



Discussion Paper

No.21

A Concept for Diagnosing and Developing Organizational Change Capabilities

*In: Journal of Management & Change, Vol. 34/35, Issue 1/2,
p. 12-28*

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(2016)**



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Abstract

In modern industries, organizations are facing the need to continuously change and adapt to dynamic environmental conditions. To address this change, organizations require several specific capabilities, which will be referred to as organizational change capabilities. As the paper will outline, organizational change capabilities are a type of dynamic capability grounded in an organization's change logic. The model of organizational change capabilities presented in this paper distinguishes search, reflection, seizing, planning, implementation, and strategy making capabilities. Based on this model, (a) concepts for diagnosing and improving change capabilities, and (b) an innovative intervention design for organizational development are developed, which are generic and can be tailored to the needs of a specific firm. The theoretical analysis sketched in this paper may further stimulate theory development at the interface of dynamic capabilities and dominant logic. At the same time, the innovative intervention design is expected to be of high practical value for managers and practitioners in the field of organizational development.

Key Words: Change capabilities, dynamic capabilities, organizational change logic, organizational development, organizational diagnosis“

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