

MGT 9394: Leading Organizational Change for Sustainability Organizational Change Project Guidelines

From the syllabus:

Team Organizational Change Project: Diagnosis and Intervention Plan

Your team will conduct an organizational diagnosis of one of your team member's organizations. The focus of the diagnosis should be to determine where the organization lies on the sustainability continuum described by Benn et al. (2014): rejection, non-responsiveness, compliance, efficiency, strategic proactivity, and sustaining. The team should gather evidence to support their diagnosis, including company reports, interviews with management, and descriptions of the company as described in the business press.

The second part of the assignment is to design an intervention to take the organization to the next level (e.g., from compliance to efficiency, or beyond). How would you guide the organization through the change process? Teams should identify which models of change or transformation would best help the organization's overall movement toward sustainability, and then use this plan to create a roadmap for change. This roadmap should be a visual depiction of the plan that you can share with the people who will be involved in making the change happen.

Teams should analyze the forces that may contribute to the organization's evolutionary (incremental) and/or revolutionary (transformational) path of change, as well as the forces that may work against the change (e.g., what are the barriers? Where do you expect resistance to change?). Your diagnosis and change intervention should include recommendations for making the change "stick."

Recommended Project Outline

(Adapted from ADM 4317, Daina Mazutis, University of Ottawa)

Cover Page with Title of Project, Author Names and Contact Info

Executive Summary (1 page max): Provide a brief, succinct statement of the issue, the methods of your data collection, and your key findings, conclusions, and recommendations. A good executive summary provides a clear synopsis of your recommendations and includes a very brief statement on methodology used to justify your conclusions. The executive summary condenses the entire report into a mini version for those who will not read the full report. Hint: Write this last.

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Overview of Target Organization (1-2 pages): What is the nature of the business or service provided by the organization? What is its history and mission?

Organizational Diagnosis and Analysis (4-6 pages): Provide data to document your analysis of where your organization is in terms of Benn et al.'s sustainability phases. Describe data obtained from company reports, interviews with management or other key stakeholders, and descriptions of the organization as described in the press. Include any survey or

checklists that you use to assess the level of sustainability progress. Use appendices if it makes sense.

Possible resources:

- The Corporate Sustainability Checklist in the Appendix of Benn et al.
- Materiality analysis (see Tim Woodall's pdf; Look in Course Documents, Week 5)
- Diagnostic Survey for Business (a sample of possible questions; Look in Week 5)

Include an analysis of the results of your diagnosis. Model your project write-up after a good consulting report, that is, one that would include graphs, charts, visuals, statistics, etc. that allow the reader to grasp the key findings quickly. Try to find ways to summarize the significant findings from your data analysis (e.g., interviews, surveys) in a compelling way.

Recommendation(s) and Organizational Change Plan (4-6 pages): Based on your analysis, what course of action does your group recommend that the organization take? What and who will need to change? What is your recommended implementation plan (timing, targets, tactics)? Is this a major change from the current ways of working? Are you recommending incremental changes or transformational changes?

How would you guide the organization through the change process? Which model of change or transformation would best help the organization's (or sub-unit's) movement toward sustainability? Be sure to use this plan to create a roadmap for change. This roadmap should include a visual depiction of the plan that you can share with the people who will be involved in making the change happen.

Include a discussion of the forces that may contribute to the organization's evolutionary (incremental) and/or revolutionary (transformational) path of change, as well as the forces that may work against the change (e.g., What are the barriers? Where do you expect resistance to change? How do you plan to deal with it?). Be sure to include recommendations for making the change "stick."

Conclusion and Next Steps (1-2 pages): What do you foresee as the next steps the organization will need to make to move this project forward in the short term? What about the long term? What will be the major challenges and opportunities moving forward?

References: Please use APA or MLA for your citation and reference style. APA preferred.

Note: I have provided a general outline. Feel free to adapt it to fit your needs. The actual number of sections and the specific headings (and sub-headings) of your paper will depend on the specifics of your project.

Project Presentations: On May 14th you will present your project to the class and a small panel of experts. You will have 15 minutes, plus Q&A for five minutes, to engage the class in a discussion of your organization's sustainability issue, your analysis and your recommendation(s) for making changes. The objective of presenting your project is to test the soundness of your analysis and recommendations and ensure that these are coming across in a logical and compelling manner. This is an opportunity to solicit feedback on your diagnosis and recommendations, and identify any information or gaps that still need to be filled.