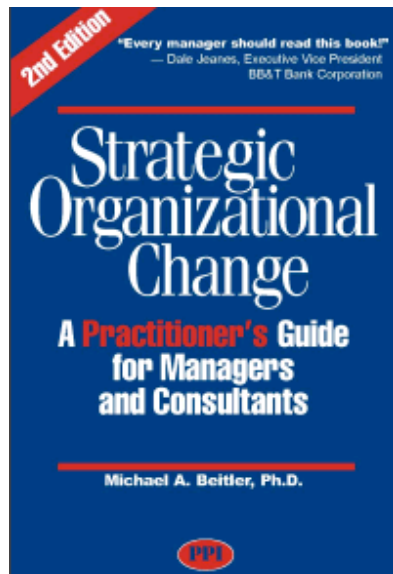


Strategic Organizational Change

Michael A. Beitler, Ph.D.

- Degrees in human resource development, applied psychology, finance and management
- Instructor in the MBA program of The Bryan School of Business at the University of North Carolina-Greensboro and has also served as a Visiting Professor of Management at the University of Mannheim's School of Business
- Has a weekly internet-radio talk show, *Free Markets*
- Other books: "Strategic Organizational Learning" & "Rational Individualism"



Presented by:
CPT Jeff Negard
Program: DNP-FNP
31 October 2012

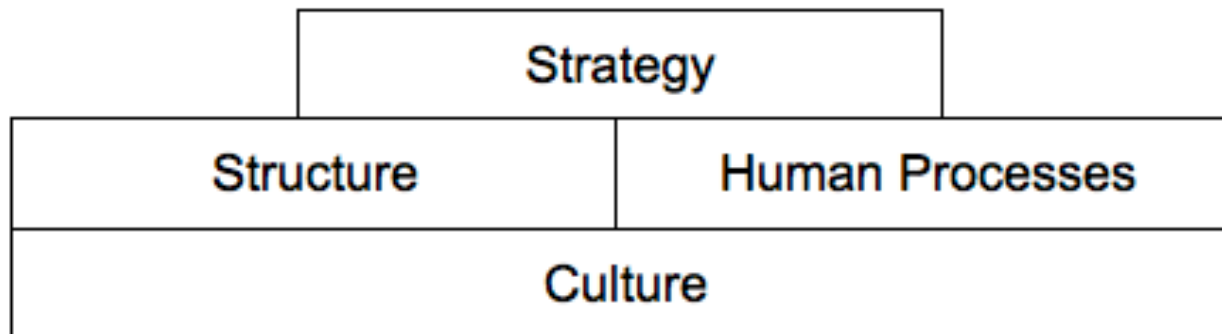


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Summary

- A how-to book written primarily to students looking to become organizational consultants
- Provides a systematic, strategy-driven approach to organizational change
- The overall strategy of the organization is directly supported by its structure, human processes, and culture.



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Action Research Model

- 1) Data gathering
- 2) Data feedback
- 3) Diagnosis
- 4) Action planning
- 5) Action
taking/interventions
- 6) Evaluating

Interventions

- 1) Strategic planning
- 2) Structural
- 3) Cultural change
- 4) Human process
- 5) Management /
Development
- 6) Organizational learning

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- Six organizational processes “critical for an organization to meet its financial objectives and maintain a satisfied workforce” (Beitler, 2006, p. 64)
 - 1) strategic planning/goal setting
 - 2) leadership
 - 3) decision making/problem solving
 - 4) communication patterns
 - 5) conflict management
 - 6) organizational learning

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Strength of Evidence

- Fills chapter after chapter with the theories of previous organizational scientists.
- Summarizes some of their work as a basis for how he developed his own model and references others to provide examples for the organizational consultant to conduct his or her own work.
- No evidence provided of how well his model has worked in the real world.

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Relevance

- Organizational restructuring (ie: BRAC)
- Mission statement and a supporting strategy of how to reach the goal
- The ability to *manage* conflict, not *eliminate* it.
- Team building.

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References

- Beitler, M.A. (2006). *Strategic organizational change: A practitioner's guide for managers and consultants*. Greensboro, North Carolina: Practitioner Press International.