

Study Guide – Chapter 8

The purpose of this study guide is to help you understand the theory and models that underlie the practice of Organizational Change and Development.

1. Be able to describe and explain what Chris Argyris specified as the 3 criteria for what he considers the primary tasks of an OD practitioner.
2. With regards to organizational change, what does “no pain, no change” mean?
3. What are 2 ways to help ready an organization for change?
4. What is meant by: Present State----Transition State----Future State?
5. What does Burke mean as “political” when planning the change process?
6. What is leadership’s role in planning change?
7. What does disengagement from the past mean? Give an example.
8. What is the role of communication in managing change?
9. Managing the transition stage of change takes the most effort. Describe the 4 key actions that will help make managing this stage effective:
 - a. Involvement
 - b. Multiple leverage
 - c. Feedback
 - d. Symbols and Language
10. According to Burke, when attempting to change the organization culture where is it easiest to start? Why?
11. What is management’s role in changing culture? What do they have to do? Why is it important for them to do things differently?
12. What is the difference between a “grumble and a meta-grumble”?
13. What are 4 ways to assess progress toward a change effort?