



Three-Year Strategic Review: *Supplemental Report*
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We have prepared this supplemental report following our review of the DIGR Committee response to our Three-Year Strategic Review submitted on February 1, 2024 and a subsequent meeting with the DIGR Committee chair, Dr. Mary Tripsas, on June 20, 2024. During the meeting with Dr. Tripsas, we acknowledged that in hindsight we could have written a different report that better acknowledged the accomplishments of the ODC Division over the past five years and more clearly spoke to the Division's future. An omission on our part was not fully articulating the plan for a substantive process culminating in a new strategic plan for the Division by summer 2025.

The DIGR Committee feedback is appreciated as it has helped us reframe key issues and recentered existential (strategic) questions that must be addressed over the coming year by the ODC Division membership. To better understand the Division's current context, it is important to note the dynamics occurring within the fields of OD and change. When the Division was founded 50 years ago, OD was a dominant field in scholarly terms – on par with OB and OMT. That is no longer the case as OD has witnessed some diminution, as the study of change has become more diffuse and multi-disciplinary. This reality is reflected by the number of scholarly change papers submitted to and accepted by other divisions.

The ODC Division has committed itself to both rigor and relevance with respect to both scholarship and practice. We emphasize the vital role scholarship plays in rigorous and relevant practice. Consequently, the Division is committed to *impactful research that informs sound practice with respect to organization renewal, transformation and change*.

It is this commitment that allows the Division to embrace and sustain an inclusive membership model. The Division has substantial variation within its membership ranks. As noted in the Three-Year Strategic Review, the Division has the largest number of executive members compared to all other divisions – 240 ODC, 211 OB, 205 STR, and 175 MC.¹ The second most popular response was “other” (23.4%) to the AoM survey question – What is your career stage? – reflecting a mix of master's students, executives, practitioners, consultants, managers, and retirees. (Professor (27.2%) was the top selection; doctoral student (15.2) was the fourth most cited.) We strongly believe embracing this inclusive (“big tent”) model when it comes to defining both scholarship and practice is of value to the Academy. We remain proud to be a “bridging division” within AoM and of our inclusive identity, even though many Division members may not fit the more traditional and prevailing scholarly-focused membership profile of AoM.

The distinctive nature of the Division, its commitment to rigor and relevance, and its inclusive membership model brings value to our members and expands the portfolio of AoM in vital ways. Our inclusive membership profile does also hold specific challenges and these connect to the wider context of AoM. We refer here to two key challenges discussed in the original report and in the DIGR Committee feedback, namely membership loss over time and member engagement between annual meetings. The departure from AoM of executive (practice-focused) members, who may not always feel the Academy is welcoming to them, likely will impact ODC membership numbers more than any other division. In a similar vein, particular

¹ Data retrieved July 18, 2024.

members may not have (or want to have) the kind of relationship with the Division (or AoM) that would be reflected by participation percentages in divisional board elections. Many of our members wish to maintain a toe-hold in academia while pursuing parallel career aspirations.

The remainder of this supplemental report is divided into two sections. The first section revisits and amplifies our account of key accomplishments by the Division which create the foundation necessary for the Division's future success, including a new strategic plan. We do not view these accomplishments as incremental or fragmented. Instead, these accomplishments have boosted our capacity as a board and provided expanded and deepened opportunities for our membership, with positive results. The second section outlines the development process for a new strategic plan.

Revisiting (and Re-emphasizing) Our Activities and Accomplishments

With the Division celebrating its 50th anniversary in 2021, we undertook a schedule of year-long, virtual events exploring our understanding of the research and practices that build dynamic, flourishing organizations. Through this engagement of ODC members and non-members over the course of four sessions (December 2020, February 2021, May 2021 and July 2021), the Division board members realized the following opportunities to: (1) reorganize to boost capacity (i.e., create the Division Operating Officer role and the Operations Team), (2) overhaul the website, and (3) create the HIVE which is open to members and non-members of AoM. These three activities continue to be works-in-progress and they are paying dividends, especially over the past year. The reorganization of the Division's roles and responsibilities has resulted in actions that allow us to streamline our operations, establish a year-round program of services and opportunities for members, improve our online and social media presence, and support new members.

- **Streamlining Division operations** to systematize processes that engage members.
 - We have hired a part-time Administrative Assistant, Diana Parchment, to assist with the various activities of the Division. This person's specific duties include overseeing the Division's communications, managing records, assisting in project tracking, and conducting outreach to members, especially new members.
 - The Operations Team became fully operational within the past year. This team meets monthly and includes: non-elected officers (Division Operating Officer, Communications Officer, Community Engagement Officer, Treasurer, and Social Media Manager/Archivist) and volunteers in supporting roles (Webinar Coordinator, Web Resources Coordinator, Webmaster, and Administrative Assistant).
 - The Operations Team was organized specifically to create capacity for year-round events and initiatives. This structure allows us to recruit people and give them a specific role and title for a specified period of time. Nine non-elected members are currently working with the Operations Team. This frees up the Program Chair, Program Chair-elect, and PDW Chair to focus more effectively on the annual meeting program and strengthening the Division for the future.

- The Division Chair, Division Chair-elect and Division Operating Officer now meet monthly and focus on short-term and long-term strategic initiatives.
- **Creating a year-round program** to engage our members continually.
 - A Webinar Team has been formed to develop expertise in staging web-based events on a continuing basis. Headed by our new Webinar Coordinator, Melanie De Ruiter, this team includes select members of the Board and has the capacity to flex to involve any member of the Division.
 - In the past year, we have implemented several innovative programs for ODC members (and non-members) to provide opportunities for engagement and development. The most recent was a webinar on the foundations of organization development and change. Other workshops focused on reviewing for the ODC Division conference program and navigating the academic job market. Both of these were facilitated by our Doctoral Student Representative, Laura Fey. Another innovation, spearheaded by Jackie Yuan, one of our Representatives-at-Large, was an ODC Submission Workshop for doctoral students and newer scholars with a focus on preparing papers, PDW and symposium submissions for the annual meeting. This program paired 37 early career scholars and scholar-practitioners with experienced mentors, who were board members and other engaged and experienced ODC members. These mentors reviewed drafts and met directly with participants to offer feedback and advice. Participants gave highly positive feedback on the usefulness of the session. We will continue these opportunities in future years.
 - Starting this fall we will publish a continuously updated schedule of web-based activities that will provide monthly engagement opportunities for members. These events, which will be taped, will quickly populate our web-site with an ever-growing set of resources that may be of value to our members and others.
- **Supporting new members** to ensure they feel welcomed and engaged.
 - The Administrative Assistant is developing and implementing a system to track new members.
 - We are instituting a welcome and onboarding process that invites new members to engage with one another (and other members) soon after joining.
- **Improving our online presence** with a website that is intuitive and user-friendly.
 - A Web Resources Team has been organized and is led by our incoming Doctoral Student Representative. This team includes the Social Media Manager, the Web Designer, and the Administrative Assistant. The team is recruiting additional participants from among Division members to participate in initiatives that will generate additional resources.
 - We were remiss to note in the Three-Year Strategic Review report that the website remains a work-in-progress. When the DIGR committee reviewed our website, the rollout of these improvements was only partially implemented. Please note that the changes to the website and its design are a substantive improvement from the past. Having now completed the major structural improvements information is being added regularly.

- The robustness of our website should quickly grow as well-organized resources are generated through our ongoing initiatives and activities. We are working on initiatives to populate it with useful resources, such as lists of relevant journals, relevant recent articles, initiatives that relate to the Division's mission, and links to partner organizations. We are considering additional innovations, such as an annual award for outstanding articles, that will encourage engagement from members of the Division, allow us to recognize outstanding work, and as a byproduct, help us generate additional resources that will be of value to the members of our Division.
- **Strengthening our social media presence** to be timelier and more frequent.
 - In the next year, we are initiating a social media strategy that will center around LinkedIn as the key vehicle for pushing out engaging content and increasing professional connections. We are creating a new volunteer role, LinkedIn Coordinator, to facilitate this work. We will also recruit interested members of the Division to form a team that focuses on this initiative.
 - A process (with guidelines and a schedule) is being finalized to generate helpful, informative content that is accessible to both practitioners and scholars and drives members and non-members to the ODC website. This process will entail the following elements.
 - Periodically (probably every 3 or 6 months), the LinkedIn team and members of the Board will generate a pool of short, useful posts with the LinkedIn Coordinator drawing from this pool to oversee the posting process. In addition, the LinkedIn Team will reach out to notable researchers and thought leaders both inside and outside the Division, thus helping us to strengthen the reach and connections among Division and non-Division members.
 - The goal is to publish at least one post each day.
 - The impact of this initiative should also help us feature the outstanding ODC-related research and thought leadership content generated with AoM.
- **Bolstering our focus on rigor and relevance** by leveraging the INSEAD sponsorship of the Rigor Relevance Award.
 - This award and especially the session where the award recipients speak to rigor and relevance in relation to their careers attracts DIG members from across the Academy. (As noted in the Three-Year Strategic Review, in its inaugural year in Boston, we woefully underestimated the interest and scheduled too small of a room.) The award recipients for 2024 are Jane Dutton and Kathy Eisenhardt.
 - We have created a new PDW to be offered this year in Chicago. Moving away from the “hyphen” language (discussed in the Three-Year Strategic Review), this session has been titled – “R-Squared: Amplifying Rigor and Relevance to Addressing Today’s Grand Challenges”. The Division has committed to offering this a R-Squared PDW annually.

A New Strategic Plan

The ODC board discussed at its mid-year meeting in March 2024 the need for a new strategic plan by the 2025 AoM meetings. In coordination with the board, the process will be co-led by an emeriti Division Chair and the Division Operating Officer. This process will be participative, reflecting the foundational tenets of organization development. It will include a survey of members as well as a thorough review of membership trends over the past 10 years, qualitative interviews of members and former members, and other methods to be decided. Strategic (existential) issues central to the development of a new strategic plan include:

- **Membership Stability/Retention.** We seek to be a viable mid-size division and wish to move beyond the narrative of a declining membership, focusing our attention instead on better understanding the transitory nature of some members as well as our stable and prospective members. Obtaining comprehensive data dating back at least 10 years will help us identify who are our stable members and why our percentage of new members over the last five years is 21.0% (as compared to AoM's 3.88% decrease in new members). Among the questions to consider, to what extent do these new members migrate to other divisions, or do we experience "new but previous" members because individuals join AoM and attend the conference but then let their membership lapse in years when they do not attend the AoM meetings? Given our diverse membership, knowing what other organizations they belong to and what conferences members attend and prioritize over the AoM meetings² should help us better understand our membership and what will keep them engaged. Finally, this transitory nature of the Division may explain, in part, lower participation rates in elections and the annual meeting.
- **The Division's Name.** In the past year at least one division – Management History – has sought to change its name. Reviewing the name of our Division will be considered during this strategic plan development process. It is possible that having "OD" as part of the Division's name simultaneously creates a stable membership base while, for lack of a better term, dissuades other AoM members from selecting ODC for membership. Furthermore, the current ODC name may not adequately emphasize "change", "change management" and "transformation".
- **The Division's Mission/Domain.** Related to point #2, we need to discuss with our members the emerging vision that was informed and endorsed through the 50th Anniversary online sessions. That emerging vision is the *pursuit of building dynamic, flourishing organizations that genuinely contribute to the better of society and the world through research and practice*. Today, in this VUCA environment, the study and practice of OD – not just change – is even more important. OD's very foundation, thanks to Kurt Lewin, involves dealing with intractable social issues. Potentially, the Division can and should play a critical role in reinvigorating the OD brand.
- **The Value of ODC within AoM.** The ODC Division is currently listed as a micro division, which does not reflect the actual focus of many Division members. The scholarship and practice of organization development and change cuts across the micro, meso, and

² There are more conference opportunities today that compete for one's time and conference/travel budget. The cost of attending an AoM meeting starts at \$700 (membership and registration).

macro levels. Also potentially limiting is the language use of “young scholars” by AoM. There are very few traditional R-1 programs with OD- or change-focused PhD programs. Instead, there are more non-traditional (older) doctoral students pursuing more professional doctoral degrees. These students aren’t necessarily interested in traditional R-1 academic careers but they likely seek a “home” within the AoM via ODC Division membership.

- **Rethinking the Annual Program.** We have members who wish the Division to be more scholarly and we have members who desire more practitioner-focused opportunities. Again, this provides an opportunity to rethink our program at the annual meeting, especially with respect to how we define and leverage our commitment to rigor and relevance and the continuing efforts to refine and grow our R-Squared vision. Yes, we need to curate established (and popular) PDWs along with new (current) ones. One idea is to invest further in doctoral students (beyond our doctoral consortium) where only doctoral students present in a given scholarly (and developmental) session.
- **The Division’s Opportunities to Partner with other DIGs and Organizations.** In addressing the above issues and questions so as to articulate our value within the AoM, the Division should be better positioned to partner with other DIGs on myriad initiatives. The Division will continue discussions about publishing opportunities in respected journals like *Journal of Applied Behavioral Science* and the *Journal of Change Management*. Finally, through the establishment of the HIVE, we are seeking to partner with other organizations, such as the Tavistock Institute, Taos Institute, Change Management Institute, ODNetwork, and Center for Positive Organizations, among others

In closing, our goal is to produce a dynamic strategic plan that follows the AoM template of (1) strategic goals, (2) activities and lead responsibilities, (3) measurement, impact and review, and (4) priority, alignment and timeline. The activities (and accomplishments) outlined in the previous section will naturally inform the strategic goals developed and activities listed, and they already foreshadow specific measures that will speak to impact.