



# Delta Mu Delta

## National Honor Society in Business Administration

Member, Association of College Honor Societies

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## The Change-Able Organization

By Dave Arnott, Ph.D.

It has been said the only thing that likes change is a wet baby. At the other end of the spectrum, we find Bill Murray's character in the movie "Groundhog Day" at wit's end because he is forced to re-live the same day over and over again. Thus, as individuals, we are suspended between a tension created by opposite poles: fear and resistance when there is too much change, and boredom when there is not enough change.

Organizations can and do alter themselves significantly. However, the ability to change is not uniform or universal from one organization to another. This article attempts to answer the question of why some organizations are changeable and others are not.



Dave Arnott

The seemingly ungrammatical title of this article is purposeful. "Changeable" indicates to me an organization that can be changed by the managers. "Change-able" seems to mean an organization that can change itself.

Organizations which are "change-able"—can change themselves—will be more effective in the future

than those which are changed by managers.

The demand for speed and global reach, the struggle to respond to demanding customers, the need to quickly implement information technology, and the loss of job security all call for organizational change. Neither researchers nor practitioners have an adequate understanding of a theoretical framework for change, although attempts have come from various literature bases outside management theory: the punctuated equilibrium model from biology; transformation from religion; dissipative structures from chemistry; and chaos theory from physics.

Well over half of all major change programs fail. That's because they concentrate on only one segment or function of the organization. For change to be implemented successfully, the organization must have an infrastructure that has three key elements: structure that is organic, practices that honor individual participation through flexible job design, and reward system based on team performance.

## The Real Value of DMD Scholarships

Similar to other college students this time of year, Heath Tarbert is gearing up for final exams that will bring the spring semester to a close. But Heath has other reasons to smile.

As the winner of the 1997-98 Mildred R. Marion Award, he received \$2,000 from Delta Mu Delta to help pay his academic expenses this year. The

Society awarded 39 outstanding students a total of \$27,750 to help further their education.

Heath said he owes a great deal to the Society.

"Receiving the Delta Mu Delta Scholarship definitely helped alleviate a huge financial burden for me and my family," he said. "My mother had recently lost her job and the scholarship really helped.



Heath Tarbert

(see Heath on page 5)

### Structure

The traditional hierarchical structure of business that is based on strict job definitions has outlived its usefulness. The job is an artificial "carving-up" of work that is a social artifact of the industrial revolution. Today's organization is changing from a structure built out of jobs into a field of work needing to be done.

For business to successfully endure this chaotic period, management must have an understanding of the effect of structure on the organization's ability to change. Organizational theory literature generally agrees that structure is driven by strategy. Recent work supports the relationship, but also admits there are reciprocal effects as well. Thus, structure which is organic in nature provides a competitive advantage to a firm, because it allows the quick change in strategic product-market alignment necessary to adapt to the environmental turbulence that is characteristic of so many industries.

(see Change-Able on page 2)



## Change-Able (cont. from page 1)

Structures that are more organic than mechanistic are more supportive of change. An organization that does not organically build the management of change into its structure becomes obsolete. A high level of bureaucratic policies and rules stifles the organization's ability to provide the flexibility in lower levels of the organization which is necessary to respond to changes in the environment.

### Practices

In change-able organizations, job design is more flexible and less hierarchical. Jobs are designed to provide task variety, personal relevance, appropriate autonomy and control, low levels of established routines and rules, and high advancement prospects. Jobs are designed that involve individual enrichment or teams. Employees are asked to suggest new services and products to keep up with environmental changes. The more dynamic the environment, the more the workforce needs to be organized in a flexible manner.

The general practice necessary to change an organization is to empower the workforce, because team building enhances the organization's ability to change. The organization must have a culture that encourages change, which forces people to be responsible for their work, not their jobs. This responsibility is commonly awarded to the workforce through team processes, which grant the organization the skills necessary to make changes in a dynamic environment. In this change-able organization, there will be only two titles: coach and teammate.

Because teams have a great deal of technical knowledge, they are consulted about major changes. The coach must exhibit managerial skills necessary to enact change so the organization can match the demands of ever-changing product-market alignments.

The function of the organization in the post-capitalist era is to put information to work through organizational adaptation. To do this, the organizational structure must be a destabilizing force; one that causes change. Since information has the ability to change quickly, the question of speed of change is important.

Managers control the speed of change through pacing the organization. A large majority of organizational transformations are accomplished via processes that cause rapid and discontinuous change. The design of organizations needs to adapt a more organic structure in order to address the problems of a more complex, turbulent world. Traditional hierarchical structures produce inertia which allows only minor change for long periods of time. Then environmental "earthquakes" force punctuations in the equilibrium, which can be unhealthy for the organization. These earthquake-size changes can be avoided by a team approach that is participative in nature.

A recent survey of Fortune 500 companies indicated that team building was the most successful change technique,

according to human resource managers. To empower people in an unaligned organization can be counterproductive, thus the structure, systems and rewards must be co-aligned.

### Reward System

How best to pay people is the human resource challenge of the '90s. Whatever gets rewarded will get done. The reward system within the organization must be carefully evaluated to ensure that behaviors which encourage change are being rewarded. Of the three infrastructure elements, reward systems are perhaps the most difficult to change. It takes a significant amount of time and planning, and there are many obstacles.

There is such great resistance to change that James O'Toole, in his book "Leading Change," lists 32 hypotheses that attempt to explain the phenomenon. Resolving the pay conundrum may be the hardest part of change, so it is best

resolved by the people who are directly affected: the employees who are being compensated. Thus, the team-based management that was mentioned in the previous section carries through to this topic as well. Participants in the change process should be recognized and rewarded. Change-able organizations are those in which reward structures are based on the completion of group goals, not individual goals.

Workers in change-able organizations are compensated by performance rather than tenure,

because compensation must fit right and feel fair. Basing rewards on team performances increases organizational commitment, which has been found to be related to the organization's ability to change. Team-based rewards are better than those based solely on individual achievement.

Reward systems must be structured in sync with job design. Team-designed jobs must coincide with team-oriented reward systems. In change-able organizations, the most effective reward systems are those which recognize groups who have worked together effectively to achieve a goal.

James Belasco, in his book "Teaching the Elephant to Dance," says organizations are like the elephant which is tightly chained as a youngster. As an adult, the chain doesn't even need to be staked—the elephant feels constrained just by having the chain around its ankle. Belasco's prescription is for management to set the circus tent on fire enough to scare the elephant, without burning down the tent.

In an era of ever-increasing levels of business environmental turbulence, organizations that change effectively will be the most successful. This article has explained the change-able organization of the future as one that adopts a structure that is organic; practices that encourage participation through flexible job design; and a reward system that honors team performance.

**Participants in the change process should be recognized and rewarded. Change-able organizations are those in which reward structures are based on the completion of group goals, not individual goals.**

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*Dave Arnott, Ph.D., is a Professor in the College of Business at Dallas Baptist University, a Delta Mu Delta school. This article was originally presented at the Seventh Annual Conference of ACBSP.*



# President's Message

While traveling to colleges and universities to install Delta Mu Delta chapters, there is usually a question regarding the meaning of the Society's name. At some point during my talk, I make reference to the fact that Delta Mu Delta stands for the Greek phrase, "Dia Mathessos Dynamis," which literally translated means, "Through Knowledge, Power."



When using this phrase, I am usually thinking in the abstract. I tell my audience that this phrase does not refer to the power of uncontrolled aggression, but the power to manage for social and economic good. These are lofty and worthwhile goals. However, I sometimes feel I should go a bit further

and try to explain the personal impact knowledge has on the individual in the audience. But this is like "preaching to the choir." Those present already excel academically. From their efforts, it would appear they already appreciate the personal power that comes from knowledge. We must search for ways to reach other students—those not doing as well—and impress on them the significance of knowledge as it relates to personal power. Perhaps the message must be received years earlier, even before high school.

In recent years, there seems to be an increasing number of students who have the attitude that gaining knowledge or getting an education is not important. Unfortunately, many times this attitude is held by the people who need an education the most; those who require an education to defeat poverty.

What can we, who enjoy the advantage of a good education, do to put a positive spin on academic achievement? Realizing that the following is not all-inclusive, I suggest four steps we can take.

First of all, as parents, we can emphasize to our children the importance of learning. We can read to them while they are

young. We can stimulate their interest in the sciences and the arts. We can be available when they have difficulty or need assistance. After all, if parents don't place a high value on education, then children are not going to be particularly interested in learning.

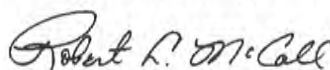
Second, in our roles as teachers, leaders and mentors, we should stress that knowledge *empowers* the individual. Without knowledge, we are limited in what we can do. Without knowledge, we are stuck in minimum-wage, dead-end jobs. In this country, knowledge gives us the power to be anything we want to be. Knowledge allowed the ex-slave from Virginia, Booker T. Washington, to become not only a powerful educator, but to organize and head Tuskegee University, one of our leading educational institutions.

Third, as members of our community, we should support our school systems. We should place special emphasis on programs to develop interest in reading at an early age, and adult literacy programs that provide a second chance to those who missed out on a traditional education.

Fourth, we should realize that the gaining of knowledge does not end with a degree. Rapidly changing technologies and the new world economy mean that yesterday's skills are obsolete. Knowledge must become a truly lifelong pursuit. To remain viable in this new world, many of us will have to return to the classroom again and again to update or learn new skills.

In the final analysis, everything we truly desire as individuals *can only be obtained through knowledge*; that is, to be accepted socially and to be able to provide for ourselves and our families in the future. The honor societies and others are doing a good job of emphasizing this to our members and potential members. However, there are millions who do not get the word. Every year, knowledge allows millions to realize their dreams. Let us help others realize their full potential.

Dia Mathessos Dynamis.



Robert L. McCall  
President

## Spotlight On...

# Bill Brunsen

## Vice President of Extension and Development

The success of Delta Mu Delta, both in its past and future, can be attributed to many hard-working and dedicated individuals. Dr. William H. Brunsen certainly deserves to be mentioned with this group.

As vice president of extension and development, Dr. Brunsen, along with the regional representatives, provides a link between the chapters and the national organization.

"I'm a resource person," he said. "If any of the six regional representatives have questions, they can contact me. I also work as a substitute when they can't make a chapter installation. I help out where I can."

Dr. Brunsen has been involved with Delta Mu Delta since 1987 when he joined the faculty at Eastern New Mexico University. He has held many positions at Eastern New Mexico, and currently serves as Chair of Accounting, Economics and Finance in the College of Business.



Dr. Brunsen said he would like to see more chapters involved in the scholarship program. He definitely encourages a greater level of participation.

He would also like chapters in the same geographic area to work more closely and share some of their activities. He said he would encourage the regional representatives to explore this possibility.

"It seems to me there is some benefit to that when this is an organization that doesn't have a lot of national meetings," he said.

After earning his bachelor's degree in economics from Eastern New Mexico University, he received a master's in economics and a Ph.D. in business administration from the University of Nebraska-Lincoln.

Dr. Brunsen has published numerous articles in a wide variety of professional journals and has authored chapters in the "AMA Management Handbook," the flagship publication of the American Management Association. In addition to Delta Mu Delta, he is active in a number of professional organizations, including the Decision Sciences Institute, the Institute of Certified Management Accountants, the Southwestern Federation of Administrative Disciplines and the ACBSP.





# Keynotes

## Surfing the Net

If you haven't heard by now, Delta Mu Delta has established a presence on the World Wide Web. Hopefully you have had the chance to check us out at our new address:

<http://home.earthlink.net/~deltamudelta/>

If not, look for it. It contains a great deal of information on the Society and its programs. It links our page to most schools that have member chapters. If your school is not linked, let us know. And alumni will appreciate expanded news on what the Society is doing.

We also wanted to remind all of our members about our new E-mail address:

[deltamudelta@earthlink.net](mailto:deltamudelta@earthlink.net)

This is a quick and easy way to contact us here in the Central Office. If you have something you would like us to pass along in the Delta Mu Delta Newsletter or on the website, let us know using the new E-mail address.

If you are not connected to the Internet, please send your news or ideas to: Delta Mu Delta Central Office, P.O. Box 46935, St. Louis, Missouri 63146-6935. You may also fax us at 314-432-7083. Please be sure to let us know the year you became a DMD member and the name of your alma mater.

## DMD MasterCard

Would you like the opportunity to contribute to Delta Mu Delta without costing you a dime? Well, this is a reminder that members can support the Society by signing up for the Delta Mu Delta MasterCard®.

Every time the card is used, a contribution is made to the Society. So members have the opportunity to be instantly recognized as a part of Delta Mu Delta, and at the same time support Society activities and programs, such as the highly successful scholarship program.

For more information, call or E-mail the Central Office.

## Triennial Update

We're only a few short months away from the Delta Mu Delta Triennial Meeting, scheduled for November 6-8 in San Antonio, Texas. This is an exciting time for the Society as we prepare to head into the new millenium.

Among the many events prepared for delegates to the Triennial will be a job fair. For the first time, students will have the opportunity to interact with representatives of major corporations in a Delta Mu Delta national event. This will also be an excellent opportunity for these companies to meet some of the most outstanding business students from across the country.

The San Antonio area offers students, faculty and alumni members fantastic sight-seeing opportunities. The world-famous Alamo, along with the stunning Riverwalk, are only examples of the many things to do and see in San Antonio.

The Triennial is scheduled to be held at The Menger, one of the finest and most historic hotels in Texas. This location should make the Triennial a truly unforgettable experience.

Information about the Delta Mu Delta Triennial Meeting was sent to chapter representatives in March. Anyone interested in attending the Triennial should phone or E-mail the Central Office and request registration materials.

## China Tour

Delta Mu Delta members are being cordially invited to participate in an important and exciting tour of the beauty and business of China.

Beta Gamma Sigma, a sister society, is organizing the tour, which is being offered to their members and other business-oriented individuals. Those who participate will gain a valuable insight into the business practices and customs of one of the world's most important markets.

Experts stress that individuals who are interested in taking advantage of



**This is just one of the many beautiful buildings seen by participants during the 1996 China Tour.**

China's huge potential need to know how business is conducted there. They say that to do business in a place as alien as China, you need some understanding. Those who participate in this China-Yangtse Tour will have the opportunity to gain a great deal of understanding.

In addition to exploring business opportunities in China, participants will visit many of the country's most important cultural and historic landmarks. A cruise of the Yangtse River will highlight the sightseeing experience.

Anyone interested in the tour, which will take place Sept. 26 to Oct. 9, 1998, may request additional information from the Central Office.

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## Heath (cont. from page 1)

"I was the first person in my family to attend a four-year institution. Thanks in large part to this scholarship, I was able to continue with school, and I will graduate in May."

Heath has set his sights on law school for next fall, and has narrowed his choices to Georgetown University, Cornell University and the University of Pennsylvania. He said that most law students come from other disciplines, but he believes his business background will give him an edge. He said many CEOs have worked their way to the top of their fields through the legal profession.

"The law is where everything comes together," he said. "I plan on specializing in corporate law, and my business background will be useful. I would like to further the goals of business in the legal field."

Heath said he was originally attracted to the Society because it offered members a chance to interact with a cross-section of business-minded individuals. But he also mentioned the importance of Delta Mu Delta's lifetime membership. He said he plans to remain an active member long after he graduates.

Along with his excellent academic record, Heath has been involved with an impressive list of community service projects. He has given his time and talents to the Maryland Special Olympics, Knights of Columbus and Catholic Charities. He is a member of the National Eagle Scout Association and the Society for the Advancement of Management.

Heath served the Delta Mu Delta chapter at Mount St. Mary's as chapter president. While in school he worked as a residence hall assistant. Last summer he participated in the FBI Honors Intern Program in Washington, D.C.

Delta Mu Delta encourages and supports outstanding academic achievement in business and management through its scholarship program. Awards are made annually to selected students attending schools with Delta Mu Delta chapters who achieve superior academic records in their schools of business.

## 1997 - 98 Scholarship Recipients

(not pictured in the last issue)



**Dana Collins**  
Northwest Missouri  
State University



**Charice Douthat**  
Northwest Missouri  
State University



**Julie A. Kalbfleisch**  
Ohio Northern  
University

## Support DMD Scholarships

As many of you know, last year the National Executive Council expanded the scholarship program to reward 39 deserving students with Delta Mu Delta scholarships totaling \$27,750. This program has been a tremendous success, with applications for next year's awards at an all-time high.

The scholarship program depends on the kind gifts of members like you. We would like to thank all those who have contributed to Delta Mu Delta in the past. Your generosity has enabled us to continue rewarding our outstanding scholars.

Make your dollars pay off forever. Each dollar contributed adds to the principle of the scholarship fund and supports outstanding and deserving students for generations to come. Contributors of \$50 or more will receive a Delta Mu Delta lapel pin. Those who contribute \$25 or more will be recognized on the back of a future issue of the Delta Mu Delta Newsletter.

Please use the enclosed card and envelope to make your dollars live forever. Help our outstanding scholars, like those pictured above, continue their quest for academic excellence.

## Chapter News

### University of North Alabama faculty adviser attends ACHS Meeting in Nashville, Tenn.

Representatives of the Delta Mu Delta National Executive Council took part Feb. 24 in the Association of College Honor Societies meeting in Nashville. Faculty advisers, including Walter Campbell from the University of North Alabama, were invited to attend.



Above, from left: Bob McCall, DMD President, Sharon and Walter Campbell, faculty adviser at the University of North Alabama, and Randy McLeod, DMD Vice President, at the ACHS meeting.

### Mount St. Mary's chapter honors retiring faculty member for teaching dedication



**George Houston, Jr., President of Mount St. Mary's College, awards Sr. Mary Nusbaum with an honorary membership to Delta Mu Delta.**

The Beta Pi Chapter at Mount St. Mary's College inducted 32 new members on Nov. 16, 1997 at their induction ceremony. Sr. Mary Nusbaum, a retiring Professor of Economics, was awarded an honorary membership for her 50 years of teaching excellence. She was one of the students' favorite professors.

### Pepperdine chapter inducts new members

The Epsilon Chi Chapter of Delta Mu Delta, Pepperdine University, inducted 11 new members in July 1997. The induction ceremony was held in Heritage Hall, on the Pepperdine campus in Malibu, Calif.

Dr. Owen Hall, faculty adviser at Pepperdine, said they are working hard to build the chapter. He said there is a great deal of excitement about Delta Mu Delta.



Above, from left: Allison Jenkins, Owen P. Hall, faculty adviser at Pepperdine University, and Pranav Parekh. Jenkins and Parekh were new inductees at the ceremony held in July 1997.



# CONTRIBUTORS

The following persons have contributed to Delta Mu Delta between September 1, 1997 and March 31, 1998.

## \$500-\$999

**Athens State College**  
Robert L. McCall  
**Eastern Illinois University**  
James F. Giffin

## \$100-\$499

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In memory of Robert Kelly  
Flora M. Kelly