



INTER-UNIVERSITY CENTRE FOR ORGANIZATION STUDIES AND CHANGE MANAGEMENT

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Sioo

Inter-university centre for organization studies and change management

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Sioo; a knowledge community, intellectual space and professional home

For more than 50 years

Sioo was founded in 1958 by the Dutch universities. The foundation has served ever since as a bridge between academic organization studies and organizational practice and change processes. Sioo has developed into an '*intellectual space and professional home*' for professionals who want to contribute to successful change processes and innovations in organizations, and want to develop in the fields of organization studies and change management. Sioo does not represent only one dominant school in this field. We believe that a diversity of viewpoints can coexist – and should continue to do so. At Sioo, people with a wide range of talents from a diversity of backgrounds meet. They share the ambition to contribute to business development and innovation and share a dedication to the development of their professional competencies and the ambition to contribute to business development. Of course they differ in their roles, positions, experiences and involvement in change and innovation processes.

Five tracks

Sioo offers opportunities for the development of competencies along five tracks:

- Master and other training courses with open registration,
- Coaching change processes in organizations,
- Support in designing programmes for professional development,
- Research and development,
- Forum activities (symposia, workshops, conferences and publications).

Deepening, Expanding, and Developing

Sioo activities are characterized by a playful balance between theoretical deepening, systematic expansion in change methodologies and professional development. Sioo consciously opts for theoretical deepening in the knowledge fields of organization studies and the management of change. Sioo exposes methods for researching issues of change and innovations in organizations and their environments and making these issues more manageable. Sioo stimulates professionals in their development by enabling them to reflect on their own actions, through deepening and expanding their own repertoire and by letting them choose a position in issues of change and innovation.

Sioo system of awarding degrees

The Sioo system of awarding Masters Degrees reflects the recognition and position of Sioo's activities, both in the Netherlands and abroad. These degrees are awarded under the

supervision of the ‘Orde van Organisatiekundigen en –adviseurs’ (Ooa) and The International Council of Management Consulting Institutes (ICMCI).

Sioo Board of Governors

The Sioo Board includes: University of Amsterdam; Nyenrode University; Technical University of Delft; Twente University; University of Leiden; Radboud University of Nijmegen; University of Utrecht.

Management

Dean: Prof. Dr Jaap J. van Muijen

General Manager: Bert Knol MA

Directors of studies

Sioo does not employ their own faculty, the core of the foundation consist of a group highly qualified directors of studies, learning facilitators and programme managers, with all their own special area of interest.

Prof. Dr Jaap J. van Muijen	Dean, Change management, leadership, consulting business
Hennie A. Dekker-van Brenk	Change management studies
Dr Sandra Kenssen	Change management studies, organization studies
Brechtje Kessener MSc	Researcher, work & organization studies, learning theories
Marguerithe C. de Man MA, MCM	Consulting business, change management studies
Willem L. Rozema MA	Change management, organization studies
Prof. Dr Gerhard A.C. Smid	Innovation studies, design of learning environments
Dr Marijke Spanjersberg	Change management, organization studies
Dr Arienne B. van Staveren	Change management, researcher, Interdisciplinary collaboration, process management
Heleen C. Tours MA	Change management studies
Annet Weitering MCM	Consulting business, change management studies

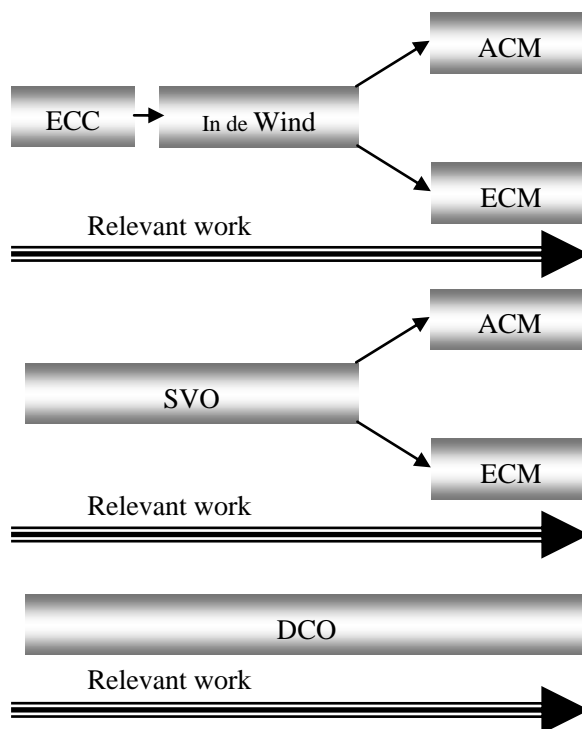
Faculty

Sioo collaborates with many university professors, senior management consultants and managers and facilitates their role as ‘teacher’ or facilitator in her programmes.

Open Programmes on Change & Professional development

Participation in our open programmes can be awarded with a master degree, but this is not compulsory. A degree takes at least 1680 study hours. When participants opt for a degree, they have to have relevant work during the study period. In their work practice they have to have enough degrees of freedom to experiment with, among others, new approaches with a duration of 480 hours (learning in work). Participants also must invest in study time, at least 1200 hours (learning in 'school'). The learning in school part might consist of one long track (like the master programme Designing Complex Organizations (DCO) or might be a composite track, that consists of various Sioo programmes and/or programmes at the same level of other providers. The last part of the track always has to be a Sioo programme (Advanced Change Management (ACM) or Executive Change Management (ECM)). Up till now Sioo recognizes only selected composite tracks as a degree track. Of course we negotiate with individuals and/or organizations about the recognition of other programmes (e.g. Sioo in company programmes) as relevant for the degree track. We developed programmes in cooperation with corporate academies that are an equivalent of the professional development programme Essentials in Consulting and Change (ECC) and/or the course Managing and Organizing Successful Change (SVO).

Recognized tracks are:



No track leads automatically towards the degree. Entrance to a track and continuation depends on the outcome of the selective enrolment procedure. We always check whether participation does make sense in terms of 'professionalisation'* of the participants and whether the participant will have a good chance of meeting the criteria for awarding the degree.

* Becoming a better professional.

Master programme

Advanced Change Methodologies (ACM)

Participants

ACM is intended for ‘independent’ consultants who see changing organizations as their profession. They are engaged on unmanageable issues for various internal or external clients. Besides their formal position (for instance external consultant, internal consultant, management consultant, member of staff), they also want to profile themselves as consultants with a unique style, who can take on and play different roles, act autonomously and are able to link expert professionalism to a high degree of sensitivity.

Programme

In ACM participants work on making their own methodology more explicit and enriching it. Based on their own questions and fascinations, they embark on an investigative exploration of current developments in the common professional discourse, touching on various tried methods as well as perspectives that are ‘foreign’ to the field. They experience the full range of possibilities by actively participating in current and ‘future’ practices. Participants will get the chance to work actively and intensively on their professional development. Sioo creates a place where they can come together for continual enrichment. There is a variety of learning forms, such as developing personal effectiveness by reflecting on one’s own action routines, experimental learning, exploring and investigating new contents and creating conditions for one’s own future actions. Participants link acting effectively in the ‘here and now’ to a vast amount of theoretical knowledge. The systematic, conceptual core of the programme is constructed around the following knowledge domains: group dynamics, the science of intervention, social constructivism, (appreciative) inquiry, system dynamics, business administration and philosophy. Current and advanced insights in these domains which are relevant to changing organizations are dealt with. Participation takes fourteen months with a study load of appr. 800 hours.

Results for participants and their organizations

A unique, mind-broadening methodology connected to knowledge domains, which has been tested at clients’ organizations, has been discussed down to the last detail with colleagues and is linked to a unique operating style.

- A noticeable contribution to developments in the field of organizational change through publications, lectures and conferences.
- A network of clients and colleagues that fits in with one’s own fascinations and current issues.
- The competency to communicate one’s own profile and to acquire related work.

Master programme

Executive Change Management (ECM)

Participants

Participants are board members, executive directors, managers of autonomous divisions of organizations and change managers. They are the initiators of strategic changes and the associated innovation processes in organizations and organizational networks.

Programme

A distinctive feature of the ECM is that participants explore and tackle issues of organising, learning and innovating in the context of their own organization. Participants focus on interpretation processes in organizations, systematic aspects of strategic search processes, the system dynamics of organization and change processes and the realisation of strategic changes in organizational networks. During the ECM, participants work on a field project in their own professional context. They compile a learning report on this field project, which serves as the basis of an assessment interview in which their individual competencies are evaluated. Six seminars provide up-to-date theoretical reference frames and methodological principles in strategy, organising, learning and innovation. The seminars provide the opportunity to actively reflect on amassed experiences and gained insights. In between the seminars, systematic workshops are held that offer participants practical guidelines for broadening and enriching their own action repertoire. Working together in learning teams and setting up and realising the field projects, participants keep each other sharp in the professional sense. Systematic issues which the learning team cannot solve on its own can be presented to others in inter-collegial consultation groups. After the third seminar, an action-research project of a week is held in South Africa. The ECM programme has a duration of approximately 1.5 years. The study load is approximately 600 hours.

Results for participants and their organizations

- Insight in the state-of-the-art in changing and innovating organizational networks.
- The ability to study issues from multiple perspectives and examine the assumptions that underlie their research methodology.
- The ability to redefine problems and initiate innovations, together with those involved.
- A professional action repertoire for dealing with various issues and for guiding complex change processes that transcend the organization.
- The ability to make professional choices and to substantiate their conclusions and to present the findings clearly and express the viewpoints
- The ability to re-engineer the less effective patterns in organizations
- A broad network of professional peers.

Master programme

Designing Complex Organizations (DCO)

Participants

Participants want to enhance their business performance by developing the organizational design. They are managers, project leaders, financial-, HRM- or ICT-staff members and consultants from industry, service sector, health care, education and government.

Program

DCO is an action learning program, alternating proven and new theoretical insights and coaching while applying insights in the own organization. Existing design strategies are touched upon and new strategies are developed in the program. Both strategy and operational reality are important inputs. Technical, political as well as cultural aspects of the design are taken into account.

Participation takes 14 + months, and a study load of 800 hours exclusive design project.

Results

The results are two fold: The participant has learned how to analyze, design and implement a keen and meaningful organizational design. The organization of the participant benefits from this design and has strengthened her capacity to compete by design.

After successful completion of DCO, participants will meet the registration requirements of the SRAO (i.e. professional association) and will receive the degree of Master in Work & Organization.

Professional development programme

Essentials in Consulting and Change

Participants

Participants are consultants, project leaders and interim managers with an academic degree and some year's experience in organizational change. Participants are usually consultants who entered their trade immediately after completing their degree or, based on experience in other disciplines or positions, have decided to look further than the boundaries of their own discipline and to shift the emphasis to organizational consultancy.

Programme

Essentials in Consulting and Change is a modular programme that offers an introduction to professional consultancy in organization and change issues. The course provides a general understanding of concepts applied in consultancy. The setup is aimed at integrating professional knowledge with practical skills and the development of personal competencies. Professionalism in the position of consultant and systematic directing of the consultancy process are dealt with extensively. The programme consists of three components:

- The core component is structured around a simulation of the most important aspects of the consultancy process (three blocks of three days over a period of three months).
- The inter-collegial consultation component: Fixed groups of five persons deal with personal managing or performance issues in the work situation (five meetings with a coach).
- The workshops: Participants make a selection from a number of relevant workshops: short gatherings of several days that go into aspects of the consultancy process in greater depth.

The modular programme Essentials in Consulting and Change has a duration of 1 to 1.5 years, and a total study load of 160 hours.

Results for participants and their organizations

After completion of the programme, participants have

- New knowledge and practical competencies in processes of consultancy, organising and change. Participants are able to apply that knowledge more effectively in their own professional trade.
- A number of common principles of the profession. Participants are also aware of the large diversity of views, methods, situations and results and are able to assess their own contributions.

- Knowledge on how they to influence the process. Participants are also more aware of the playing field of involved parties and the way in which their patterns of interaction influence consultancy processes.
- Insight in their own strengths and weaknesses. Participants know what can still be learnt and have learned how to learn.
- Methods to reflect on and test practical cases by themselves and with colleagues.
- The ability to navigate through the literature on hand and use it as a source of reference. Participants have also made the first steps towards positioning themselves in consultancy.

Professional development programme

Entrepreneurship in Consulting Business (In the Wind)

Participants

Participants are internal and external consultants who want to develop into prominent consultants. They have the ambition and drive to invest heavily in themselves and are actively supported and stimulated by their organization's management. Typically, participants have been spotted in their environment as the 'future face' of the organization in the market or as the initiator of new developments. They have at least three years' practical experience and have access to relevant, topical casuistry. They will have followed Essentials in Consulting and Change (see below) or comparable (Sioo in-company) programmes.

Programme

In the Wind is aimed at developing systematic, theoretical, professional and personal competencies for taking on difficult issues in charted and uncharted territories. A combination of developing expertise, leadership qualities, entrepreneurship and personal development is a typical feature of the programme. In the Wind is based on three programme lines. The first line consists of four seminars of several days, in which the participants work on how to handle and take on different types of organizational issues as well as systematic action by the consultant. The second line consists of four twelve-hour workshops in which skills play a central role. The third line is formed by the business lab, in which small groups of participants work on business expansion through the development of an entirely unique approach, product or service. A start seminar of several days precedes these three lines; this seminar focuses on the underlying principles and on creating conditions for the entire programme. In the final seminar, the participants present and discuss the overall results of the programme, thereby bringing the course to a close. In the Wind has a duration of one year and the total study load is approximately 480 hours.

Results for participants and their organizations

In the Wind contributes to the development of a unique profile and competencies leading to the transition from intermediate to senior consultant by:

- developing a strong personal profile,
- enhancing systematic action,
- expanding leadership qualities,
- business expansion by defining and developing a unique approach, product or service,
- strengthening entrepreneurship,
- using networks for own work and work for third parties.

Professional development programme

Managing and Organizing Successful Change (SVO)

Participants

Participants are board members, line managers, project managers, staff managers and consultants. They have a managing role in organizing and implementing changes in organizations. Backed by extensive experience in a specific field, they have moved on to taking responsibility for complex issues focusing on change and innovation, which are characterized by design and managing of organization processes.

Programme

In the SVO, participants from different organizations, but with similar positions work on a change process within their own organization under the guidance of teachers and programme supervisors. They are working on their professional development and how to give substance to this development in the future as well. This professionalisation process is supported by work assignments, case studies, consultation meetings, reflecting professionally on one's own actions and study assignments.

Eight seminars form the main components of the SVO programme with themes like Exploration of the Situation, Key Issues in Organizational Change, Strategy and Positioning of Change Processes, Shaping Change Processes, Management and Behavioural Skills, Designing and Managing Change Processes, Leadership Skills and Personal Quality.

In the parallel consultation programme of seven meetings, the participants examine the projects of the consultation group members and practice with change diagnosis and design, interventions and methods of consultation. The SVO programme has a duration of approximately one year. The study load is approximately 640 hours.

Results for participants and their organizations

After completion of the SVO, the participants will be able to contribute to changes in organizations to such extent that these changes bring about a marked improvement in effectiveness and quality of the organization. This result is achieved predominantly by developing knowledge and skills as a designer and director of change processes. They are aware of their quality as a director of change and see possibilities for further professional development.

Professional development programme

Interim Management & Organizational Change (IM&O)

Participants

Participants are those who fulfill the role of interim manager in their organization and want further professionalisation in the area of change management.

Programme

The short and intensive IM&O programme is aimed at enhancing interim managers' sensitivity to change issues and providing them with tools that will enable them to diagnose and intervene effectively. In the IM&O, their professional experience as interim manager is the focal point. They deal with issues from their work context in alternating forms of working. Inspiring teachers motivate them to think 'out of the box', thereby enabling them to observe more accurately and act appropriately in and in relation to client organizations. They can put the knowledge thus gained into practice in their work environment. 'Reflection-in-action' is an important skill for interim managers. During and in between the seminars, they focus a lot on reflecting on their own actions and learning.

IM&O starts with an introductory meeting focused on learning objectives, learning styles and the profession of interim manager. The core of the course is formed by a number of related workshops, based on the work experience of the participants. In each workshop, half a day is set aside for consultation in smaller groups.

IM&O has a duration of appr. six months, and a study load of appr. 160 hours.

Results for participants and their organizations

Participants will have insights and methods relating to diagnosis, strategy and intervention and can discern their own preferences and styles among these.

- They will have insights and methods that enable them to correctly assess the development phase of an organization.
- They will be able to create adequate room to manoeuvre in the contracting phase.
- They will be able to choose a suitable change style, contemplate alternatives and make scenarios, according to the golden rule: one approach is no approach.
- They will be able to understand seemingly difficult behaviour of clients and opposite numbers under difficult circumstances, and to handle this effectively.
- They will have enriched their behaviour repertoire so that in specific situations, such as in conflicts, they can act in a manner suited to the situation;
- They will be able to prepare their client organizations for continuing the process successfully after they have left.

Support in change processes

Building the capacity to change and innovate

Sioo cooperates with a large number of organizations and institutions that want to increase their change capabilities and want to invest in their staff; for instance IT companies, health care organizations, organizations in financial industry, agribusiness, public services, universities and research companies, as well as consultancies and interim agencies.

Sioo supports:

- companies and organizations in which groups of professionals (e.g. staff services) reposition themselves and wish to develop their competencies further to that end;
- companies and organizations in the consulting and business services industry that want to keep the individual competencies of their consultants at an appropriate level to be able to support their clients in change processes;
- companies and organizations in the consulting and business services industry that want to reposition themselves and also want to support their clients in change processes, and seek to upgrade the professional competencies of their consultants;
- innovation teams within organizations and the inter-organizational field.

Sioo's work is aimed at the improvement and expansion of the capabilities of organizations to organise, change and innovate. Sioo uses various instruments, like open courses for individual organization professionals, in-company training, dual learning projects, learning studios, workshops, professional & business development labs, etc.

In partnership with these organizations Sioo creates tailor made activities based on:

- knowledge gained in its teams,
- its own research and development work,
- the competencies of its network of teaching staff, ranging from experienced organization consultants to prominent scientists.

Support in designing programmes for professional development

A team of Sioo staff members compiles the experience at Sioo in curriculum development. On that basis, Sioo offers external design support. Sioo supports other organizations to develop their human capital policy and their training policy, to develop competence profiles, to create blended learning during the execution of complex training and professionalisation projects.

Some examples

- A Sioo team helped a large consultancy and interim management agency to set up a training program for new consultants.
- A Sioo staff member assisted the vice-president in the innovation of a school for the judicial authority. The result: better customer contacts, an adjustment of portfolio, and the design of new programmes.
- A Sioo team helped a research group at a university to develop a completely new three-year bachelor programme.
- Sioo staff supports the HR department of a pharmaceutical research centre in the development of a management development programme.

Research and Development

Sioo is a meeting point where organization experts, managers, consultants and scientists get together to contribute to research and development in the field of organising, changing and learning. It is a platform where colleagues can exchange ideas and experiments, discuss and publish, conduct research and connect this critically with existing theories.

Sioo's research concerns developments in the following areas:

- Organising – Sioo adopts a pluralistic perspective: organization processes can only be understood from a pluralistic view of reality.
- Change/Innovation – Sioo also has a pluralistic perspective on this: there is no best way of change, and given a specific context, not every change method is equally effective.
- Learning – Sioo focuses primarily on research into learning processes of adults in work situations. An important premise is that professionals learn and can develop through reflecting on a specific way of acting and by practicing alternative behaviours in a real setting.

In conducting research, Sioo strives for knowledge development in theory and practice through facilitating cooperation by the parties involved in change processes and by reflecting on their endeavours to realise change in organizational contexts.

Some examples:

- mapping the change capabilities of organizations,
- success and fail factors in interim management,
- interdisciplinary professional collaboration,
- improve of the activities of trainers in professionalisation processes,
- skill development in hybrid professional roles.

Forum

As a meeting point for organization experts, managers, consultants and scientists Sioo frequently organizes forum activities like congresses, workshops, publications.