

ICOR-Management Research Seminar

“It takes three to... : Examining implications of dualities for the experiences of participants in a multi-group change program and collaborative performance outcomes”

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Thursday, November 30th, 2017 > 14:30 – 16:00

Abstract:

In this paper, we present a study of an organizational social change program initiated in a University School of Education and carried on over a period of over 10 years. The change program necessitated intergroup collaboration between the School of Education (SOE) faculty/students and public school (PS) teachers. We found that the leader, i.e., the Dean anticipated certain challenges in such an intergroup collaboration between SOE faculty and PS teachers. To address these challenges, several measures were included in the design of the change program; these measures can be looked at in terms of two dualities – a) top down and bottom up change and b) change agents are also change targets. Our analysis reveals that these dualities had an implication for two aspects of participants' experiences – 1) their experience of roles and 2) sense of meaning that they derived from their projects. These, in turn, had a bearing on the collaborative performance outcomes of the change program.

- **Paris: Room P400**, Promenade Building
- **Lille: Visio Room B252**, B-building