

Dahlem Leadership Academy Open Lecture

Changing Times in Higher Education – Insights from Organizational Change Research and Practice on how to Manage Change

Steffen R. Giessner

Rotterdam School of Management (RSM),
Erasmus University, Netherlands



Speaker: Steffen R. Giessner, Professor of Organizational Behavior and Change, Rotterdam School of Management, Erasmus University (RSM)

Moderator: Rudolf Kerschreiter, Director Dahlem Leadership Academy, Professor of Social, Organizational, and Economic Psychology at FU Berlin

Thursday, February 20, 2020, 16:00 - 18:00

Holzlaube 2.2051, Fabeckstr. 23-25, 14195 Berlin

DAHLEM
LEADERSHIP
ACADEMY

FÜHRUNG FÖRDERN

WISSEN SCHAFFEN

About this lecture

At one point or another, many organizations – public or private – have to make strategic organizational changes. This is also the case for higher education institutions. The Berlin University Alliance, a current collaboration of FU Berlin, HU Berlin and TU Berlin together with the Charité, is an actual example of it. Reasons of organizational changes are manifold – ranging from technological developments and trends to opportunities or threats in the institutional environments. Whatever the actual origin of such changes, change itself represents clear challenges to organizations in terms of how it can be best planned, communicated, implemented and sustained over time. Major changes also typically involve a disruption of the status quo and of established ways of working. Further, they often question the identity of the organization and their employees. As a result, it may trigger confusion and resistance among internal and external stakeholder groups. This lecture will give insights on how to manage change – drawing on literature in management and psychology. I will also outline how an intergroup perspective can be helpful to plan and communicate about the change process. Here, I elaborate on the role of intergroup structures, communication, justice and leadership. Finally, I will provide some best practice recommendations that might help to master change processes such as the establishment of the Berlin University Alliance.

About Steffen R. Giessner

Steffen R. Giessner is Professor of Organizational Behaviour and Change at the Rotterdam School of Management, Erasmus University (RSM). He holds a MSc in Psychology from the University of Kent at Canterbury, UK, and a PhD in Psychology from the Friedrich-Schiller-University Jena, Germany. His research is located at the intersection of organizational psychology and management. His primary research topics are employee support during organizational mergers, followers' perceptions of leadership, antecedents of leader behavior, and non-verbal communication of power. He has authored and co-authored papers in the areas of organizational behavior, management, and psychology. His research received media coverage in outlets like the New York Times, Financial Times, The Guardian, Harvard Business Review, Harvard Business Manager and Wall Street Journal.