ONLINE SYMPOSIUM

Continuing the Conversation:

Multidisciplinary Insights into the Strategy and Change Interface

12th August 2020, 3 pm to 6.30 pm

(AEST - Canberra, Sydney, Brisbane; UTC +10)

ZOOM LINK:

https://anu.zoom.us/j/92629774084?pwd=SVBGUTFSV3pCK2x3YlhuMTgvbnlYQT09

Meeting ID: 926 2977 4084

Password: 318000

Chairpersons:

Sponsor & Co-Chair: Professor Ofer Zwikael, Australian National University

Co-Chair: Dr Kate Hughes, Stamford International University

OBJECTIVES

Building on learnings from four Academy of Management Conference caucuses run consecutively from 2016 on the subject of the strategy and change interface, this online symposium gives scholars and managers interested in the subject the opportunity to further share their research insights and ideas on the subject.

This online symposium's objective is to encourage multidiscipline debate, research and theory development on the strategy and change interface, specifically, gain an understanding of the micro and macro processes and cognitions employed by strategy specialists and change agents to implement strategies and make change happen. This is within the context that strategy implementation is normally associated with the application of rational decision-making processes and strategies "put into action through the development of programs, budgets and procedures" (Wheelen & Hunger, 2008: 16) while organizational change with the application of behavioral science and "planned development and reinforcement of organisational strategies, structures and processes for improving an organisation's effectiveness" (Waddell, Cummings & Worley, 2011: 4). By expanding or even 'exploding' the traditional boundaries between the strategy and organisational disciplines, new truths for successfully executing a strategy could be revealed.

Each of the ten speakers will explain how their research uniquely advances what we know already about the ways in which people are enabled to bring about lasting organisational change and, as a result, create new organisational realities.

NB. The live symposium sessions will be recorded.

List of Confirmed Participants:

1. Dr Angelina Zubac, University of Queensland, Australia, a.zubac@business.uq.edu.au

2. Professor Ofer Zwikael, Australian National University, Australia, ofer.zwikael@anu.edu.au

3. Dr Kate Hughes, Stamford International University, Thailand, kateinasia@gmail.com

4. Dr Steven Cofrancesco, Grand Canyon University, US, steven.cofrancesco@my.gcu.edu

5. Associate Professor David Rosenbaum, Australian National Institute of Management & Commerce, Australia, david.rosenbaum@top.edu.au

6. Professor Elizabeth More, Study Group, Australia, EMore@studygroup.com

7. Dr Connie Zheng, University of South Australia, Australia connie.zheng@unisa.edu.au

8. Dr Lenore Pennington, Wollongong University, Australia, lenorekp@wyreepi.com

9. Dr Danielle Tucker, University of Essex, United Kingdom, dtucker@essex.ac.uk

10. Dr Czeslaw Mesjasz, University of Cracow, Poland, mesjaszc@uek.krakow.pl

11. Professor Maris Martinsons, City University of Hong Kong, HK, maris.martinsons@cityu.edu.hk

12. Professor Wojciech Dyduch, University of Economics Katowice, Poland, dyduch@ue.katowice.pl

13. Mr Stephen Abrahams, Australian Institute of Management, Stephen.abrahams@aim.com.au

14. Professor Neal Ashkanasy, University of Queensland, n.ashkanasy@business.uq.edu.au

15. Associate Professor Mark Pickering, Swinburne University, mpickering@swin.edu.au

16. Professor Shelley Kirkpatrick, The MITRE Corporation, United States, maitai2us@yahoo.com

17. Professor Harry Sminia, University Strathclyde, Scotland, harry.sminia@icloud.com

18. Dr Huong Le, Deakin University, huong.le@deakin.edu.au

PROGRAM: SESSION 1

ACTIVITY	Date and time (AEST)	Speaker's time zone (start)
Formal Welcome/ Session 1 Agenda Summary: Professor Ofer Zwikael/ Dr Angelina Zubac	3 pm	3 pm
SESSION 1: Introduction: Dr Kate Hughes (Co-Chair)	3.05 pm	12.05 am
Presentation 1: *Strategic Cognition at the Formulation/Implementation Interface: Seeking a Balance Between Hot and Cold* Dr Steven Cofrancesco	3.10 pm – 3.25 pm	10.10 pm (11th August 2020)
Presentation 2: *Complex Change in the Non-Profit Sector: Change Lessons from the Strategies Used to Implement the NDIS and Where to From Here? Key Research Findings* Dr David Rosenbaum & Professor Elizabeth More	3.25 pm – 3.40 pm	3.25 pm – 3.40 pm
Presentation 3: *Workplace Spirituality, Corporate Strategy and HRM in China* Dr Connie Zheng	3.40 pm – 3.55 pm	3.10 PM
Presentation 4: *How Change Agent Roles Depend on Strategy: Insights from Three Case Studies of Hospital Transformations* Dr Danielle Tucker	4.00 pm – 4.15 pm	7.00 am
NETWORKING VIA OPEN ZOOM LINK	4.15 pm to 5 pm	-

PROGRAM: SESSION 2

ACTIVITY	Date and time (AEST)	Speaker's time zone (start)
Welcome Back / The Book Project Update: Dr Angelina Zubac	5 pm	5 pm
SESSION 2: Introduction: Professor Ofer Zwikael (Co-Chair)	5.05 pm	5.05
Presentation 5: _Knowledge and Ignorance in Strategic Management: An Introductory Survey_ Dr Czeslaw Mesjasz	5.10 pm – 5.25 pm	9.10 am
Presentation 6: _Managing Strategic Change: The CLASS Framework and How to Use it_ Professor Maris Martinsons	5.25 pm – 5.40 pm	3.25 pm
Presentation 7: _Creating Strategy and Strategic Change: Insights from a Polish Study_ Professor Wojciech Dyduch	5.40 pm – 5.55 pm	9.40 am
Presentation 8: _Creating Shared Value through Collaborative Communities_ Mr Stephen Abrahams	5.55 pm – 6.10 pm	5.55 pm
Presentation 9: _When Every Second Counts: Implementing Disaster Relief Strategically_ Dr Kate Hughes	6.10 pm – 6.25 pm	4.10 pm
Discussion and Summary: _What have we learned? What next?_ Professor Ofer Zwikael	6.25 pm to 6.30 pm	6.25 pm

NB. Please check how AEST time differences might affect you, including daylight savings impacts.

START TIME ACROSS A VARIETY OF TIME ZONES:

Location	Local Time	Time Zone	UTC Offset
Brisbane (Australia - Queensland)	Wednesday, 12 August 2020 at 3:00:00 pm	AEST	UTC+10 hours
Adelaide (Australia - South Australia)	Wednesday, 12 August 2020 at 2:30:00 pm	ACST	UTC+9:30 hours
Hong Kong (Hong Kong)	Wednesday, 12 August 2020 at 1:00:00 noon	HKT	UTC+8 hours
Bangkok (Thailand)	Wednesday, 12 August 2020 at 12:00:00 am	ICT	UTC+7 hours
Phoenix (USA - Arizona)	Tuesday, 11 August 2020 at 10:00:00 pm	MST	UTC-7 hours
San Francisco (USA - California)	Tuesday, 11 August 2020 at 10:00:00 pm	PDT	UTC-7 hours
Richmond (USA - Virginia)	Wednesday, 12 August 2020 at 1:00:00 am	EDT	UTC-4 hours
London (United Kingdom - England)	Wednesday, 12 August 2020 at 6:00:00 am	BST	UTC+1 hour
Warsaw (Poland)	Wednesday, 12 August 2020 at 7:00:00 am	CEST	UTC+2 hours
Vancouver (Canada - British Columbia)	Tuesday, 11 August 2020 at 10:00:00 pm	PDT	UTC-7 hours

References:

Waddell, D.M., Cummings, T.G. and Worley, C.G. 2011. *Organisational change: Development and transformation, Asia Pacific, 4th Edition*, South Melbourne, Australia: Cengage.

Wheelen, T.L. & Hunger, J.D. 2008. *Strategic Management and Policy, 11th Edition*. Upper Saddle River, NJ: Prentice Hall.

ZOOM LINK INFORMATION

Ofer Zwikael is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting
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PRESENTATIONS INFORMATION

Presentation 1:

Strategic Cognition at the Formulation/Implementation Interface:

Seeking a Balance Between Hot and Cold

Dr Steven Cofrancesco

This chapter is based upon previous research on hot affective strategic cognition within strategy *formulation*, now extending it to include strategy *implementation*. Accordingly, strategy's inappropriate focus on cold rational cognition now includes the implementation context, where strategists supposedly hand off strategies to project managers for implementation via oversimplified policies and procedures with little human change effort. As with the formulation context, this continued misrepresentation of strategy implementation as scientifically and relationally detached neither accounts for its true nature, which is interactive, creative, and *developmental* as opposed to *procedural*, nor for all who contribute and the contexts of those contributions. This misrepresentation is problematic because practitioners are formulating mediocre or even damaging strategies implemented with inadequate fidelity, and strategy education continues producing cold detached strategists. Hence, the process has become a tumultuous and psychologically harmful activity. To ameliorate, this chapter creates a model of dichotomous cognition based on the previous study and a select literature review on implementation, delineating what types of cognition enhance and degrade strategists' interactions and creativity, and the sub-contexts within which they occur. Therefore, this chapter represents a component of the social-psychological foundation of strategy's formulation/implementation interface, and provides specific guidance on the cognition and interactions necessary for navigating various activities within strategy, as well as researching and teaching strategy. Although still challenging, this guidance can produce more psychological pleasure in the strategy formulation/implementation interface, thereby enhancing interactions and creativity, where members work with greater sincerity and genuineness toward the good of the organization, not toward myopic self-interests. This work is of interest to strategy practitioners, but also researchers and educators, who desire to account for a more comprehensive view of strategic cognition and the strategy context. More specifically, it is also of interest to the fields of managerial and organizational cognition (MOC), strategy as practice, and the microfoundations movement.

Presentation 2:

Complex Change in the Non-Profit Sector: Change Lessons from the Strategies Used to Implement the NDIS and Where to From Here? Key Research Findings

Dr David Rosenbaum & Professor Elizabeth More

This presentation identifies the manner in which non-profit disability service providers have implemented the NDIS, what role strategy has played, and to what extent they have been successful. Using the results of 46 interviews and, by applying mixed research methods, the chapter develops a framework to assist non-profit disability service providers in implementing successful transformational change. The framework specifically explicates the leadership and organisational cultural aspects which are critical when rolling out this kind of initiative, that is, changing from what was previously a supply-driven system to a demand-driven disability services system. This is in the context that the Australian National Disability Insurance Scheme ("NDIS") funds the disability support costs Australia-wide rather than using an insurance scheme predicated on individual contributions through traditional insurance premiums.

PRESENTATIONS INFORMATION

Presentation 3:

Workplace Spirituality, Corporate Strategy and HRM in China

Dr Connie Zheng

In the context that a positive organizational culture has been linked to the ability to fully realise a strategy and achieve meaningful change across an organization but this can involve different things in different country settings, this chapter critiques and discusses the concept of 'Chinese Dream' as it relates to corporate culture and workplace spirituality in Chinese organizations. A comprehensive literature review and content analysis of 16 books, 10 industry reports and 65 journal papers related to strategic human resource management (HRM) in China was conducted. It is found that the empirical evidence of linking corporate culture, workplace spirituality to strategic HRM in the context of China is rather scant. However, it is suggested that workplace spirituality, as interpreted in the Chinese term of 'correct spirit' or 'spiritual civilization' embodied in the 'Chinese Dream', may play a key role in developing corporate culture and, in turn, the organization's HRM policies and practices, as they pertain to the realisation of the corporate strategy. In other words, by applying positive psychology theory, the 'Chinese Dream' as an overarching concept provides insight into how corporate culture and workplace spirituality, that is, the desire to find meaning in work evolves at Chinese organizations, leading to the realisation of different types of corporate strategies, albeit uniquely Chinese ones.

Presentation 4:

How Change Agent Roles Depend on Strategy: Insights from Three Case Studies of Hospital Transformations

Dr Danielle Tucker

In the context of organizational change, identifying and organizing the various roles of agents remains a challenge for practitioners and scholars alike. This paper examines how different agents can enable an effective change process but how and when they are used depends on organisational strategy.

Presentation 5:

Knowledge and Ignorance in Strategic Management: An Introductory Survey

Dr Czeslaw Mesjasz

A more profound study of strategic management shows that the concept of knowledge is applied without sufficient care about its specificity relevant to that area. Therefore, strategic management is affected by three levels of ignorance – meta-ignorance concerning the interpretations of knowledge and two subsequent levels: I know that I do not know, and I do not know that I do not know. The paper aims to show how these three levels of ignorance determine strategic management. Examples will refer to specific interpretations of knowledge and two other types of ignorance in the assessment of the situation of the organization, and the state of its environment. Two kinds of ignorance will be discussed: a) deriving from limitations of developing quantitative models (problems of identification of the data, model building) and b) deriving from socio-psychological sources of ignorance – misperceptions, limitations, secrecy, cultural barriers.

Presentation 6:

Managing Strategic Change: The CLASS Framework and How to Use it

Professor Maris Martinsons

The success of a large-scale organisational change depends critically on how well the strategy for the change is planned, communicated and implemented. The presenter has developed a CLASS framework to help organisational leaders classify and communicate large-scale changes. The presenter will describe this framework and explain how it is being applied in an ambitious action research project that aims to involve 100 strategic change initiatives.

Presentation 7:

Creating Strategy and Strategic Change: Insights from a Polish Study

Professor Wojciech Dyduch

Although the concept of creative strategy is mentioned in the literature (Kuhn 1989, Leigh 2012), the construct of creative strategy was first described by Bilton and Cummings (2010). Their perspective is however a consulting one. This paper develops this construct by adding critical strategic management concepts, where creativity can be analysed at the organisational level, and seen as a dynamic capability that leads to competitive advantage. In this sense, creative strategy involves the top management's team decision to shape conditions for developing creativity and, thus, revolutionise the way innovations are developed. With this in mind, this chapter provides insight into how creative strategy is implemented at Polish organisations. The creative strategy is understood as reconciling strategic paradoxes in four key areas: strategic innovativeness, strategic entrepreneurship, strategic leadership and creative design of the organisation. The chapter argues that by animating creativity on the strategic level, organisations can unleash the innovativeness of their members and introduce strategic change. It is posited that organisations should first look at organisational members' new and potentially useful ideas, rather than focus on change and higher performance. Change and, where required, strategic renewal will come naturally, as a result of creativity being supported throughout the organisation.

Presentation 8:

Creating Shared Value through Collaborative Communities

Mr Stephen Abrahams

The concept of shared value presents significant opportunities for business, government and community organisations to work collaboratively to create societal value that achieves economic growth whilst meeting social needs. This paper uses three case studies in Victoria – Northland Shopping Centre, Williamstown Botanic Gardens and Federation Square to identify practical steps and considerations for organisations who wish to engage in collaborative decision-making to create opportunities of shared value within a community. The paper suggests a practical framework and considerations for organisations who wish to engage in collaborative decision-making to create opportunities of shared value. Further applications to business and not for profit organisations since the studies were first conducted in 2017 will also be presented.

Presentation 9:

When Every Second Counts: Implementing Disaster Relief Strategically

Dr Kate Hughes

This chapter explains what is involved when providing disaster relief strategically. To this end, it explains the typical stages of relief, including when the planning starts, that is, the stockpiling of goods and the building of services through to the critical stages of the typical humanitarian supply chain: providing quick response for survivors, creative solutions in situ for distributing aid to survivors (now recipients), and the development of more systematic activities with the view to allow participants (previously survivors) to achieve a gradual return to normalcy, including the reestablishment of effective marketplaces. The dichotomy is that while these organisations are providing relief after a disaster, they are also building the supply chains to provide ongoing relief and a return to normalcy. Importantly, it makes clear that at the height of the disaster, no matter how much strategic planning may have been undertaken in advance, implementation is dictated by the practical realities of organisations in situ, such as the extent to which medical supplies, food, water, shelter, the need to reunite families, establish identities and distribute resources equitably are required, constrained, and are the basis for organisation.