



INTERNATIONAL

TLC

TRIDENT LEARNING COMMUNITY

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Background

Background



Listen

Module 3 - Background

THE FOUR CHANGE ANTECEDENTS: CULTURE, CAPACITY, COMMITMENT, AND CAPABILITY

Required Reading

In Module 3, we will discuss the practical steps that should be taken before an organization seeks to undertake a major change.

Bear in mind that there are various forms of organizational change. Indeed, most organizational changes are barely noticeable, going undetected because they consist of non-complex, subtle adjustments (e.g., consider the small changes that organizations routinely make to procedures). Other changes are major, they are transformative. Often, organizations are required to undergo a major organizational change because of their need to adjust to significant external environmental *threats* (these events may stem from political, social, technological, and/or economic forces, for example, vastly increased governmental regulation, the entry of a new competitor into the industry, or an economic recession).

At other times, organizations actively *choose* to undergo some form of major organizational change because they are aware of *opportunities* in the external environment; such choices might include new product innovation, the acquisition of another company, or even a merger. Whether the organization is responding to threats or opportunities (or both), the organization is engaged in strategic planning—and changes in organizational strategy constitute major organizational changes. The important point to be made here is that *major* organizational changes and organizational transformation are events that place the organizations at the very highest of risk.

Read the following article about Organizational Transformation (as contrasted with other forms of organizational change, such as “developmental change” and “transitional change”).

Andersen, D., & Andersen, L. A. (2010). What is transformation, and why is it so hard to manage? *Change Leader's Network*. Retrieved from <http://changeleadersnetwork.com/free-resources/what-is-transformation-and-why-is-it-so-hard-to-manage>

As we learned in Modules 1 and 2, major organizational changes are often cause for resistance on the part of individuals and/or groups; for the sake of successful change, resistance to change must be managed. The extent to which the change is managed well (or not) is the key determinant of whether the change will succeed—or whether the change is doomed to failure. Because no organization wishes for a major change to fail; thus, proactive planning and communication are paramount.

Today, change is rapid, change is complex. Change management is thus made complex. As a matter of survival (let alone organizational success), organizations must be *adept* at change (recall from Module 1 how the best of organizations can fail when they neglect to change and/or adapt to changing environmental conditions). It is in this context that we turn to discover the steps that must be taken before a major organizational change is undertaken.

Read Sections 1 (“It’s Not Working!”) through Section 3.4 (“Capability to Change”) in the following text:



Campbell, H. (2014). *Managing organizational change: A practical toolkit for leaders*. Philadelphia, PA: Kogan Page. Retrieved from EBSCO—eBook Collection.

As noted by Campbell, organizations must have the following in order to change to be successful:

1. Culture “fit”
2. Capacity
3. Commitment
4. Capability

We have covered resistance to change (in the context of the organization’s need for commitment on the part of individuals and the organization as a collective) in Modules 1 and 2. To this extent, let’s review the other three key concepts – beginning with Organizational Culture in greater depth. To begin, watch this short video on the importance of culture in the organizational change process:

PWC's Strategy. (2014, April 3). Culture is key: The 2013 culture and change management survey. Retrieved from <https://www.youtube.com/watch?v=54VpkDeMbfl>

Culture is key: The 2013 culture and change management survey



Now, watch the video “Building your capability to lead change.” Note how many of the characteristics discussed within the video are related to the organization’s culture:

Franklin, M. (2014, July 10). Building your capability to change. Agile CM. Retrieved from <https://www.youtube.com/watch?v=dBBboMQxcqk>

Building your capability to lead change



Organizations not only require the capability (or the competencies) to change,

but they also require the capacity for change. Among other things, “capacity” refers to needed resources—people, capital, and money—as well as the ability of the organization to manage the change without adversely disrupting the organization’s existing operations. Read the section entitled “Change Capacity,” noting the authors’ assertion that organizations undergoing major change simultaneously require stability as well as change.

Meyer, C. B., & Stensaker, I. G. (2006). Developing capacity for change. *Journal of Change Management*, 6(2), 217–231. Retrieved from EBSCO—Business Source Complete.

Optional Reading

Read Chapter 2 (entitled “A Leader’s Guide to Understanding Organizational Culture”) for an excellent overview of the role that organizational culture plays in organizational change and organizational transformation processes:

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Activity Details

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