



Center for the Study of Organizational Change
Harry S Truman School of Public Affairs
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Organizational Change Method

The Center for the Study of Organizational Change employs a four-phase change method, which offers a comprehensive and systemic approach to change rooted in an organizational assessment and diagnosis. This assessment produces the organizational story representing the participants' collective perceptions and experiences.

Contact/Contractual Phase

CSOC associates meet with the organizational leader, collect background data, agree upon the scope of work, fee structure, total cost of the project, and clarify mutual expectations of process and outcomes.

Organizational Study and Confirmation

In order to clearly identify the issues, consultants collect relevant information. This includes structured or semi-structured interviews with individuals and groups (sections, divisions, departments, etc.) and participant observation of organizational culture and operations. Particular attention is placed on the organization's culture, leadership and history. A diagnostic organizational story is developed, which illuminates organizational themes and patterns based on a synthesis of the qualitative and experiential data collected. These impressions are presented to the participants for confirmation, addition, revision, or rejection. Confirmation leads to the next phase, and rejection may lead to further data collection and re-assessment. Strategic barriers to change are identified and a collective commitment to address these barriers and the need for change is acknowledged.

Action Phase

Based on the findings from the organizational study, various intervention strategies are designed and facilitated by the consultants in collaboration with the clients. The change processes may include:

- Collaborative strategic planning
- Leadership and executive consultation
- Conflict resolution and reconciliation
- Process consultation
- Role analysis
- Reorganization and redesign/structural innovations
- Stress management

Follow-Up and Exit

The most successful change efforts invariably result in unanticipated problems and unintended consequences that require an effective response. The point of follow-up is to reinforce the processes of change and learning that organizational analysts introduce into the organizational culture.