

Mads, Glads, and Sads Exercise

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**“That Was Great!”: Even More High Impact Activities, Exercises And Approaches
For Teaching Or Consulting On Organizational Change**

**Academy of Management Annual Meeting PDW Workshop
Philadelphia, Pennsylvania
Sunday, August 5, 2007 8:00 - 10:30PM at Loews, Howe, 33rd Floor**

Overview

- High Impact Exercise
- Creates Common Data Base on a particular Organizational Process (communication, planning, teamwork, resource allocation, quality, leadership, etc.)
- Allows participants to quickly express values, beliefs, attitudes, and emotions
- Action Research Diagnostic Method that group performs on itself -- part of the AR model (data collection, synthesis, some analysis)
- Process often leads to less resistance in owning assessment
- Works best with multi-stakeholder audiences with relatively small (15) or very large (1000) groups of participants
- Exercise developed by Kathy Dannemiller and Associates (originally Ron Lippitt)

Abbreviated “Mads, Sads, and Glads” Design Experience

- Form heterogenous groups of size 8
- Select a facilitator, recorder, and reporter
- Task: To tap into our collective experience by analyzing some of the basic academic processes that each of us encounter every day as we go about our work as professors.
- Each group is assigned one academic process: teaching, research, faculty service, faculty development, governance, or tenure/promotion.
- Briefly agree on a working definition of your topic to ensure everyone at your table is talking about the same thing
- Brainstorm: As you think about your topic over the last year
 - what are you glad about?
 - what are you sad about?
 - what are you mad about?
- Don't hold back, be honest in order to have a complete assessment
- Brainstorming guidelines:
 - Piggybacking OK
 - Add to the list whatever anyone says, no evaluating
 - It's OK to repeat
 - No discussion
 - Silence is OK
 - Someone can be glad about something while someone else can be mad about the same thing – that's okay, it gets recorded in both places

- Complete the following matrix:

Academic Process

GLAD	SAD	MAD

- Post and Vote
 - For each topic you have an interest, vote on
 - your two “gladdest glads”
 - your two “saddest sads”
 - your two “maddest mads”
 - Each individual has six votes for each topic
 - Reporters for each topic count the votes, circle the top 2-3, and report this to the entire group

Discussion

- Assumptions –
 - Emotions play a central role in managing change
 - To mobilize action it is important to manage change at a group level
 - Large group methods are a means to deal with emotional balancing as well as emotional commitment to change
- Other terms might be a better fit culturally in some organizations: “prouds and sorries” or “successes and frustrations”
- Typical organizational processes that we might use this exercise with include: communication, decision making, planning, teamwork, resource allocation, quality, leadership, etc.