

RESEARCH IN ORGANIZATIONAL CHANGE AND
DEVELOPMENT VOLUME 23

**RESEARCH IN
ORGANIZATIONAL
CHANGE AND
DEVELOPMENT**

EDITED BY

ABRAHAM B. (RAMI) SHANI

*California Polytechnic State University,
San Luis Obispo, CA, USA*

DEBRA A. NOUMAIR

Columbia University, New York, NY, USA

United Kingdom – North America – Japan
India – Malaysia – China

CONTENTS

LIST OF CONTRIBUTORS	vii
PREFACE	ix
CHOICE POINTS: THE MAKING OF A SCHOLAR-PRACTITIONER <i>W. Warner Burke</i>	1
EVOLUTION OF A PARALLEL LEARNING MECHANISM: THIRTY-FIVE YEARS WITH THE KAISER PERMANENTE COMMUNICATIONS FORUM <i>Michael W. Stebbins and Judy L. Valenzuela</i>	39
THE ROLE OF PERSONALITY IN ORGANIZATION DEVELOPMENT: A MULTI-LEVEL FRAMEWORK FOR APPLYING PERSONALITY TO INDIVIDUAL, TEAM, AND ORGANIZATIONAL CHANGE <i>Allan H. Church, Christopher T. Rotolo, Alyson Margulies, Matthew J. Del Giudice, Nicole M. Ginther, Rebecca Levine, Jennifer Novakoske and Michael D. Tuller</i>	91
SENSEMAKING IN COLLABORATIVE MANAGEMENT RESEARCH: INSIGHTS FROM AN ITALIAN SOCIAL COOPERATIVE <i>Luca Solari, David Coghlan and Abraham B. (Rami) Shani</i>	167
OPERATIONAL PRACTICES AND ARCHETYPES OF DESIGN THINKING <i>Shannon E. Finn Cornell and Ramkrishnan V. Tenkasi</i>	195

'AUTHORING' OPEN INNOVATION: THE MANAGERIAL PRACTICES OF AN OPEN INNOVATION DIRECTOR <i>Susanne Ollila and Anna Ystrom</i>	253
DIVERGENT THINKING AND BRAINSTORMING IN PERSPECTIVE: IMPLICATIONS FOR ORGANIZATION CHANGE AND INNOVATION <i>Emmanuel M. Kalargiros and Michael R. Manning</i>	293
DIALOGIC OD, DIVERSITY, AND INCLUSION: ALIGNING MINDSETS, VALUES, AND PRACTICES <i>Ilene C. Wasserman</i>	329
ABOUT THE CONTRIBUTORS	357