



## Detailed program "Innovation in OD and Leadership" – Learning Workshop June 1<sup>st</sup> – 2<sup>nd</sup> 2012

**Charles C. Snow:**

"Designing Organizations for Collaborative Innovation: Bridging Theory and Practice"

**Organized by:**

Hubert Lobnig (Lemon Consulting) & Gerhard Klocker (Hantschk, Klocker & Partner)

**Date:**

Friday, June 1, 15-18; dinner together after 18.30 and Saturday, June 2, 9-16 in Vienna

**What we intend:**

We are inviting you to an outstanding learning workshop in our series "Innovation in OD and Leadership" with our international rewarded guest and colleague Charles C. Snow. The workshop will focus on bridging the gap between the theory and practice of organization design. We will start with an introduction into current perspectives on organization design and their relation to organization development and management theory. Special emphasis then will be given to new forms of organizations that are increasingly being used to organize for collaborative innovation. Such designs take advantage of community values and processes, and they present the special challenge of creating organizational forms that extend beyond the single company and do not rely on hierarchical mechanisms for control and coordination. Guided by inputs from research we will focus on conversations and reflections within the learning group.

We started the „Innovation in OD and Leadership“ series in 2011 with Mary Jo Hatch & Phil Mirvis „Corporate Citizenship and Corporate Branding“, May 8-9, 2011

**Prereading:**

Charles Snow invites you to read two publications (enclosed as pdf) as a pre-reading to the workshop.

**Detailed Programme:**

**Friday 1<sup>st</sup> 15.00 – 18.30**

- Welcome and Introduction
- Charles Snow´s perspectives on Organization Design, Organization Development and Management Theory
- Implications for today´s demands for more innovation by individuals and firms
- Participants involvement in Organization Design processes (theory and/or practice)

19.00 Coming together near the seminar location for networking and casual dinner

**Saturday, 2<sup>nd</sup> 9.00 – 16.00**

- Three key contexts for organization design:
  - Nature of the problem the organization design is trying to solve
  - Nature of value creation
  - Management philosophy and organizational culture
- Evolution Part I: evolution of existing organizational forms
- Evolution Part II: evolution of organizational forms for collaboration and innovation
- Implications for our practice and our knowledge base
- Evaluation and Conclusions

**Our guest:**

Charles C. Snow is Mellon Foundation Professor of Business Administration at the Smeal College of Business, Penn State University. During his career, he has taught students and executives in the United States and in more than 25 countries in Europe, Asia, and South America. In Europe he has been a visiting professor Norwegian School of Management and currently is Visiting Researcher at the Interdisciplinary Center for Organizational Architecture at the University of Aarhus, Denmark. During March to June 2012. Prof. Snow is currently the Fulbright-Hall Chair in Entrepreneurship at the Vienna University of Economics and Business.

His work focuses on collaborative innovation and organization design. He is the Founding Co-Editor of a new open access journal, the *Journal of Organization Design*.

**Selected Publications of Prof. Snow:**

Bøllingtoft, A., Donaldson, L., Huber, G., Håkonsson, D.D., & Snow, C.C. (Eds.). 2012. Collaborative communities: Purpose, process, and design. New York: Springer

Burton, R.M., Eriksen, B.H., Håkonsson, D.D., Knudsen, T., & Snow, C.C. (Eds.). 2008. Designing organizations: 21st-century approaches. New York: Springer.

Charles C. Snow and Scott A. Snell, "Strategic Human Resource Management", Oxford Handbook of Industrial and Organizational Psychology, December 2010.

Raymond E. Miles, Grant Miles, Charles C. Snow, Oystein D. Fjeldstad, and Christopher Lettl, "Designing Organizations to Meet 21st Century Opportunities and Challenges", *Organizational Dynamics*, Spring 2010.

Charles C. Snow, Oystein D. Fjeldstad, Christopher Lettl, and Raymond E. Miles, "Organizing Continuous Product Development and Commercialization: The Collaborative Community of Firms Model", *Journal of Product Innovation Management*, Winter 2010.

Raymond E. Miles, Grant Miles, Charles C. Snow, Kirsimarja Blomqvist, and Hector Rocha, "The I-Form Organization", *California Management Review*, Summer 2009.

Oystein D. Fjeldstad, Charles C. Snow, Raymond E. Miles, and Christopher Lettl, "The Architecture of Collaboration: Organizing Resources Among Large Sets of Actors", *Strategic Management Journal*, pp..

Prof. Snow is also renowned for his „classic“ books on organization theory:

Raymond Miles & Charles Snow (1978): *Organizational Strategy, Structure and Process*. New York: McGraw Hill

Raymond Miles & Charles Snow (1984): *Fit, Failure and the Hall of Fame. How Companies Succeed or Fail*. New York: The Free Press

**Location:**

IFF-Fakultät für Interdisziplinäre Forschung und Fortbildung, Schottenfeldgasse 29, Dept. Organization Development and Group Dynamics, Room 4a; 1070 Vienna

