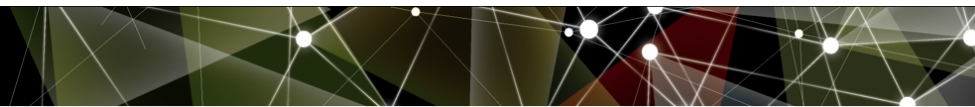




CHALMERS
UNIVERSITY OF TECHNOLOGY



UNIVERSITY OF GOTHENBURG



Welcome to Workshop 3 - Synthesis, continuation

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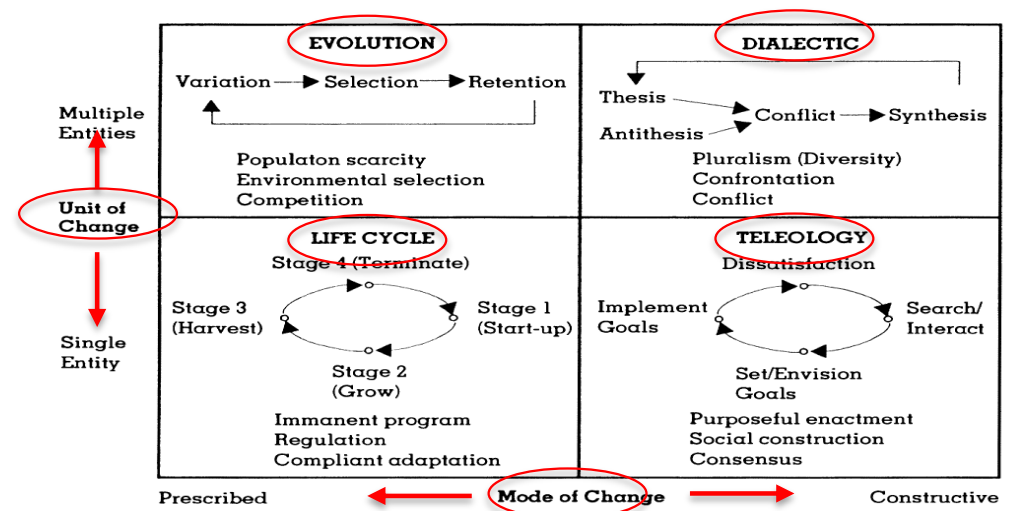
Agenda

- More on reference technique
 - More on synthesizing
 - Exercise Small groups
 - Continue synthesize information from 3 articles
 - Status
 - Next step
 - Share reflections and questions in large group
-

Sorting out terminology...

- ❖ 12 compulsory articles with different theories
- ❖ Lecture presentations guides to the key concepts in each article
- ❖ Final report needs to cover the key concepts in the 12 articles
- ❖ E.g. Van de Ven & Poole (1995)

- ❖ Theory about four motors that are basic types of process theories of change
- ❖ Concepts:





How to reference the guest lecture

- ✧ See <https://student.unsw.edu.au/apa> under “A privately obtained interview or other personal communication”
- ✧ Personal communication may be unpublished lecture notes, letters, memos, personal interviews, telephone conversations, emails, photographs or images.
- ✧ **In-text citations**
- ✧ (B. Daly, personal communication, August 7, 2010)
- ✧ (P. Gregory, personal photograph, May 2, 1987)
- ✧ Note that the initial(s) precede the surname.
- ✧ **References**
- Details of a personal communication do not usually need to be included in the list of references as it cannot be traced by the reader.
- Before using personal communications, ensure you have the permission of the person with whom you communicated.



Find (8?) errors

- ✧ The article “Change management--or change leadership?” (Gill, 2010) talks about a model of leadership for change where vision, values, strategy, empowerment and motivation are the cornerstone a good leader has to make use of. [...] On the topic of Vision Gill writes “The foundation of effective leadership is defining and communicating an appealing vision of the future”. The skills of communication are even more crucial in the management and leadership levels. It can be outlined as the behavioural dimension of leadership can be outlined as the skills for using and being able to respond to emotion(Gill, 2002).
[...] For example, figure 3-1 (Weinberg, 1997, p. 39) shows that there is a stage of chaos at the individual level, in which the stages: “try to reject foreign elements”and “try to accommodate foreign elements in the old model” occur. This may show how at the individual level, the chaos phase denoted in figure 2-1 (Weinberg, 1997, p. 20) is a critical phase, in which two outcomes are essentially determined: 1) Returning to the previous way of working, 2) Accepting and implementing transformation.

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Find the errors

1. Burnes, B. (2004). Kurt Lewin and the planned approach to change: a re-appraisal. *Journal of Management studies*, 41(6), 977-1002.

2. Gill, R. (2002). Change management--or change leadership?. *Journal of change management*, 3(4), 307-318.

3. Klein, K. J., & Sorra, J. S. (1996). The challenge of innovation implementation. *Academy of management review*, 21(4), 1055-1080.

4. Kotter, J. P. (1995). Leading change. *Harvard business review*, 2(1), 1-10.

Wanda J. Orlikowski and J. Debra Hofman (1997), "An Improvisational Model for Change Management: The Case of Groupware Technologies" in *Sloan Management Review*/Winter 1997

Henry Mintzberg and James A. Waters (1985), "Of Strategies, Deliberate and Emergent" in *Strategic Management Journal*, Vol. 6, No. 3. (Jul. - Sep., 1985), pp. 257 - 272.

Roger Gill (2003), "Change Management-- or Change Leadership?" in *Journal of Change Management*, Vol. 3, 4., pp. 307 - 318 (Published Online 2010)

John P. Kotter (2007), "Leading Change: Why Transformation Efforts Fail" in *Harvard Business Review*, The Tests Of A Leader (Best of HBR 1995)., pp 96-103.



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Corrected

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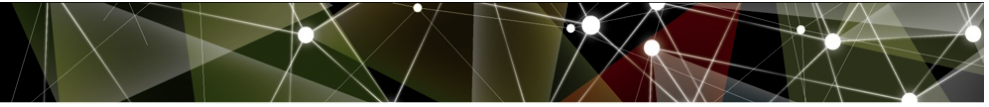
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Mintzberg, H. and Waters, A. J. (1985) Of Strategies, Deliberate and Emergent. *Strategic Management Journal*, 6(3), 257-272.

Orlikowski, W. J., and Hofman, D. (1997) An improvisational model for change management: The case of groupware technologies. *Sloan Management Review*, Winter, 38(2), 11-21.



Synthesis

Combination of multiple concepts, ideas or elements, from multiple sources in order to form a new cohesive conceptual structure



Synthesis

Synthesis of information

⚙ <https://www.youtube.com/watch?v=7dEGoJdb6O0>

Synthesis for literature reviews

⚙ https://www.youtube.com/watch?v=eVt2mMG_gwE

Synthesize Your Sources: How to Write the Research Essay

⚙ <https://www.youtube.com/watch?v=QouxTTEjuvc>



Case-centric vs Theory-centric

Daily Stand up

Karlström (2005) Teams working on Agile-Stage-Gate projects are ...

Backlogs

Every sprint starts with the sprint backlog in stage-gate agile, which is a collection of the highest priority features...

Sprint Retrospective

As a project progresses through a stage's sprints, the plan and product definition both change over time....
Satir (Weinberg 1997) explained it to destabilize, unfreeze old behavior in order to pave the way for new behavior to be adopted to meet requirements which can be seen here.

Final report – must be theory centric



Approaches

⚙ order by aspects/variables

Eg

- ⚙ Environment
- ⚙ Leadership
- ⚙ ...

⚙ order by type/kind

Eg

- ⚙ Planned
- ⚙ ...

⚙ order by phases

Eg

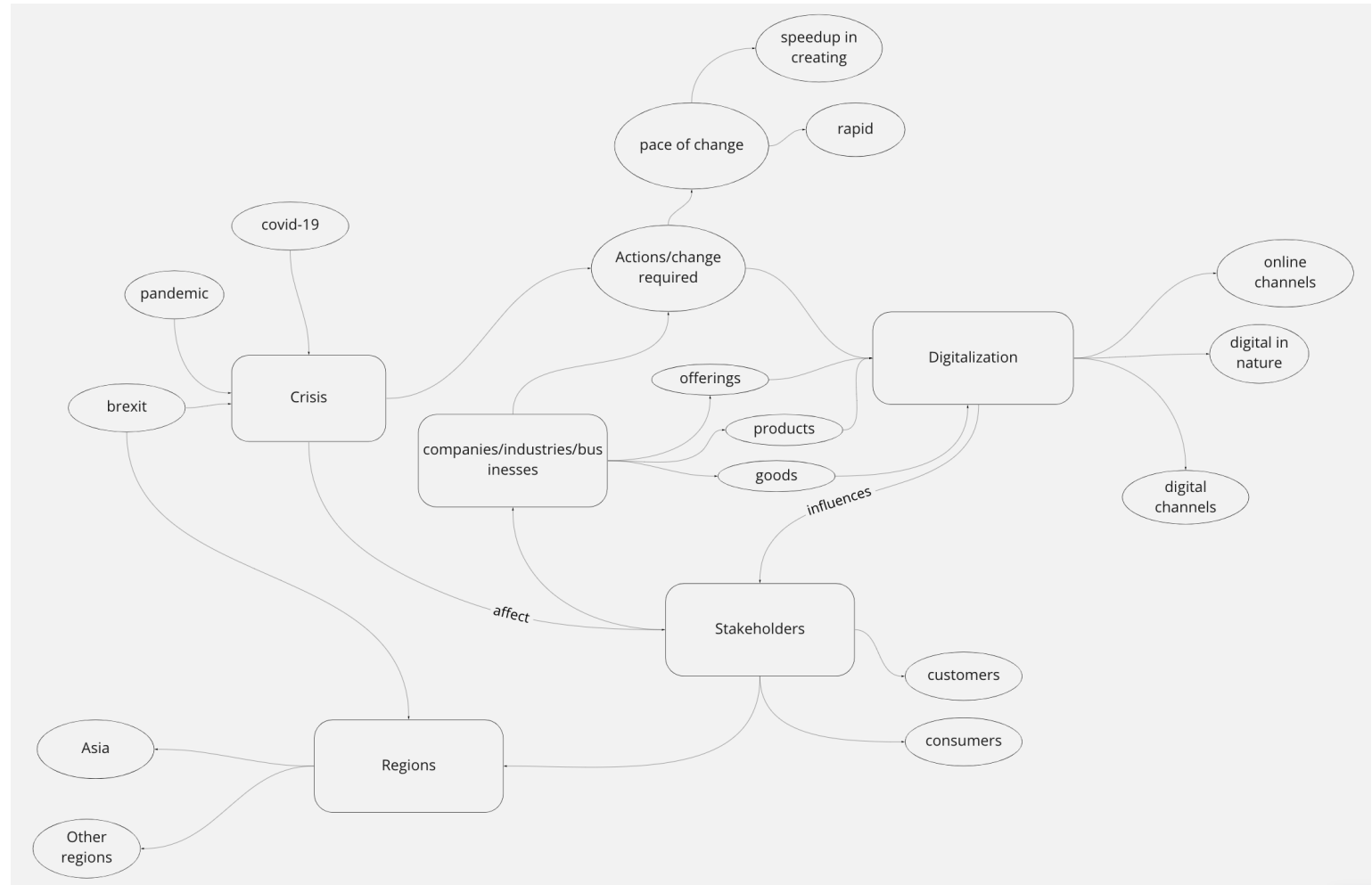
- ⚙ Before
- ⚙ During
- ⚙ ...

⚙ order by events

Eg

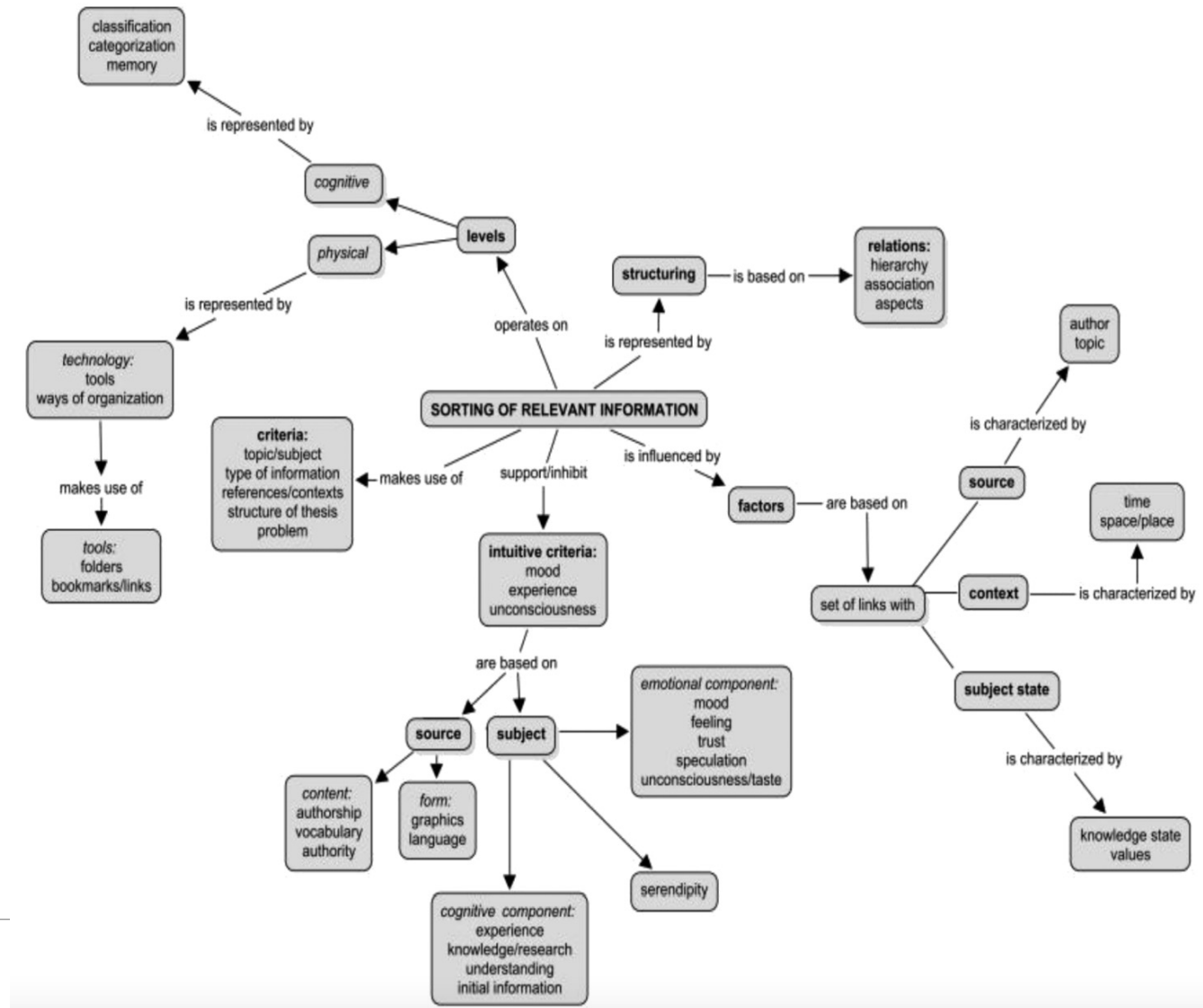
- ⚙ preparations
- ⚙ Implementation
- ⚙ ...

Mind maps





Mind maps





Exercise 2: Small groups

Synthesize information from the 3 case articles 1, 8, and 9

- ✧ Read the articles
 - ✧ Identify common information across the articles
 - ✧ Key words
 - ✧ Relationships between key words
 - ✧ Create a mind map/table/other... of the identified information that helps you structure the information
 - ✧ Deliverable: a slide (or a few) with your synthesis
-



Large group: Reflections

- ⚙ Examples?
- ⚙ How was it?
- ⚙ Anything that was difficult or challenging?
- ⚙ Any questions?
- ⚙ Any reflections?