

22nd ANZAM 2008 Conference Workshop

<ul style="list-style-type: none"> Workshop Title 		
A'GPS System' for Navigating the Terrain of Organizational Change		
<ul style="list-style-type: none"> Summary of the Workshop objectives and Workshop activities 		
<ol style="list-style-type: none"> 1. The Challenge of Measurement in Complex Adaptive Systems 2. Developing a Valid Model for Measuring Change 3. The Landscape of Organizational Change - Self Organizing Maps as Representations of Complex Non-linear Systems 4. Pathways of Change – Analysis of Change Journeys 5. Conclusion and Discussion 		
<ul style="list-style-type: none"> Workshop Abstract 		
<p>Managing organizational change is challenging and change projects easily go off track. Empirical evidence shows that change is generally managed poorly. Despite good intentions, change takes longer, costs more and achieves less than planned. Managers often lack the data needed to determine where and why the project went off track and how to get it back on. Poor measurement is a root cause.</p> <p>ChangeTracking Research (CTRE) commenced a major research project, beginning in 2004, to investigate organizational change processes and to use quantitative, non-linear methods to analyse change processes. Working with CSIRO, CTRE has developed a unique application of Self Organizing Maps (SOM) methodology to 'map' organizational change journeys. The approach breaks new ground in its application of multi-dimensional, non-linear methods for the quantitative analysis of organizational change processes.</p> <p>Based on the analysis of over 250 000 change journeys collected across industries in over 30 countries and across all types of change interventions, CTRE's 'change map' allows the simulation of change journeys, testing hypotheses regarding appropriate interventions and determining actions that have most impact on achieving high performance.</p> <p>The symposium provides the audience with a 'brief history' of the challenges of measurement in organisations. It outlines the use of nonlinear methods for the analysis of complex data (SOM), presents the results of data analysis and shows using practical client case examples, how a detailed 'map' of organizational change processes can be used to navigate more effectively.</p> <p>The predictive capabilities of the map are highlighted showing that change, far from being chaotic, is clearly organized and follows characteristic patterns at different stages of change. Once understood, this allows leaders to take decisive action and bring change quickly back on track.</p>		
<ul style="list-style-type: none"> Relevance of the Workshop to ANZAM members (100 word maximum) 		
<p>The workshop is aimed at researchers, academics, managers and consultants interested in the measurement, analysis and management of organizational change projects and will present a new approach and model to the measurement, evaluation and management of organizational change processes.</p>		
<ul style="list-style-type: none"> Names, titles and affiliations of the organiser(s) and other presenters 		
1. Mr	Warren Parry	ChangeTracking Research CTRE Director
2. Dr.	Christina Kirsch	ChangeTracking Research CTRE, University of Technology Sydney UTS
<ul style="list-style-type: none"> Targeted attendees 		

Researchers, academics, managers and consultants interested in the measurement, analysis and management of organizational change projects