

MEMO

TO: Danielle Zandee, Nyenrode Business Universiteit
Chair, ODC Division

FROM: Division and Interest Group Relations (DIGR) Committee:
Elizabeth George, University of Auckland (Chair)

Jackie Coyle-Shapiro, London School of Economics (BOG President-elect & Coordinator of Professional Divisions)

Paul Donnelly, Technological University Dublin (Past Division Co-Chair, CMS)

Alison M. Konrad, Western U. (BOG Representative at Large)

Keld Laursen, Copenhagen Business School (Past Division Chair, TIM)

Tammy Madsen, Santa Clara University (BOG Representative at Large)

Banu Ozkazanc-Pan, University of Massachusetts Boston (Past Division Co-Chair, CMS)

Kevin Rockmann, George Mason University (Past Division Chair, MOC)

DATE: April 30, 2019

RE: Feedback on ODC Division's 5 Year Report

Congratulations! On behalf of the Academy of Management Board, I am happy to report that the Organization Development and Change (ODC) Division has been renewed for another five years. The committee found your report to be thorough and well-constructed. We know that your leadership team worked hard over the last year to produce this report. We appreciate the time and energy you and your team invested.

After reviewing your report and the accompanying data, the DIGR committee members identified strengths and concerns going forward, and assessed the efforts underway to lessen any concerns, all of which are summarized below. In addition, we offer recommendations for building on the strengths of the ODC Division and continuing to provide valuable services to your members. Many of these issues and actions were identified in the report, although some were identified by the DIGR committee. We hope that our feedback will enable you to build on the strengths of the ODC Division and advance our shared goal of strengthening and invigorating the Academy of Management.

Please recall that an important element of the review process is for division leaders to share the report and review results in an open letter to their membership, via the website or e-mail. In addition, if you

are interested we would welcome the opportunity to meet with your leadership team at the August meeting to recognize this accomplishment, answer any questions, and discuss any concerns.

Thank you again for the effort you invested in the 5-year review. We hope the review has provided an opportunity to reflect on the state of the division, areas of strength, and opportunities to further enhance members' experience. We value the activities and services the ODC Division provides for the Academy of Management and its members. We look forward to the continued development of the ODC Division.

STRENGTHS

The overall sentiment on the Division and Interest Group Relations (DIGR) Committee is that the ODC Division is providing valuable services to its membership and is inclusive and collegial in tone. The Division is forward-thinking in terms of how it will thrive and grow. Specific strengths include:

Strength #1 Bridging Division - links scholarship and practice and is interdisciplinary in focus

- The division is a bridging division that has an interdisciplinary interest in the research and practice of organizational change and development. 34 % of respondents of the membership survey indicated that they identify with ODC as much as they do with another division.

Strength #2 Development of a strategic framework to guide actions

- The divisional leadership has very seriously engaged with the feedback in the previous review and engaged in a process of discussion with members with the aim of developing a strategic framework. Both the content of the framework as well as the process of arriving at it are commendable.

Strength #3 Communication with members

- Concerted efforts by the division to improve communication with members has paid off in terms of more positive views on the level of communication received from the division (up from 53.5% in 2014 to 62.5% in 2019)

CHALLENGES

A few challenges and concerns were noted by members of the DIGR Committee, *all of which* were also identified in the ODC report. They are:

Challenge #1 Declining membership

- While we noted that the rate at which membership has been declining has slowed down, nevertheless membership in this division is declining. In comparison with the AOM increase of 3.56%, the division has a decline of 8.97%. The group of greatest concern is executive members, especially given the division's focus on practice.

Challenge #2 Member satisfaction with the division's activities and operations

- On a range of measures, respondents to the survey reported relatively low levels of satisfaction with the annual meeting program, as well as with the operations of the division. These include lower levels of satisfaction with the program in 2018 compared with that



reported in 2014 and relatively low levels of satisfaction with the responsiveness of the ODC board to member concerns.

Challenge #3 Low member engagement outside of the annual meeting

- Members engagement with the division appears to be low in terms of engagement with activities like voting in the elections (average of 14.5% in the past five years) or responding to member surveys (16.5%). Members who did respond to the survey also report low levels of opportunities to network and collaborate outside of the annual meeting.

Many of these concerns are mitigated by additional discussion, observations or strategic plans evident in the report, including:

Observation #1 Program development activities

- The division has planned a series of activities that should engage more of the current members, and get new members as well. These include the mini-conference in conjunction with the 50th anniversary of the division, the junior faculty consortium, and additional writing workshops in different parts of the world.

Observation #2 Outreach

- The division has identified some initiatives that reach members as well as those currently not within the division. These include the review of their communication plan, partnership with other ODC related organizations, especially those with links to practice.

Observation #3 Creation of an ODC hub

- The division wants to be a hub for research and practice related to organizational change. There is a plan to develop communities of scholars working on particular areas (double impact research), hosting of webinars, and partnering with journals to publish special issues on topics that are of interest to ODC.

RECOMMENDATIONS

The DIGR Committee supports the strategic goals suggested by the Division leadership in the report. In an effort to help the ODC Division, we also offer these additional thoughts and recommendations for consideration:

Recommendation #1 Prioritize actions

- We commend the recent ODC leaders for their serious engagement with the issues identified in the 2014 report and for the very serious effort in developing a strategic response to the feedback from members. Many actions are described in the report. We suggest prioritizing them, developing a roadmap for implementation, and thinking of metrics for evaluating progress or success.

Recommendation #2 Furthering the hybrid model

- The division has a very compelling identity with the simultaneous focus on research and practice. How is this identity to be retained given the loss of executive members? What



actions can be taken to further this hybrid model? How will executive members be attracted back to the division?

