and Benjamin, *Building Leaders*; R. Fulmer and J. Conger, *Growing Your Company's Leaders* (New York: AMACOM, 2004).
22. Goldstein, "Training in Work Organizations"; M. McCall and G. Hollenbeck, "Getting Leadership Development Right," *Leadership Excellence* 24 (2007): 8–10, accessed from http://proquest.umi.com.lib.pepperdine.edu/pqdweb?RQT=572&VType=PQD&VName=PQD&VInst=PROD&pmid=14272&pcid=35414921&Srch Mode=3.
23. McCall and Hollenbeck, "Getting Leadership Development Right."
24. D. Kirkpatrick, "Techniques for Evaluating Training Programs," *Journal of the American Society of Training Directors* 13 (1959): 21–26.
25. L. Ralphs and E. Stephan, "HRD in the *Fortune* 500," *Training and Development Journal* 40 (1986): 69–76; A. Alliger and E. Janak, "Kirkpatrick's Levels of Training Criteria: Thirty Years Later," *Personnel Psychology* 42 (1989): 331–41.
26. C. McCauley and M. Hughes-James, *An Evaluation of the Outcomes of a Leadership Development Program* (Greensboro, NC: Center for Creative Leadership, 1994); Center for Creative Leadership, "Developing Next-Generation Leaders Within an Action-Learning Approach" (Greensboro, NC: Center for Creative Leadership, n.d.), accessed from http://www.ccl.org on August 22, 2007.
27. J. Porras and B. Anderson, "Improving Managerial Effectiveness Through Modeling-based Training," *Organizational Dynamics* 9 (1981): 60–77; J. Barling, T. Weber, and E. Kelloway, "Effects of Transformational Leadership Training on Attitudinal and Financial Outcomes," *Journal of Applied Psychology* 81 (1996): 827–32.
28. McCauley and Hughes-James, *An Evaluation of the Outcomes of a Leadership Development Program*.
29. E. Michaels, H. Handfield-Jones, and B. Axelrod, *The War for Talent* (Boston: Harvard Business School Press, 2001); J. Whitmore, *Coaching for Performance,* 3rd ed. (London: Nicholas Brealey Publishing, 2002).
30. J. Fierman, "Beating the Midlife Career Crisis," *Fortune,* September 6, 1993, 52–62; L. Richman, "How to Get Ahead in America," *Fortune,* May 16, 1994, 46–54; D. Hall, "Protean Careers of the 21st Century," *Academy of Management Journal* 10 (1996): 8–16;
31. "IT Workers Expect Career Development and Job Satisfaction," *HR Focus* (August 1, 1999): 4.
32. S. Niles and J. Harris-Bowlsbey, *Career Development Interventions in the 21st Century,* 4th ed. (New York: Pearson, 2013); D. Feldman, *Managing Careers in Organizations* (Glenview, Ill.: Scott, Foresman, 1988).
33. G. Bohlander and S. Snell, *Managing Human Resources* (Cincinnati, OH: South-Western College Publishing, 2004).
34. S. Derkach, "Exploring Retention of Chinese Employees in Western-based Multinationals," Unpublished Master's Thesis (Malibu, CA: Pepperdine University, 2007).
35. C. Thompson, E. Koon, W. Woodwell, and J. Beauvais, "Training for the Next Economy: An ASTD State of the Industry Report on Trends in Employer-provided Training in the U.S.," American Society of Training and Development, 2002.
36. N. Munk, "Finished at Forty," *Fortune,* February 1, 1999, 50–66; "How to Prepare for the Coming Older Workforce," *IOMA's Safety Director's Report* 1 (April 2001).
37. R. Finnegan, *Rethinking Retention in Good Times and Bad* (Boston: Davies-Black, 2010); J. Wanous, "Effects of a Realistic Job Preview on Job Acceptance, Job Attitudes, and Job Survival," *Journal of Applied Psychology* 58 (1973): 327–32; S. Premack and J. Wanous, "A Meta-Analysis of Realistic Job Preview Experiments," *Journal of Applied Psychology* 70 (1985): 706–19.
38. G. Thornton, *Assessment Centers* (Reading, MA: Addison-Wesley, 1992); A. Engelbrecht and H. Fischer, "The Managerial Performance Implications of a Developmental Assessment Center Process," *Human Relations* 48 (1995): 387–404; P. Griffiths and P. Goodge, "Development Centres: The Third Generation," *Personnel Management* 26, no. 6 (1994): 40–43; P. Geradus, W. Jansen, and F. DeJongh, *Assessment Centres: A Practical Handbook* (New York: John Wiley & Sons, 1998); R. Jones and M. Whitmore, "Evaluating Developmental Assessment Centers as Interventions," *Personnel Psychology* 48 (1995): 377–88; M. Lehman, J. Hudson Jr., G. Appley, E. Sheehan Jr., and D. Slevin, "Modified Assessment Center Approach Facilitates Organizational Change," *Journal of Management Development* 30 (2011): 893–913.
39. L. Thurow, "Building Wealth," *Atlantic Monthly,* June 1999, 57–69.
40. D. Bray, R. J. Campbell, and D. Grant, *Formative Years in Business: A Long Term AT&T Study of Managerial Lives* (New York: John Wiley & Sons, 1974).
41. J. Boudreau and P. Ramstad, *Beyond HR: The New Science of Human Capital* (Boston: Harvard Business School Press, 2007); B. Kaye and S. Jordan-Evans, "From Assets to Investors," *Training & Development* 57 (2003): 40–46.
42. R. Katz, "Time and Work: Towards an Integrative Perspective," in *Research in Organizational Behavior*, vol. 2, ed.

B. Staw and L. Cummings (New York: JAI Press, 1979), 81–127.

43. K. Brousseau, "Toward a Dynamic Model of Job-Person Relationships: Findings, Research Questions, and Implications for Work System Design," *Academy of Management Review* 8 (January 1983): 33–45.
44. R. Chin and K. Benne, "General Strategies for Effecting Changes in Human Systems," in *The Planning of Change,* 3rd ed., ed. W. Bennis, K. Benne, and R. Chin (New York: Holt, Rinehart and Winston, 1976).
45. R. Fulmer and M. Goldsmith, *The Leadership Investment: How the World's Best Organizations Gain Strategic Advantage Through Leadership Development* (New York: AMACOM, 2000).
46. S. Wager, "Retention Update," *Training & Development* 55 (2001): 63–66.
47. F. Balcazar, B. Hopkins, and Y. Suarez, "A Critical Objective Review of Performance Feedback," *Journal of Organizational Behavior Management* 7 (1986): 65–89; J. Chobbar and J. Wallin, "A Field Study on the Effect of Feedback Frequency on Performance," *Journal of Applied Psychology* 69 (1984): 524–30; R. Waldersee and F. Luthans, "A Theoretically Based Contingency Model of Feedback: Implications for Managing Service Employees," *Journal of Organizational Change Management* 3 (1990): 46–56; P. Swinburne, "How to Use Feedback to Improve Performance," *People Management* 7 (2001): 11.
48. CNNMoney, "*Fortune*'s 100 Best Companies to Work For," *Fortune,* January 30, 2012, accessed from http://jobs.aol.com/articles/2012/01/30/fortunes-100-best-companies-to-work-for on August 13, 2012.
49. For an example, see S. Merkner, ed., *Birmingham's Best Companies for Working Families 2000 Annual Report* (Birmingham: Child Times, Inc., 2003).
50. Allerton, "Trend Watch," *Training & Development* 54, no. 1 (January 2000): 11.
51. J. Gordon, L. Litchfield, and K. Whelan-Berry, *Women at Midlife and Beyond: A Glimpse into the Future* (Chestnut Hill, MA: Boston College Center for Work & Family, 2003).
52. J. Ivancevich and W. Glueck, *Foundations of Personnel/Human Resource Management*, 3rd ed. (Plano, TX: Business Publications, 1986), 541.
53. A. Church and M. Herena, "The PepsiCo HR Career Framework," *OD Practitioner* 35 (2003): 27–33.
54. B. Meglino, A. DeNisi, S. Youngblood, and K. Williams, "Effects of Realistic Job Previews: A Comparison Using an Enhancement and a Reduction Preview," *Journal of Applied Psychology* 73 (1988): 259–66; J. Vandenberg and V. Scarpello, "The Matching Method: An Examination of the Processes Underlying Realistic Job Previews," *Journal of Applied Psychology* 75 (1990): 60–67.
55. R. Jones and M. Whitmore, "Evaluating Developmental Assessment Centers as Interventions," *Personnel Psychology* 48 (1995): 377–88.
56. J. Carnazza, A. Korman, T. Ference, and J. Stoner, "Plateaued and Non-Plateaued Managers: Factors in Job Performance," *Journal of Management* 7 (1981): 7–27.
57. C. Morrow, M. Jarrett, and M. Rupinski, "An Investigation of the Effect and Economic Utility of Corporate-wide Training," *Personnel Psychology* 50 (1997): 91–119.
58. "Absence Makes the Business Run Slower," *Journal of Business Strategy* 22 (2001): 3.

SUMMARY

This chapter presented two important human resources interventions: workforce diversity interventions and employee stress and wellness interventions. Like coaching, career planning and development, and leadership development presented in Chapter 18, these change programs generally are carried out by human resources specialists but have become an important part of OD's practice.

Workforce diversity interventions are designed to adapt human resources practices to an increasingly diverse workforce. Age, gender, race, sexual orientation, disability, and culture and values trends point to a more complex set of human resources demands. Within such a context, OD interventions (e.g., job design, performance management, and employee involvement practices) have to be adapted to a diverse set of personal preferences, needs, and lifestyles.

Employee stress and wellness interventions, such as work leaves and EAPs, recognize the important link between worker health and organizational productivity. A model for understanding work-related stress includes occupational stressors; individual differences, which affect how people respond to the stressors; stress outcomes; and interventions to increase wellness or decrease stress. The two main steps in stress management are diagnosing stress and its causes, and alleviating stressors and helping people to cope with stress. Two methods for diagnosing stress are charting stressors and health profiling. Techniques for alleviating stressful conditions include role clarification and supportive relationships. Means for helping workers cope with stress are developing supportive relationships and participation in activities at health and fitness facilities. Finally, EAPs identify, refer, and treat employees and their families for such problems as marital difficulties, drug and alcohol abuse, emotional disturbances, and financial crises. EAPs preserve the dignity of the individual but also recognize the organization's right to expect certain work behaviors.

NOTES

1. F. Miller and J. Katz, *The Inclusion Breakthrough* (San Francisco: Berrett-Koehler, 2002); R. Thomas, *Building on the Promise of Diversity* (New York: AMACOM Books, 2005); M. Bell, *Diversity in Organizations,* 2nd ed. (Mason, OH: South-Western College Publishing, 2011).
2. P. Dass and B. Parker, "Strategies for Managing Human Resource Diversity: From Resistance to Learning," *Academy of Management Executive* 13 (1999): 68–80.
3. Society for Human Resource Management, "Workplace Diversity Practices Poll" (Alexandria, VA: SHRM, 2010), accessed from http://www.shrm.org/Research/SurveyFindings/Articles/Pages/WorkplaceDiversityPractices.aspx on August 12, 2012.
4. This section has benefited greatly from the advice and assistance of Pat Pope, president of Pope and Associates, Cincinnati, OH. Much of the data and many examples cited in support of each trend can be found in the following references and websites: M. Galen, "Equal Opportunity Diversity: Beyond the Numbers Game," *BusinessWeek*, August 14, 1995, 60–61; K. Hammon and A. Palmer, "The Daddy Trap," *BusinessWeek*, September 21, 1998, 56–64; H. Kahan and D. Mulryan, "Out of the Closet," *American Demographics* (May 1995): 40–47; http://stats.bls.gov; http://nces.ed.gov; http://census.gov; http://cdc.gov.
5. "How to Prepare for the Coming Older Workforce," *IOMA's Safety Director's Report* 1, no. 3 (April 2001). See also World Health Organization information on aging of the workforce.
6. E. Cook, M. Heppner, and K. O'Brien, "Career Development of Women of Color and White Women: Assumptions, Conceptualizations, and Interventions from an Ecological Perspective," *Career Development Quarterly* 50 (2002): 291–305.
7. D. Meyerson and J. Fletcher, "A Modest Manifesto for Breaking the Glass Ceiling," *Harvard Business Review* (January-February 2000): 127–35.
8. A. Brief, R. Buttram, R. Reizenstein, D. Pugh, J. Callahan, R. McCline, and J. Vaslow, "Beyond Good Intentions: The Next Steps Toward Racial Equality in the American Workplace," *Academy of Management Executive* 11 (1997): 59–72.
9. H. Ernst, "Promoting Diversity and Equality," *Fortune*, June 14, 2010, 142.
10. "More Employers Cover Domestic Partners," *Employee Benefit News* 17, no. 8 (June 15, 2003): 30.

11. Society for Human Resource Management, "2012 Employee Benefits: The Employee Benefits Landscape in a Recovering Economy" (Alexandria, VA: SHRM, 2012), accessed from http://www.shrm.org/Research/SurveyFindings/Articles/Pages/2012EmployeeBenefitsResearchReport.aspx on August 14, 2012.
12. D. Baldrige and J. Veiga, "Toward a Greater Understanding of the Willingness to Request an Accommodation: Can Requesters' Beliefs Disable the Americans with Disabilities Act?" *Academy of Management Review* 26 (2001): 85–99.
13. Society for Human Resource Management, "Workplace Diversity Practices Poll" (Alexandria, VA: SHRM, 2010), accessed from http://www.shrm.org/Research/SurveyFindings/Articles/Pages/WorkplaceDiversityPractices.aspx on August 12, 2012.
14. S. Rynes and B. Rosen, "A Field Survey of Factors Affecting the Adoption and Perceived Success of Diversity Training," *Personnel Psychology* 48 (1995): 247–70; K. Labich, "Making Diversity Pay," *Fortune*, September 9, 1996, 177–80.
15. K. De Meuse, T. Hostager, and K. O'Neill, "A Longitudinal Evaluation of Senior Managers' Perceptions and Attitudes of a Workplace Diversity Training Program," *Human Resource Planning* 30 (2007): 38–47.
16. M. Kwak, "The Paradox of Effects of Diversity," *Sloan Management Review* 44 (Spring 2003): 7–8; M. Hamdani and M. Buckly, "Diversity Goals: Reframing the Debate and Enabling a Fair Evaluation," *Business Horizons* 54 (2011): 33–40.
17. A. Kalev, F. Dobbin, and E. Kelly, "Best Practices or Best Guesses? Assessing the Efficacy of Corporate Affirmative Action and Diversity Policies," *American Sociological Review* 71 (2006): 589–617; J. Marquis, N. Lim, L. Scott, M. Harrell, and J. Kavanagh, "Managing Diversity in Corporate America" (Santa Monica, CA: RAND Corporation, 2008), accessed from http://www.rand.org/pubs/occasional_papers/OP206 on August 13, 2012.
18. This application was adapted from the following sources: "L'Oréal Dedicated to Diversity," *Global Cosmetic Industry* 173 (February 2005): 80; K. Mark, "L'Oréal S.A.: Rolling Out the Global Diversity Strategy" (London, Ontario, Canada: Richard Ivey School of Business, 2010), #910C26; http://www.loreal.com.
19. L. Berry, A. Mirabito, and W. Baun, "What's the Hard Return on Employee Wellness Programs?" *Harvard Business Review* (December 2010): 104–12; "Cadbury's Runs Smoothly Under Pressure; Wellness Program Keeps IT Project on Track," *Human Resource Management International Digest* 15 (2007): 14; C. Haltom, "Health Risk Management: Well-Being for the Employee and the Bottom Line," *Benefits Quarterly* 21 (2005): 7–10; M. O'Rourke and L. Sullivan, "Corporate Wellness: A Healthy Return on Employee Investment," *Risk Management* 50 (2003): 34–36.
20. Towers Watson, "Multinational Workforce Health: Building a Sustainable Global Strategy" (New York: Towers Watson, 2012), accessed from http://www.towerswatson.com/en-ZA/Insights/IC-Types/Survey-Research-Results/2011/05/Multinational-Workforce-Health-Building-a-Sustainable-Global-Strategy-1 on June 3, 2013.
21. K. Danna and R. Griffin, "Health and Well-Being in the Workplace: A Review and Synthesis of the Literature," *Journal of Management* 25 (1999): 357–84.
22. These data were accessed from http://www.successunlimited.co.uk/costs.htm on January 14, 2000. The results have since been moved to http://www.bullyonline.org/workbully/costs.htm, accessed October 1, 2003.
23. American Psychological Association, "Stress in America" (Washington, DC, 2012), report accessed from http://www.apa.org/news/press/releases/stress/index.aspx on August 13, 2012.
24. Towers Watson, "Multinational Workforce Health: Building a Sustainable Global Strategy."
25. S. D'Mello, "Stress: The Global Economic Downturn Has Taken Its Toll on Employees. What's the Impact for Organizations?" Kenexa High Performance Institute, 2011, accessed from http://khpi.com/documents/KHPI-WorkTrends-Report-Stress on August 13, 2012.
26. J. O'Toole and E. Lawler, *The New American Workplace* (New York: Palgrave Macmillan, 2007).
27. T. O'Boyle, "Fear and Stress in the Office Take Toll," *Wall Street Journal*, November 6, 1990, B1, B3; A. Riecher, "Job Stress: What It Can Do to You," *Bryan-College Station Eagle*, August 15, 1993, D1.
28. D. Allen, "Less Stress, Less Litigation," *Personnel* (January 1990): 32–35; D. Hollis and J. Goodson, "Stress: The Legal and Organizational Implications," *Employee Responsibilities and Rights Journal* 2 (1989): 255–62.
29. T. Cummings and C. Cooper, "A Cybernetic Framework for Studying Occupational Stress," *Human Relations* 32 (1979): 395–418.
30. J. French and R. Caplan, "Organization Stress and Individual Strain," in *The Failure of Success*, ed. A. Morrow (New York: AMACOM, 1972).
31. C. Cooper and R. Payne, *Stress at Work* (New York: John Wiley & Sons, 1978).
32. C. Cooper and J. Marshall, "Occupational Sources of Stress: A Review of the Literature Relating to Coronary Heart Disease and Mental Ill Health," *Journal of Occupational Psychology* 49 (1976): 11–28; Cooper and Payne, *Stress at Work*.
33. R. Rosenman and M. Friedman, "The Central Nervous System and Coronary Heart Disease," *Hospital Practice* 6 (1971): 87–97.

34. E. Huse and C. Barebo, "Beyond the T-Group: Increasing Organizational Effectiveness," *California Management Review* 23 (1980): 104–17; I. Dayal and J. Thomas, "Operation KPE: Developing a New Organization," *Journal of Applied Behavioral Science* 4 (1968): 473–506.
35. J. House, *Work Stress and Social Support* (Reading, MA: Addison-Wesley, 1982).
36. M. Peak, "I Think I'll Go to Work in France," *Management Review* 84 (1995): 7; U.S. Department of Labor, "Annual Hours Worked per Employed Person 1990 and 2001," Chart 19.
37. R. Levering and M. Moskowitz, "100 Best Companies to Work For," *Fortune*, January 20, 2003, 127–52.
38. T. Gunter, "The Pause That Refreshes," *BusinessWeek*, November 19, 2001, 138.
39. G. Bohlander and S. Snell, *Managing Human Resources* (Cincinnati, OH: South-Western College Publishing, 2004).
40. R. Grossman, "What to Do About Substance Abuse?" *HR Magazine* 55 (2010): 32–38.
41. S. Savitz, "Mental Health Plans Help Employees, Reduce Costs," *Best's Review* 96, no. 3 (1995): 60–62.
42. C. Hodges, "Growing Problem of Stress at Work Alarms Business," *People Management* 1 (1995): 14–15.
43. W. Lissy and M. Morgenstern, "Employees Turn to EAPs During Downsizing," *Compensation and Benefits Review* 27, no. 3 (1995): 16.
44. K. Blassingame, "Providers Offer Bereaved Employees Counseling Options," *BenefitNews.com*, September 1, 2003, 51.
45. K. Bakich and K. Pestaina, "HIPAA Mean Changes for Human Resources," *Employee Relations Law Journal* 28 (2002): 29–54; K. Bakich and K. Pestaina, "HIPAA Mean Changes for Human Resources—Part II: Addressing the Most Challenging HR Issues," *Employee Relations Law Journal* 28 (2003): 47–64.
46. Huse and Barebo, "Beyond the T-Group."
47. Dayal and Thomas, "Operation KPE."
48. J. Zuckerman, "Keeping Managers in Good Health," *International Management* 34 (January 1979): 40.
49. L. Falkenberg, "Employee Fitness Programs: Their Impact on the Employee and the Organization," *Academy of Management Review* 12 (1987): 511–22.
50. R. Csiernik, "A Review of EAP Evaluation in the 1990s," *Employee Assistance Quarterly* 19 (2004): 21–37; R. Csiernik, "The Glass Is Filling: An Examination of Employee Assistance Program Evaluations in the First Decade of the New Millennium," *Journal of Workplace Behavioral Health* 26 (2011): 334–55.
51. Adapted from T. Desmond, "An Internal Broadbrush Program: J & J's Live for Life Assistance Program," in *The EAP Solution*, ed. J. Spicer (Center City, MN: Hazelden, 1987), 148–56; L. Paetsch, "Wellness Program Saves Johnson and Johnson $8.5 Million in Health Care Costs," *Employee Benefit Plan Review* 56 (2002): 31–32; S. Gale, "Selling Health to High-Risk Workers," *Workforce* 81 (2002): 74–76; R. Henke, R. Goetzel, J. McHugh, and F. Isaac, "Recent Experience in Health Promotion at Johnson & Johnson: Lower Health Spending, Strong Return on Investment," *Health Affairs* 30 (2011): 490–99; the company's website http://www.jnj.com.

SUMMARY

In this chapter, interventions were presented for helping organizations initiate and implement transformational change. Transformational changes typically happen in response to or in anticipation of significant environmental, technological, or internal changes; senior line managers initiate them; they involve multiple stakeholders; they are systemic and revolutionary; and they involve considerable learning to implement a new paradigm.

Organization design involves the organization's structure, work design, human resources practices, and management processes. It aligns these components with the organization's strategy and with each other so they mutually direct behavior to execute the strategy. In domestic settings, this usually results in organization designs that vary along a continuum from mechanistic to organic depending on the requirements of the firm's strategy. In worldwide settings, organization designs need to address the requirements for global integration and local responsiveness. Organization design interventions typically start with assessing the organization to clarify the current design's fitness and the changes required. Then the design components are configured to support the organization's strategy. Finally, implementation involves putting the new structures, practices, and systems into place using many of the methods for leading and managing change described in Chapter 8.

Integrated strategic change (ISC) is a comprehensive intervention for responding to complex and uncertain environmental pressures. It gives equal weight to the strategic and organizational factors affecting organization performance and effectiveness. In addition, these factors are highly integrated during the process of assessing the current strategy and organization design, selecting the desired strategic orientation, developing a strategic change plan, and implementing it.

Transformational change as well as other large-scale organizational changes may require modifications of organization culture. Organization culture includes the pattern of basic assumptions, values, norms, and artifacts shared by organization members. It influences how members perceive, think, and behave at work. Culture affects whether firms can implement new strategies and whether they can operate at high levels of excellence. Culture change interventions start with diagnosing the organization's existing culture. Changing corporate culture can be extremely difficult and requires clear strategic vision, top-management commitment, symbolic leadership, supporting organizational changes, and selection and socialization of newcomers and termination of deviants.

NOTES

1. E. Abrahamson and C. J. Fombrun, "Macrocultures: Determinants and Consequences," *Academy of Management Journal* 19 (1994): 728–55; C. Bernick, "When Your Culture Needs a Makeover," *Harvard Business Review* (June 2001): 5–11; J. Ryan and J. Hurley, "An Empirical Examination of the Relationship Between Scientists' Work Environment and Research Performance," *R&D Management* 37 (2007): 345–54; D. Denison, "The Climate, Culture, and Effectiveness of Work Organizations: A Study of Organizational Behavior and Financial Performance" (Ph.D. diss., University of Michigan, 1982); J. Collins and J. Porras, *Built to Last* (New York: Harper Business, 1994); J. Kotter and J. Heskett, *Corporate Culture and Performance* (New York: Free Press, 1992); A. Xenikou and M. Simosi, "Organizational Culture and Transformational Leadership as Predictors of Business Unit Performance," *Journal of Managerial Psychology* 21 (2006): 566–79.
2. F. Hesselbein and M. Goldsmith, eds., *The Organization of the Future* (San Francisco: Jossey-Bass, 2009); L. Bryan and C. Joyce, "The 21st Century Organization," *The McKinsey Quarterly* (2005): 24–33.
3. M. Tushman and E. Romanelli, "Organizational Evolution: A Metamorphosis Model of Convergence and Reorientation," in *Research in Organizational Behavior*, vol. 7, ed. L. Cummings and B. Staw (Greenwich, CT: JAI Press, 1985), 171–222.
4. F. Suarez and R. Oliva, "Environmental Change and Organizational Transformation," *Industrial and Corporate Change* 14 (2005): 1017–41; J. Sorensen, "The Strength of Corporate Culture and the Reliability of

Firm Performance," *Administrative Science Quarterly* 47 (2002): 70–91.

5. M. Tushman, W. Newman, and E. Romanelli, "Managing the Unsteady Pace of Organizational Evolution," *California Management Review* (Fall 1986): 29–44; C. Christensen, *The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail* (Cambridge: Harvard Business School Press, 1997); J. Balogun and S. Floyd, "Breaking Out of Strategy Vectors: Reintroducing Culture," in *Research in Organizational Change and Development*, vol. 18, ed. W. Pasmore, A. Shani, and R. Woodman (Bingley, UK: Emerald Group Publishing, 2010), 51–76.
6. R. Eisenbach, K. Watson, and R. Pillai, "Transformational Leadership in the Context of Organization Change," *Journal of Organizational Change Management* 12 (1999): 80–89; R. Waldersee, "Becoming a Learning Organization: The Transformation of the Workplace," *Journal of Management Development* 16 (1997): 262–74; A. Pettigrew, "Context and Action in the Transformation of the Firm," *Journal of Management Studies* 24 (1987): 649–70; Tushman and Romanelli, "Organizational Evolution."
7. M. Tushman and B. Virany, "Changing Characteristics of Executive Teams in an Emerging Industry," *Journal of Business Venturing* 2 (1986): 37–49; L. Greiner and A. Bhambri, "New CEO Intervention and Dynamics of Deliberate Strategic Change," *Strategic Management Journal* 10 (Summer 1989): 67–86.
8. T. Hutzschenreuter, I. Kleindienst, and C. Greger, "How New Leaders Affect Strategic Change Following a Succession Event: A Critical Review of the Literature," *Leadership Quarterly* 23 (2012): 729–55; P. Nutt and R. Backoff, "Facilitating Transformational Change," *Journal of Applied Behavioral Science* 33 (1997): 490–508; M. Tushman, W. Newman, and D. Nadler, "Executive Leadership and Organizational Evolution: Managing Incremental and Discontinuous Change," in *Corporate Transformation: Revitalizing Organizations for a Competitive World*, ed. R. Kilmann and T. Covin (San Francisco: Jossey-Bass, 1988): 102–30; W. Bennis and B. Nanus, *Leaders: The Strategies for Taking Charge* (New York: Harper & Row, 1985); Pettigrew, "Context and Action"; R. Tenkasi, S. Mohrman, and A. Mohrman, "Accelerated Learning During Organizational Transition," in *Tomorrow's Organization*, ed. S. Mohrman, J. Galbraith, E. Lawler, and Associates (San Francisco: Jossey-Bass, 1998).
9. J. Kouzes and B. Posner, *The Leadership Challenge*, 3rd ed. (San Francisco: Jossey-Bass, 2002); T. Simons, "Behavioral Integrity as a Critical Ingredient for Transformational Leadership," *Journal of Organizational Change Management* 12 (1999): 89–105.
10. M. Weisbord, *Productive Workplaces* (San Francisco: Jossey-Bass, 1987); R. Freeman, *Strategic Management* (Boston: Ballinger, 1984).
11. G. Jayaram, "Open Systems Planning," in *The Planning of Change*, 3rd ed., ed. W. Bennis, K. Benne, R. Chin, and K. Corey (New York: Holt, Rinehart, & Winston, 1976): 275–83.
12. D. Miller and P. Friesen, *Organizations: A Quantum View* (Englewood Cliffs, NJ: Prentice-Hall, 1984).
13. A. Meyer, A. Tsui, and C. Hinings, "Guest Co-Editors Introduction: Configurational Approaches to Organizational Analysis," *Academy of Management Journal* 36 (1993): 1175–95.
14. Tushman, Newman, and Romanelli, "Managing the Unsteady Pace"; L. Greiner, "Evolution and Revolution as Organizations Grow," *Harvard Business Review* (July–August 1972): 37–46; B. Lamont, R. Williams, and J. Hoffman, "Performance During 'M-form' Reorganization and Recovery Time: The Effects of Prior Strategy and Implementation Speed," *Academy of Management Journal* 37 (1994): 153–66; D. Miller and P. Friesen "Structural Change and Performance: Quantum Versus Piecemeal-Incremental Approaches," *Academy of Management Journal* 25 (1982): 867–92.
15. B. Blumenthal and P. Haspeslagh, "Toward a Definition of Corporate Transformation," *Sloan Management Review* 35 (1994): 101–7.
16. Tushman, Newman, and Romanelli, "Managing the Unsteady Pace."
17. Tushman and Romanelli, "Organizational Evolution."
18. J. Bartunek and M. Louis, "Organization Development and Organizational Transformation," in *Research in Organizational Change and Development*, vol. 2, ed. W. Pasmore and R. Woodman (Greenwich, CT: JAI Press, 1988), 97–134.
19. R. Golembiewski, K. Billingsley, and S. Yeager, "Measuring Change and Persistence in Human Affairs: Types of Changes Generated by OD Designs," *Journal of Applied Behavioral Science* 12 (1975): 133–57.
20. T. Cummings and S. Mohrman, "Self-Designing Organizations: Towards Implementing Quality-of-Work-Life Innovations," in *Research in Organizational Change and Development*, vol. 1, ed. R. Woodman and W. Pasmore (Greenwich, CT: JAI Press, 1987), 275–310.
21. J. Sackmann, "The Role of Metaphors in Organization Transformation," *Human Relations* 42 (1989): 463–85.
22. E. Lawler and C. Worley, *Management Reset* (San Francisco, CA: Jossey Bass, 2011).
23. J. Galbraith, *Organization Design* (Reading, MA: Addison Wesley, 1977); D. Nadler, M. Tushman, and M. Nadler, *Competing by Design: The Power of Organizational Architecture* (New York: Oxford University Press, 1997); R. Burton, B. Eriksen, D. Håkonsson, and C. Snow, *Organization Design: The Evolving State-of-the-Art* (New York: Springer, 2006); A. Kates and J. Galbraith, *Designing Your*

Organization: Using the STAR Model to Solve 5 Critical Design Challenges (San Francisco: Jossey-Bass, 2007); J. Galbraith, "Organization Design," in *Handbook of Organization Development*, ed. T. Cummings (Thousand Oaks, CA: Sage Publications, 2008), 325–52.

24. P. Lawrence and J. Lorsch, *Organization and Environment: Managing Differentiation and Integration* (Harvard University, 1967).
25. T. Burns and G. Stalker, *The Management of Innovation* (London: Social Science Paperbacks, 1961).
26. S. Mohrman, J. Galbraith, and E. Lawler, eds., *Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World* (San Francisco: Jossey-Bass, 1998); J. Galbraith, D. Downey, and A. Kates, *Designing Dynamic Organizations: A Hands-on Guide for Leaders at All Levels* (New York: AMACOM, 2001); E. Beinhocker, "The Adaptable Corporation," *The McKinsey Quarterly* 2 (2006): 76–87.
27. R. Boehm, "Leading Change: An Interview with the CEO of Deer & Company," *McKinsey Quarterly* (December 2006): 1–7.
28. C. Bartlett and P. Beamish, *Transnational Management*, 6th ed. (New York: McGraw-Hill, 2010); M. Peng. *Global Strategy* (Mason, OH: South-Western College Publishing, 2008).
29. Bartlett and Beamish, *Transnational Management*; D. Heenan and H. Perlmutter, *Multinational Organization Development* (Reading, MA: Addison-Wesley, 1979); P. Evans, "Organization Development in the Transnational Enterprise," in *Research in Organizational Change and Development*, vol. 3, ed. R. Woodman and W. Pasmore (Greenwich, CT: JAI Press, 1989); C. Bartlett, Y. Doz, and G. Hedlund, *Managing the Global Firm* (London: Routledge, 1990).
30. C. Prahalad and Y. Doz. *The Multinational Mission: Balancing Local Demands and Global Vision* (New York: The Free Press, 1987).
31. Heenan and Perlmutter, *Multinational Organization Development*, 13.
32. This application was developed and submitted by Dr. Nora L. Hughes, and is based on her doctoral dissertation. See N. Hughes, "Changing Faces: Adaptation of Highly Skilled Chinese Workers to a High-Tech Multinational Corporation," *Journal of Applied Behavioral Science* 45 (2009): 212–38.
33. J. Main, "How to Go Global—And Why," *Fortune*, August 28, 1989, 76.
34. Heenan and Perlmutter, *Multinational Organization Development*, 20.
35. L. Thurow, *The Future of Capitalism* (New York: Morrow, 1996).
36. A. Borrus, "The Stateless Corporation," *BusinessWeek*, May 14, 1990, 101–3.
37. Heenan and Perlmutter, *Multinational Organization Development*, 20.
38. S. Mohrman and T. Cummings, *Self-designing Organizations: Learning How to Create High Performance* (Reading, MA: Addison Wesley, 1989); N. Stanford, *Organization Design: The Collaborative Approach* (Burlington, MA: Elsevier Butterworth-Heinemann, 2005).
39. J. Galbraith et al., *Designing Dynamic Organizations*; Kates and Galbraith, *Designing Your Organization*; Stanford, *Organization Design*.
40. H. Lee, "Factors That Influence Expatriate Failure: An Interview Study," *International Journal of Management* 24 (2007): 403–15; L. Littrell, E. Salas, K. Hess, M. Paley, and S. Riedel, "Expatriate Preparation: A Critical Analysis of 25 Years of Cross-Cultural Training Research," *Human Resource Development Review* 5 (September 2006): 355–89; R. Tung, "Expatriate Assignments: Enhancing Success and Minimizing Failure," *Academy of Management Executive* (Summer 1987): 117–26; A. Mamman, "Expatriate Adjustment: Dealing with Hosts' Attitudes in a Foreign Assignment," *Journal of Transitional Management Development* 1 (1995).
41. J. Henry, "Engineering a Comeback." *Success*, accessed from http://www.success.com/articles/1479-engineering-a-comeback on December 1, 2012.
42. C. Worley, D. Hitchin, and W. Ross, *Integrated Strategic Change: How Organization Development Builds Competitive Advantage* (Reading, MA: Addison-Wesley, 1996).
43. Worley, Hitchin, and Ross, *Integrated Strategic Change*.
44. M. Jelinek and J. Litterer, "Why OD Must Become Strategic," *Organizational Change and Development*, vol. 2, ed. W. Pasmore and R. Woodman (Greenwich, CT: JAI Press, 1988), 135–62; A. Bhambri and L. Pate, "Introduction—The Strategic Change Agenda: Stimuli, Processes, and Outcomes," *Journal of Organization Change Management* 4 (1991): 4–6; D. Nadler, M. Gerstein, R. Shaw, and Associates, eds., *Organizational Architecture* (San Francisco: Jossey-Bass, 1992); Worley, Hitchin, and Ross, *Integrated Strategic Change*.
45. C. Worley, D. Hitchin, R. Patchett, R. Barnett, and J. Moss, "Unburn the Bridge, Get to Bedrock, and Put Legs on the Dream: Looking at Strategy Implementation with Fresh Eyes" (paper presented to the Western Academy of Management, Redondo Beach, CA, March 1999).
46. H. Mintzberg, *The Rise and Fall of Strategic Planning* (New York: Free Press, 1994).
47. Worley, Hitchin, and Ross, *Integrated Strategic Change*.
48. P. Senge, *The Fifth Discipline* (New York: Doubleday, 1990); E. Lawler, *The Ultimate Advantage* (San Francisco: Jossey-Bass, 1992); Worley, Hitchin, and Ross, *Integrated Strategic Change*.

49. L. Greiner and V. Schein, *Power and Organization Development* (Reading, MA: Addison-Wesley, 1988).
50. M. Porter, *Competitive Strategy* (New York: Free Press, 1980).
51. R. Grant, *Contemporary Strategy Analysis*, 7th ed. (New York: Wiley, 2010).
52. C. Hofer and D. Schendel, *Strategy Formulation: Analytic Concepts* (St. Paul, MN: West Publishing, 1978).
53. K. van der Heijden, *Scenarios: The Art of Strategic Conversation* (New York: Wiley, 2007); M. Lindgren and H. Bandhold, *Scenario Planning* (New York: Palgrave Macmillan, 2009); M. Weisbord, *Productive Workplaces* (San Francisco: Jossey-Bass, 1987).
54. E. Lawler, *The Ultimate Advantage* (San Francisco: Jossey-Bass, 1992); Tushman, Newman, and Romanelli, "Convergence and Upheaval"; R. Buzzell and B. Gale, *The PIMS Principles* (New York: Free Press, 1987).
55. L. Hrebiniak and W. Joyce, *Implementing Strategy* (New York: Macmillan, 1984); J. Galbraith and R. Kazanjian, *Strategy Implementation: Structure, Systems, and Process*, 2nd ed. (St. Paul, MN: West Publishing, 1986).
56. J. Collins and J. Porras, *Built to Last* (New York: Harper Business, 1994); J. Kotter and J. Heskett, *Corporate Culture and Performance* (New York: Free Press, 1992); J. Barney, "Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?" *Academy of Management Review* 11 (1986): 656–65.
57. J. Martin, *Organization Culture* (Newbury Park, CA: Sage Publications, 2002); D. Meyerson and J. Martin, "Cultural Change: An Integration of Three Different Views," *Journal of Management Studies* 24 (1987): 623–47; K. Cameron and R. Quinn, *Diagnosing and Changing Organizational Culture*, 2nd ed. (San Francisco: Jossey-Bass, 2011); E. Schein, *Organizational Culture and Leadership*, 4th ed. (San Francisco: Jossey-Bass, 2010).
58. C. M. Lau, L. Kilbourne, and R. Woodman, "A Shared Schema Approach to Understanding Organizational Culture Change," in *Research on Organizational Change and Development*, vol. 14, ed. W. Pasmore and R. Woodman (Greenwich, CT: JAI Press, 2003), 225–56; J. Sorensen, "The Strength of Corporate Culture and the Reliability of Firm Performance," *Administrative Science Quarterly* 47 (2002): 70–91; T. Deal and A. Kennedy, *Corporate Cultures* (Reading, MA: Addison-Wesley, 1982); T. Peters and R. Waterman, *In Search of Excellence* (New York: Harper & Row, 1982); J. Pfeffer, *Competitive Advantage Through People* (Cambridge, MA: Harvard Business School, 1994); J. Collins and J. Porras, *Built to Last* (New York: Harper Business, 1994); J. Collins, *Good to Great* (New York: Harper-Collins, 2001); J. Kotter and J. Heskett, *Corporate Culture and Performance* (New York: Free Press, 1992); P. Frost, L. Moore, M. Louis, C. Lundberg, and J. Martin, eds., *Organizational Culture* (Beverly Hills, CA: Sage, 1985), 95–196; Martin, *Organizational Culture*.
59. Schein, *Organizational Culture*; R. Kilmann, M. Saxton, and R. Serpa, eds., *Gaining Control of the Corporate Culture* (San Francisco: Jossey-Bass, 1985).
60. Schein, *Organizational Culture*.
61. Martin, *Organization Culture*.
62. H. Schwartz and S. Davis, "Matching Corporate Culture and Business Strategy," *Organizational Dynamics* (Summer 1981): 30–48; S. Davis, *Managing Corporate Culture* (Cambridge, MA: Ballinger, 1984).
63. R. E. Quinn, *Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance* (San Francisco: Jossey-Bass, 1988); Cameron and Quinn, *Diagnosing and Changing Organizational Culture*.
64. R. Quinn and G. Spreitzer, "The Psychometrics of the Competing Values Culture Instrument and an Analysis of the Impact of Organizational Culture on Quality of Life," in *Research in Organizational Change and Development*, vol. 5, ed. R. Woodman and W. Pasmore (Greenwich, CT: JAI Press, 1991), 115–42.
65. R. Zammuto and J. Krakower, "Quantitative and Qualitative Studies of Organizational Culture," in *Research in Organizational Change and Development*, vol. 5, ed. R. Woodman and W. Pasmore (Greenwich, CT: JAI Press, 1991), 83–114; Quinn and Spreitzer, "Psychometrics."
66. Schein, *Organizational Culture*.
67. E. Schein, *The Corporate Culture Survival Guide* (San Francisco: Jossey-Bass, 1999).
68. Schein, *Organizational Culture*.
69. Frost, Moore, Louis, Lundberg, and Martin, eds., *Organizational Culture*; Martin, *Organizational Culture*.
70. Meyerson and Martin, "Cultural Change."
71. J. Barney, "Organizational Culture: Can It Be a Source of Sustained Competitive Advantage?" *Academy of Management Review* 11 (1986): 656–65.
72. B. Uttal, "The Corporate Culture Vultures," *Fortune*, October 17, 1983, 66–72.
73. Ibid., 70.
74. Schein, *Corporate Culture Survival Guide*; H. Schwartz and S. Davis, "Matching Corporate Culture and Business Strategy," *Organizational Dynamics* (Summer 1981): 30–48; Uttal, "Corporate Culture Vultures"; Frost et al., *Organizational Culture*; V. Sathe, "Implications of Corporate Culture: A Manager's Guide to Action," *Organizational Dynamics* (Autumn 1983): 5–23; B. Drake and E. Drake, "Ethical and Legal Aspects of Managing Corporate Cultures," *California Management Review* (Winter 1988): 107–23; K. Cameron, "A Process for Changing Organization Culture," in *Handbook of Organization*

Development, ed. T. Cummings (Thousand Oaks, CA: Sage Publications, 2008), 429–45.

75. Worley, Hitchin, and Ross, *Integrated Strategic Change*; R. Beckhard and W. Pritchard, *Changing the Essence* (San Francisco: Jossey-Bass, 1992).
76. F. Aguilar and A. Bhambri, *Johnson and Johnson (A)* (Boston: HBS Case Services, 1983).
77. B. Dumaine, "Creating a New Company Culture," *Fortune*, January 15, 1990, 127–31; C. O'Reilly, "Corporations, Culture, and Commitment: Motivation and Social Control in Organizations," *California Management Review* 31 (Summer 1989): 9–25; Pettigrew, "Context and Action."
78. N. Tichy and S. Sherman, *Control Your Destiny or Someone Else Will* (New York: Doubleday, 1993); B. Morris, "The Wealth Builders," *Fortune*, December 11, 1995, 80–96.
79. Dumaine, "Creating a New Company Culture."
80. R. Hallowell, D. Bowen, and C. Knoop, "Four Seasons Goes to Paris," *Academy of Management Executive* 16 (2002): 7–24.
81. Tichy and Sherman, *Control Your Destiny*.
82. This application was based on material found in L. Applegate, C. Heckscher, B. Michael, and E. Collins, "IBM's Decade of Transformation: Uniting Vision and Values," Harvard Business School Case 9-807-030, Harvard Business School, 2006; O. Bjelland and R. Wood, "An Inside View of IBM's 'Innovation Jam,'" *Sloan Management Review* (2008), accessed from http://sloanreview.mit.edu/the-magazine/2008-fall/50101/an-inside-view-of-ibms-innovation-jam on November 30, 2012; P. Hemp and T. Stewart, "Leading Change When Business Is Good," *Harvard Business Review* 82 (2004): 60–70.

interventions address how organizations can be designed to promote effective learning processes and how those learning processes themselves can be improved. An organization designed to promote learning can create a continuous stream of valuable knowledge. Knowledge management focuses on how that knowledge can be organized and used to improve organization performance.

Built-to-change organizations are designed for change, not stability. They are based on design guidelines that promote change capability in the firm's strategy, design, and leadership. In a rapidly changing environment, this change capability can help the organization transition from one competitive advantage to another.

NOTES

1. R. Wiggins and T. Ruefli, "Schumpeter's Ghost: Is Hypercompetition Making the Best of Times Shorter?" *Strategic Management Journal* 26 (2005): 887–911.
2. I. Barreto, "Dynamic Capabilities: A Review of Past Research and an Agenda for the Future," *Journal of Management* 36 (2010): 256–80; D. Teece, G. Pisano, and A. Shuen, "Dynamic Capabilities and Strategic Management," *Strategic Management Journal* 18 (1997): 509–33.
3. T. Lawrence, B. Dyck, S. Maitlis, and M. Mauws, "The Underlying Structure of Continuous Change," *Sloan Management Review* 47 (2006): 59–66; E. Lawler and C. Worley, *Built to Change* (San Francisco: Jossey-Bass, 2006).
4. L. Greiner and T. Cummings, *Dynamic Strategy Making: A Real-Time Approach for the 21st Century Leader* (San Francisco: Jossey-Bass, 2009).
5. L. Greiner and A. Bhambri, "New CEO Intervention and the Dynamics of Strategic Change," *Strategic Management Journal* 10 (1989): 67–87; M. Beer, "Transforming Organizations: Embrace the Paradox of E and O," in *Handbook of Organization Development*, ed. T. Cummings (Thousand Oaks, CA: Sage Publications, 2008); M. Beer, "Developing an Effective Organization: Intervention Method, Empirical Evidence, and Theory," in *Research in Organizational Change and Development*, vol. 19, ed. W. Pasmore, A. Shani, and R. Woodman (Bingley, UK: Emerald Group Publishing, 2011), 1–54.
6. Greiner and Cummings, *Dynamic Strategy Making*.
7. C. Worley, D. Hitchin, and W. Ross, *Integrated Strategic Change: How Organization Development Builds Competitive Advantage* (Reading, MA: Addison-Wesley, 1996); M. Jelinek and J. Litterer, "Why OD Must Become Strategic," *Organizational Change and Development*, vol. 2, ed. W. Pasmore and R. Woodman (Greenwich, CT: JAI Press, 1988), 135–62; A. Bhambri and L. Pate, "Introduction—The Strategic Change Agenda: Stimuli, Processes, and Outcomes," *Journal of Organization Change Management* 4 (1991): 4–6.
8. Greiner and Cummings, *Dynamic Strategy Making*.
9. D. Collis and M. Rukstad, "Can You Say What Your Strategy Is?" *Harvard Business Review* (April 2008): 1–11.
10. M. Porter, *Competitive Strategy* (New York: The Free Press, 1980).
11. A. Slywotsky, *Value Migration: How to Think Several Moves Ahead of the Competition* (Cambridge, MA: Harvard Business School Press, 1995); J. Barney, *Gaining and Sustaining Competitive Advantage*, 4th ed. (New York: Prentice Hall, 2010); W. Kim and R. Mauborgne, *Blue Ocean Strategy* (Cambridge, MA: Harvard Business School Press, 2005).
12. A. Colbert, A. Kirstof-Brown, B. Bradley, and M. Barrick, "CEO Transformational Leadership: The Role of Goal Importance Congruence in Top Management Teams," *Academy of Management Journal* 51 (2008): 81–96.
13. J. Collins and J. Porras, *Built to Last* (New York: HarperCollins, 1996).
14. Greiner and Cummings, *Dynamic Strategy Making*.
15. D. Ready and J. Conger, "Make Your Company a Talent Factory," *Harvard Business Review* (June 2007): 1–12.
16. This application was adapted from material found in M. Beer and J. Weber, "Whitbread PLC (A)," Case 9-406-007, Harvard Business School, 2005; M. Beer and J. Weber, "Whitbread PLC (B)," Case 9-406-008, Harvard Business School, 2005; Whitbread's corporate website, http://www.whitbread.co.uk/whitbread/aboutus.html.
17. B. Hedberg, P. Nystrom, and W. Starbuck, "Camping on Seesaws: Prescriptions for a Self-Designing Organization," *Administrative Science Quarterly* 21 (1976): 41–65; K. Weick, "Organization Design: Organizations as Self-Designing Systems," *Organizational Dynamics* 6 (1977): 30–46.
18. S. Mohrman and T. Cummings, *Self-Designing Organizations: Learning How to Create High Performance* (Reading, MA: Addison-Wesley, 1989); T. Cummings and S. Mohrman, "Self-Designing Organizations: Towards Implementing Quality-of-Work-Life Innovations," in *Research in Organizational Change and Development*,

vol. 1, ed. R. Woodman and W. Pasmore (Greenwich, CT: JAI Press, 1987), 275–310.

19. D. Miller and P. Friesen, *Organizations: A Quantum View* (Englewood Cliffs, NJ: Prentice Hall, 1984).
20. C. Argyris, R. Putnam, and D. Smith, *Action Science* (San Francisco: Jossey-Bass, 1985); C. Lundberg, "On Organizational Learning: Implications and Opportunities for Expanding Organizational Development," in *Research on Organizational Change and Development*, vol. 3, ed. R. Woodman and W. Pasmore (Greenwich, CT: JAI Press, 1989), 61–82; P. Senge, *The Fifth Discipline* (New York: Doubleday, 1990).
21. T. Lant, "Organization Learning: Creating, Retaining, and Transferring Knowledge," *Administrative Science Quarterly* (Winter, 2000): 622–43; M. Crossan, H. Lane, and R. White, "An Organizational Learning Framework: From Intuition to Institution," *Academy of Management Review* 24 (1999): 522–37; J. C. Spender, "Making Knowledge the Basis of a Dynamic Theory of the Firm," *Strategic Management Journal* 17 (1996): 45–62; R. Strata, "Organizational Learning: The Key to Management Innovation," *Sloan Management Review* 30 (1989): 63–74.
22. D. Teece, "Capturing Value from Knowledge Assets: The New Economy, Market for Know-How, and Intangible Assets," *California Management Review* 40 (Spring 1998): 55–79.
23. G. Roth, "The Order and Chaos of the Learning Organization," in *Handbook of Organization Development*, ed. T. Cummings (Thousand Oaks, CA: Sage Publications, 2008), 475–97; B. Sugarman, "Organizational Learning–Dynamic, Integrative: A Concept Returns, Older and Wiser," in *Research in Organizational Change and Development*, vol. 20, ed. W. Pasmore, A. Shani, and R. Woodman (Bingley, UK: Emerald Group Publishing, 2012), 91–143.
24. D. Bray, "Literature Review—Knowledge Management Research at the Organizational Level" (May 2007), accessed from http://ssrn.com/abstract=991169.
25. C. Argyris and D. Schon, *Organizational Learning: A Theory of Action Perspective* (Reading, MA: Addison-Wesley, 1978); C. Argyris and D. Schon, *Organizational Learning II: Theory, Method, and Practice* (Reading, MA: Addison-Wesley, 1996); Senge, *Fifth Discipline*.
26. P. Adler and R. Cole, "Designed for Learning: A Tale of Two Auto Plants," *Sloan Management Review* 34 (1993): 85–94; S. Cook and D. Yanow, "Culture and Organizational Learning," *Journal of Management Inquiry* 2 (1993): 373–90; G. Huber, "The Nontraditional Quality of Organizational Learning," *Organization Science* 2 (1991): 88–115.
27. W. Snyder, "Organization Learning and Performance: An Exploration of the Linkages Between Organizational Learning, Knowledge, and Performance" (unpublished Ph.D. diss., University of Southern California, Los Angeles, 1996).
28. A. B. Shani and P. Docherty, *Learning by Design: Building Sustainable Organizations* (London: Blackwell, 2003); A. B. Shani and P. Docherty, "Learning by Design: Key Mechanisms in Organization Development," in *Handbook of Organization Development*, ed. T. Cummings (Thousand Oaks, CA: Sage Publications, 2008), 499–518; S. Hauschild, T. Licht, and W. Stein, "Creating a Knowledge Culture," *McKinsey Quarterly* 1 (2001): 74–81; B. Choi, S. Poon, and J. Davis, "Effects of Knowledge Management Strategy on Organizational Performance: A Complementarity Theory-Based Approach," *Omega* 36 (2008): 235–51; B. Ya-Hui Lien, R. Hung, and G. McLean, "Organizational Learning as an Organization Development Intervention in Six High-Technology Firms in Taiwan: An Exploratory Case Study," *Human Resource Development Quarterly* 18 (2007): 211–28.
29. This framework draws heavily on the work of W. Snyder and T. Cummings, "Organization Learning Disorders: Conceptual Model and Intervention Hypotheses," *Human Relations* 51 (1998): 873–95.
30. Argyris and Schon, *Organizational Learning II*.
31. Argyris and Schon, *Organizational Learning II*; C. Argyris, *Intervention Theory and Method* (Reading, MA: Addison-Wesley, 1970).
32. D. Garvin, *Learning in Action* (Cambridge, MA: Harvard Business School Press, 2000).
33. M. McGill, J. Slocum, and D. Lei, "Management Practices in Learning Organizations," *Organizational Dynamics* (Autumn 1993): 5–17; E. Nevis, A. DiBella, and J. Gould, "Understanding Organizations as Learning Systems," *Sloan Management Review* (Winter 1995): 73–85.
34. J. Dewey, *How We Think* (Boston: D.C. Heath, 1933).
35. Argyris and Schon, *Organizational Learning*; Argyris and Schon, *Organizational Learning II*; Senge, *Fifth Discipline*.
36. Argyris and Schon, *Organizational Learning II*; Senge, *Fifth Discipline*; P. Senge, C. Roberts, R. Ross, B. Smith, and A. Kleiner, *The Fifth Discipline Fieldbook: Strategies for Building a Learning Organization* (New York: Doubleday, 1995).
37. Argyris and Schon, *Organizational Learning II*.
38. Senge, *Fifth Discipline*.
39. Ibid.
40. Argyris and Schon, *Organizational Learning II*.
41. Senge, *Fifth Discipline*.
42. Argyris and Schon, *Organizational Learning II*; Senge et al., *Fifth Discipline Fieldbook*; B. Dumaine, "Mr. Learning Organization," *Fortune*, October 17, 1994, 147–57.
43. Senge et al., *Fifth Discipline Fieldbook*.

44. Argyris and Schon, *Organizational Learning II*; Argyris, *Intervention Theory and Method*.
45. M. Polanyi, *The Tacit Dimension* (New York: Doubleday, 1966); I. Nonaka and H. Takeuchi, *The Knowledge-Creating Company: How Japanese Companies Foster Creativity and Innovation for Competitive Advantage* (New York: Oxford University Press, 1995).
46. D. Leonard-Barton, *Wellsprings of Knowledge: Building and Sustaining the Sources of Innovation* (Boston: Harvard Business School Press, 1995); Nonaka and Takeuchi, *Knowledge Creating*; C. Prahalad and G. Hamel, "The Core Competencies of the Corporation," *Harvard Business Review* 68 (1990): 79–91; H. Itami, *Mobilizing for Invisible Assets* (Cambridge, MA: Harvard University Press, 1987); L. Edvinsson and M. Malone, *Intellectual Capital: Realizing Your Company's True Value by Finding Its Hidden Brainpower* (New York: Harper Business, 1997); T. Stewart, *Intellectual Capital: The New Wealth of Organizations* (New York: Doubleday, 1997); J. Nahapiet and S. Ghoshal, "Social Capital, Intellectual Capital, and the Organizational Advantage," *Academy of Management Review* 23 (1998): 242–66.
47. V. Anand, C. Manz, and W. Glick, "An Organizational Memory Approach to Information Management," *Academy of Management Review* 23 (1998): 796–809.
48. E. Wenger, *Communities of Practice: Learning, Meaning, and Identity* (Cambridge: Cambridge University Press, 1999); J. Brown and P. Duguid, "Organizational Learning and Communities of Practice: Towards a Unified View of Working, Learning, and Innovation," *Organization Science* 2 (1991): 40–57.
49. M. Hansen, N. Nohria, and T. Tierney, "What's Your Strategy for Managing Knowledge?" *Harvard Business Review* (March–April 1999): 106–16; C. O'Dell and C. Grayson, *If Only We Knew What We Know* (New York: Free Press, 1998).
50. L. Thomson, J. Schneider, and N. Wright, "Developing Communities of Practice to Support the Implementation of Research into Clinical Practice," *Leadership in Health Services* 26 (2013), date online September 29, 2012, accessed December 5, 2012.
51. This application was adapted from the case study and evaluation of dialogue and organization learning presented in F. van Eijnatten, M. van Galen, and L. Fitzgerald, "Learning Dialogically: The Art of Chaos-Informed Transformation," *Learning Organization* 10 (2003): 36–367.
52. E. Lawler and C. Worley, *Built to Change: How to Achieve Sustained Organizational Effectiveness* (San Francisco: Jossey-Bass, 2006); C. Worley and E. Lawler, "Designing Organizations That Are Built to Change," *Sloane Management Review* 48 (2006): 19–23.
53. K. van der Heijden, *Scenarios: The Art of Strategic Conversation* (New York: Wiley, 2007); M. Lindgren and H. Bandhold, *Scenario Planning* (New York: Palgrave Macmillan, 2009); M. Weisbord, *Productive Workplaces* (San Francisco: Jossey-Bass, 1987).
54. C. Worley and E. Lawler, "Agility and Organization Design: A Diagnostic Framework," *Organizational Dynamics* 39 (2010): 194–204.
55. J. Kotter and J. Heskett, *Corporate Culture and Performance* (New York: Free Press, 1992); J. Amis, T. Slack, and C. Hinings, "Values and Organizational Change," *Journal of Applied Behavioral Science* 38 (2002): 436–465.
56. Lawler and Worley, *Built to Change*.
57. E. Lawler and C. Worley, "Winning Support for Organizational Change: Designing Employee Reward Systems That Keep on Working," *Ivey Business Journal* (March–April 2006): 1–5.
58. C. Worley and E. Lawler, "Building a Change Capability at Capital One Financial," *Organizational Dynamics* 38 (2009): 245–51; T. Fredberg, F. Norrgren, and A. Shani, "Developing and Sustaining Change Capability via Learning Mechanisms: A Longitudinal Perspective on Transformation," in *Research in Organizational Change and Development*, vol. 19, ed. W. Pasmore, A. Shani, and R. Woodman (Bingley, UK: Emerald Group Publishing, 2011), 117–61; M. Beer and R. Eisenstat, "Developing an Organization Capable of Implementing Strategy and Learning," *Human Relations* 49 (1996): 597–619.
59. Worley and Lawler, "Building a Change Capability."

of change within a network also must acknowledge the distributed nature of influence and adopt methods of change that rely on the Law of the Few, the power of context, and the stickiness factor.

NOTES

1. R. Gulati, D. Lavie, and R. Madhavan, "How Do Networks Matter? The Performanace Effects of Interorganizational Networks," in *Research in Organizational Behavior*, vol. 31, ed. B. Staw and A. Brief (Kidlington, Oxford, UK: Elsevier, 2011), 207–24; A. Inkpen and E. Tsang, "Social Capital, Networks, and Knowledge Transfer," *Academy of Management Review* 30 (2005): 146–65; B. Teng, "Corporate Entrepreneurship Activities Through Strategic Alliances: A Resource-Based Approach Toward Competitive Advantage," *Journal of Management Studies* 44 (2007): 119–42; F. Kuglin with J. Hook, *Building, Leading, and Managing Strategic Alliances* (New York: Amacom, 2006).
2. H. Aldrich, *Organizations and Environments* (New York: Prentice-Hall, 1979).
3. O. Williamson, *Markets and Hierarchies* (New York: Free Press, 1975); M. Jensen and W. Meckling, "A Theory of Firm: Managerial Behavior, Agency Costs and Ownership Structure," *Journal of Financial Economics* 3 (1976): 305–60; O. Williamson, *The Economic Institutions of Capitalism* (New York: Free Press, 1985); J. Barney and W. Ouchi, *Organizational Economics* (San Francisco: Jossey-Bass, 1986); K. Eisenhardt, "Agency Theory: An Assessment and Review," *Academy of Management Review* 14 (1989): 57–74.
4. P. Kenis and D. Knoke, "How Organizational Field Networks Shape Interorganizational Tie-Formation Rates," *Academy of Management Review* 27 (2002): 275–93.
5. T. Cummings, "Transorganizational Development," in *Research in Organizational Behavior*, vol. 6, ed. B. Staw and L. Cummings (Greenwich, CT: JAI Press, 1984), 367–422.
6. B. Gray, "Conditions Facilitating Interorganizational Collaboration," *Human Relations* 38 (1985): 911–36; K. Harrigan and W. Newman, "Bases of Interorganization Co-operation: Propensity, Power, Persistence," *Journal of Management Studies* 27 (1990): 417–34; Cummings, "Transorganizational Development"; R. Chisholm, *Developing Network Organizations: Learning from Practice and Theory* (Reading, MA: Addison-Wesley, 1998).
7. T. Galpin and D. Robinson, "Merger Integration: The Ultimate Change Management Challenge," *Mergers and Acquisitions* 31 (1997): 24–29.
8. M. Marks and P. Mirvis, *Joining Forces: Making One Plus One Equal Three in Mergers, Acquisitions, and Alliances*, 2nd ed. (San Francisco: Jossey-Bass, 2010); A. Sherman and M. Hart, *Mergers and Acquisitions from A to Z*, 2nd ed. (New York: Amacom, 2006).
9. Data on M&A value accessed from http://www.imaa-institute.org/statistics-mergers-acquisitions.html#Mergers Acquisitions_Worldwide on October 22, 2012.
10. A variety of studies have questioned whether merger and acquisition activity actually generates benefits to the organization or its shareholders, including M. Porter, "From Competitive Advantage to Corporate Strategy," *Harvard Business Review* (May–June 1978): 43–59; T. Brush, "Predicted Change in Operational Synergy and Post-Acquisition Performance of Acquired Businesses," *Strategic Management Journal* 17 (1996): 1–24; P. Zweig with J.Perlman, S. Anderson, and K. Gudridge, "The Case Against Mergers," *BusinessWeek*, October 30, 1995, 122–30. The research includes an A. T. Kearney study of 115 multibillion-dollar global mergers between 1993 and 1996 where 58% failed to create "substantial returns for shareholders," measured by tangible returns in the form of dividends and stock price appreciation; a Mercer Management Consulting study of all mergers from 1990 to 1996 where nearly half "destroyed" shareholder value; a PriceWaterhouseCoopers study of 97 acquirers that completed deals worth $500 million or more from 1994 to 1997 and where two-thirds of the buyer's stocks dropped on announcement of the transaction and "a year later" a third of the losers still were lagging the levels of peer-company shares or the stock market in general; and a European study of 300 companies that found that planning for restructuring was poorly thought out and underfunded. Similarly, despite the large amount of writing on the subject, a large proportion of firms involved in mergers have not gotten the message that postmerger integration is the key to success. For example, in the A. T. Kearny study, only 39% of the cases had set up a management team in the first hundred days and only 28% had a clear vision of corporate goals when the acquisition began.
11. T. Galpin and M. Herndon, *The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration*

at Every Level (San Francisco: Jossey-Bass, 2007); Sherman and Hart, *Mergers and Acquisitions*; Marks and Mirvis, *Joining Forces*; R. Ashkenas, L. DeMonaco, and S. Francis, "Making the Deal Real: How GE Capital Integrates Acquisitions," *Harvard Business Review* (January–February 1998); D. Jemison and S. Sitkin, "Corporate Acquisitions: A Process Perspective," *Academy of Management Review* 11 (1986): 145–63.

12. R. Palter and D. Srinivasan, "Habits of the Busiest Acquirers," *McKinsey on Finance* 20 (Summer 2006): 8–13; Ashkenas, DeMonaco, and Francis, "Making the Deal Real."
13. M. Epstein, "The Drivers of Success in Post-merger Integration," *Organizational Dynamics* 33 (2004): 174–89; J. Perry and T. Herd, "Mergers and Acquisitions: Reducing M&A Risk Through Improved Due Diligence," *Strategy and Leadership* 32 (2004): 12–19; A. Buono, J. Bowditch, and J. Lewis, "When Cultures Collide: The Anatomy of a Merger," *Human Relations* 38 (1985): 477–500; D. Tipton, "Understanding Employee Views Regarding Impending Mergers to Minimize Integration Turmoil" (unpublished master's thesis, Pepperdine University, 1998).
14. Palter and Srinivasan, "Habits of the Busiest Acquirers"; Marks and Mirvis, *Joining Forces*; Ashkenas, DeMonaco, and Francis, "Making the Deal Real."
15. D. Harding and S. Rovit, "Building Deal on Bedrock," *Harvard Business Review* (September 2004): 1–8; B. Brunsman, S. Sanderson, and M. Van de Voorde, "How to Achieve Value Behind the Deal During Merger Integration," *Oil and Gas Journal* 96 (1998): 21–30; M. Sirower, "Constructing a Synergistic Base for Premier Deals," *Mergers and Acquisitions* 32 (1998): 42–50.
16. Perry and Herd, "Mergers and Acquisitions."
17. S. Elias, "Due Diligence," 1998.
18. Ashkenas, DeMonaco, and Francis, "Making the Deal Real"; Brunsman, Sanderson, and Van de Voorde, "How to Achieve Value."
19. This application was developed from information found in G. Colvin, "Jeff Smisek: United-Continental's King of the Skies," *Fortune,* April 21, 2011; D. Bennett, "Making the World's Largest Airline Fly," *BusinessWeek*, February 2, 2012; "United Airlines Merger Integration: 10 Questions," June 2012, accessed from http://www.towerswatson.com/en/Insights/Newsletters/Global/strategy-at-work/2012/10-questions-for-doug-rose-vice-president-human-resources-united-airlines on October 24, 2012; United and Continental's website, http://www.united.com.
20. Galpin and Robinson, "Merger Integration."
21. R. Chanmugam, W. Schill, and D. Mann, "Mastering the Art of Value-Capture in Mergers and Acquisitions," *Outlook Journal* (February 2005): 1–4; D. Harding, S. Romit, and A. Corbett, "Avoid Merger Meltdown: Lessons from Mergers and Acquisitions Leaders," *Strategy and Innovation* (2004): 3–5; A. Burt, T. MacDonald, and T. Herd, "Two Merger Integration Imperatives: Urgency and Execution," *Strategy and Leadership* 31 (2003): 42–49; Galpin and Robinson, "Merger Integration"; Galpin and Herndon, *The Complete Guide*; Sherman and Hart, *Mergers and Acquisitions*; Vantrappan and Kilefors, "A Users Guide"; Ashkenas, DeMonaco, and Francis, "Making the Deal Real"; K. Kostuch, R. Malchione, and I. Marten, "Post-Merger Integration: Creating or Destroying Value?" *Corporate Board* 19 (1998): 7–11.
22. Kostuch, Malchione, and Marten, "Post-Merger Integration."
23. J. Child, D. Faulkner, and S. Tallman, *Strategies of Cooperation: Managing Alliances, Networks, and Joint Ventures*, 2nd ed. (New York: Oxford University Press, 2005); O. Shenkar and J. Reuer, eds., *Handbook of Strategic Alliances* (Thousand Oaks, CA: Sage Publications, 2005); J. Reuer, ed., *Strategic Alliances: Theory and Evidence* (New York: Oxford University Press, 2004); A. Arino, J. de la Torre, and P. Ring, "Relational Quality: Managing Trust in Corporate Alliances," *California Management Review* 44 (2001): 109–31; M. Hitt, R. Ireland, and R. Hoskisson, *Strategic Management* (Cincinnati, OH: South-Western College Publishing, 1999).
24. R. Blair and F. Lafontaine, *The Economics of Franchising* (New York: Oxford University Press, 2005).
25. K. Harrigan, *Joint Ventures, Alliances, and Corporate Strategy* (New York: Beard Books, 2003).
26. J. Bamford, B. Gomes-Casseres, and M. Robinson, *Mastering Alliance Strategy* (New York: John Wiley and Sons, 2002).
27. J. Collins, *Good to Great* (New York: Harper-Collins, 2001).
28. B. Gomes-Casseres, *Managing International Alliances: Conceptual Framework,* Case 9-793-133 (Harvard Business School, 1993); J. Child and D. Faulkner, *Strategies of Cooperation: Managing Alliances, Networks, and Joint Ventures* (New York: Oxford University Press, 1998).
29. R. Shah and V. Swaminathan, "Factors Influencing Partner Selection in Strategic Alliances: The Moderating Role of Alliance Context," *Strategic Management Journal* 42 (2008): 471–94.
30. Bamford, Gomes-Casseres, and Robinson, *Mastering Alliance Strategy*.
31. Arino, de la Torre, and Ring, "Relational Quality"; Y. Zhang and C. Huxham, "Identity Construction and Trust Building in Developing International Collaborations," *Journal of Applied Behavioral Science* 45 (2009): 186–211.

32. C. Rousseau, S. Sitkin, R. Burt, and C. Camerer, "Not So Different After All: A Cross-Discipline View of Trust," *Academy of Management Review* 23 (1998): 395; P. Kale and H. Singh, "Managing Strategic Alliances: What Do We Know Now and Where Do We Go from Here?" *Academy of Management Perspectives* 23 (2009): 45–62.
33. M. Hutt, E. Stafford, B. Walker, and P. Reingen, "Case Study Defining the Social Network of a Strategic Alliance," *Sloan Management Review* 41 (Winter 2000): 51–62.
34. Marks and Mirvis, *Joining Forces*; Child and Faulkner, *Strategies of Cooperation.*
35. K. McQuade and B. Gomes-Casseres, "Xerox and Fuji-Xerox," Case 9-391-156 (Harvard Business School, 1991).
36. This application was adapted from M. Miller, S. Fitzgerald, K. Murrell, J. Preston, and R. Ambekar, "Appreciative Inquiry in Building a Transcultural Strategic Alliance: The Case of a Biotech Alliance Between a U.S. Multinational and an Indian Family Business," *Journal of Applied Behavioral Science* 41 (2005): 91–111.
37. C. Huxham and S. Vangen, *Managing to Collaborate: The Theory and Practice of Collaborative Advantage* (London: Routledge, 2005); R. Chisholm, "Developing Interorganizational Networks," in *Handbook of Organization Development*, ed. T. Cummings (Thousand Oaks, CA: Sage Publication, 2008), 629–50; S. Klein and A. Poulymenakou, eds., *Managing Dynamic Networks: Organizational Perspectives of Technology Enabled Inter-Firm Collaboration* (New York: Springer, 2006).
38. Information on the Low Carbon City Initiative accessed from http://en.wwfchina.org/en/what_we_do/climate___energy/mitigation/lcci.
39. D. Watts, *Six Degrees* (New York: W. W. Norton and Co., 2003).
40. S. Strogatz, "Exploring Complex Networks," *Nature* 410 (March 2001): 268–76.
41. Cummings, "Transorganizational Development"; C. Raben, "Building Strategic Partnerships: Creating and Managing Effective Joint Ventures," in *Organizational Architecture*, ed. Nadler et al. (San Francisco: Jossey-Bass, 1992), 81–109; B. Gray, *Collaborating: Finding Common Ground for Multiparty Problems* (San Francisco: Jossey-Bass, 1989); Harrigan and Newman, "Bases of Interorganization Cooperation"; P. Lorange and J. Roos, "Analytical Steps in the Formation of Strategic Alliances," *Journal of Organizational Change Management* 4 (1991): 60–72; Gomes-Casseres, "Managing International Alliances"; D. Boje and M. Hillon, "Transorganizational Development," in *Handbook of Organization Development*, ed. T. Cummings (Thousand Oaks, CA: Sage Publication, 2008), 651–63.
42. Cummings, "Transorganizational Development."
43. T. Williams, "The Search Conference in Active Adaptive Planning," *Journal of Applied Behavioral Science* 16 (1980): 470–83; B. Gray and T. Hay, "Political Limits to Interorganizational Consensus and Change," *Journal of Applied Behavioral Science* 22 (1986): 95–112.
44. Cummings, "Transorganizational Development."
45. E. Trist, "Referent Organizations and the Development of Inter-organizational Domains," *Human Relations*, 36 (1983): 269–85.
46. Cummings, "Transorganizational Development."
47. M. Nathan and I. Mitroff, "The Use of Negotiated Order Theory as a Tool for Analysis and Development of an Inter-organizational Field," *Journal of Applied Behavioral Science* 27 (1991): 163–80; H. Bradbury, B. Lichtenstein, J. Carroll, and P. Senge, "Relational Space and Learning Experiments: The Heart of Sustainability Collaborations," in *Research in Organizational Change and Development*, vol. 18, ed. W. Pasmore, A. Shani, and R. Woodman (Bingley, UK: Emerald Group Publishing, 2010), 109–48.
48. Nathan and Mitroff, "The Use of Negotiated Order Theory."
49. C. Worley and S. Parker, "Building Multi-stakeholder Sustainability Networks: The Cuyahoga River Valley Initiative," *Organizing for Sustainable Effectiveness*, vol. 1., ed. S. Mohrman, A. Shani, and P. Docherty (East Sussex, UK: Emerald Group Publishing, 2011), 187–214.
50. Raben, "Building Strategic Partnerships"; C. Baldwin and K. Clark, "Managing in an Age of Modularity," in *Managing in the Modular Age*, ed. R. Garud, A. Kumaraswamy, and R. Langlois (Malden, MA: Blackwell Publishing Ltd., 2003), 149–60.
51. Trist, "Referent Organizations."
52. P. Anderson, "Complexity Theory and Organization Science," *Organization Science* 10 (1999): 216–32.
53. H. Simon, "The Architecture of Complexity," in *Managing in the Modular Age*, ed. R. Garud, A. Kumaraswamy, and R. Langlois (Malden, MA: Blackwell Publishing Ltd., 2003), 15–37.
54. P. Senge, *The Fifth Discipline* (New York: Doubleday, 1990); B. Lichtenstein, "Emergence as a Process of Self-Organizing: New Assumptions and Insights from the Study of Non-Linear Dynamic Systems," *Journal of Organizational Change Management* 13 (2000): 526–46.
55. Senge, *The Fifth Discipline*.
56. Watts, *Six Degrees*.
57. P. Monge and N. Contractor, *Theories of Communication Networks* (New York: Oxford University Press, 2003).
58. This section relies on information in M. Gladwell, *The Tipping Point* (Boston: Little, Brown, 2000).

59. B. Gricar and D. Brown, "Conflict, Power, and Organization in a Changing Community," *Human Relations* 34 (1981): 877–93.

60. P. Shaw, *Changing Conversations in Organizations: A Complexity Approach to Change* (London: Routledge, 2002).

61. This application was developed and written by Kitty Farnham, Owner, Catalyst Consulting in Fairbanks, Alaska. Her contribution to this chapter and to the state of Alaska is greatly appreciated.