

Designed to Change: Intentional Problem Solving and the General Education Curriculum

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Session Agenda

Welcome and Overview

Collaboration: Issues in General Education Features

An alternative approach to curriculum design

Collaboration: Application of new ideas

Questions and Closing

1. Please work on your own for a moment. Please write down on your own what you consider -- in your institution, from your current perspective -- the **two** most important **elements or features** that you believe should be included in your institution's new or reformed general education program. Identify the elements themselves, and then make notes to yourself about their importance.

2. Some features of an alternative model

Team not committee

Immersion not periodicity

Organizational problems and solutions

Organizational decision making is essentially the identification of problems and the determining of solutions within an organizational context (Daft 2004).

How you proceed can be affected by the degree of problem consensus and the amount of solution knowledge. Problem consensus is the degree of understanding and agreement about the nature of the problem and which goals to pursue; solution knowledge refers to understanding and agreement about how, technically, to solve problems (Daft 2004:470).

| | | Problem Consensus | |
|--------------------|-------------|-------------------|------------|
| | | <u>High</u> | <u>Low</u> |
| Solution Knowledge | <u>High</u> | | |
| | <u>Low</u> | | |

Richard Daft, *Organizational Theory and Design*. 2004 South-Western Thomson Learning

***Reframing Organizations by Lee Bolman and Terence Deal,
Jossey-Bass, 2nd Edition, 1997*** (chart adapted from Tom Morgan, 2003)

| Organizational Frame | Primary Organization Metaphor | Central Concepts | Managerial & Leadership Image | Fundamental Challenges |
|--|--|---|--|---|
| Structural Organizations exist primarily to accomplish goals. | Factory Machine | Rules Roles Goals Policies Technology Environment | Social architect Chief Executive Officer President | Attune structure to task, technology, environment; Align people, process, and technology |
| Human Resource Organizations exist to serve human needs. | Family Tribe Clan | Relationships Self-interest Needs Feelings Skills | Empowerment Liberation Fulfillment Self-actualization | Attune organizational & human needs |
| Political Organizations are coalitions of varied individuals and interest groups with differing values, beliefs, information and perceptions of reality. | Jungle | Self-interest Power Conflicts Competition Politics Intrigue Resource allocation | Advocate Referee Mediator | Develop agenda Form coalitions & build power base Acquire intelligence Dispense information wisely |
| Symbolic Individual differences in interpretations of key events and processes result from different experiences and perspectives; not what happened, but what it means. | Carnival Cathedral or Temple Opera & Theatre | Culture Meaning Ritual/Stories Common good Stories/heroes | High priests & priestesses Tribal Chieftains Clan Chieftains | Inspire Create faith Define beauty Identify meaning |

Notes on group application.

Notes on: What we have learned in implementation?

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