

Readiness for Organizational Change

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ABSTRACT

This article discusses the process of organizational change since change is a necessary part of every individual's, group's, and organization's life to grow, evolve, and adapt to the changing times. When changes are being made, there will be phenomena and problems in the literature review. The most frequently occurring issue is "debate on the nature of change." One of the most common characteristics in management is resistance to change. However, other organizations have received and are still waiting to alter their organizations because of the slow pace of change. Some prior studies Organizational Reform; Edler et al. (2014) According to Abdel and Mohamed (2014), there was resistance to change; Allaoui and Benmoussa (2020) on resistance to change elements, the organization does not fully accept changes both internally and externally. Choi and Ruona (2010) discovered organizational change readiness. Cunningham et al. (2002) and Neves (2009) state that self-efficacy change factors contribute to change readiness; Jeffrey (2012) believes that modifying self-efficacy is important for the organization's ability to create competence. The main element is organizational preparedness for change; the organization must adapt to the conditions (Chan, 2014). A detailed summary or assessment of the perceived ability to accomplish duties to successfully cope with environmental demands and obstacles is outlined. Organizations cannot resist change; every leader and management must be self-confident and adapt to any changes. So, quality and quality human resources are the most important asset aspects in achieving organizational goals. The main element is organizational preparedness for change; the organization must adapt to the conditions (Chan, 2014). A detailed summary or assessment of the perceived ability to accomplish duties to successfully cope with environmental demands and obstacles is outlined. Organizations can not resist change; every leader and According to Kanter (2003); Kanter (2020) defines a change savvy organization as one that is skillful, nimble, anticipates, creates, and adapts effectively to change. As a result, a change-averse organization is an investment that develops capacities for innovation and continuous improvement, as well as the ability to welcome change. Management must be self-confident and adapt to any changes. So, quality and quality human resources are the most important assets in achieving organizational goals.

Keywords: *Readiness for Change 1, Self-Efficacy 2, Adaptability 3.*

1. INTRODUCTION

The background of this research is that companies require a transformational move to a new state to increase organizational performance and establish a sustained competitive advantage.

With a three-step paradigm, firms in the current era of globalization require transformational adaptations to new circumstances to increase organizational

performance and gain a sustainable competitive advantage. Lewin (1947), an organization will not succeed unless the paradigm is changed. Conceptually, the change model is no longer in the form of unfreezing, change, and refreezing. However, the stages of the change model are explained when the shift activity changes individuals, groups, and organizations that are different from the previous situation; Lewin (1951),

"change" refers to an organization's shift from one state to another..

Change is better understood with the help of experts. Change is defined by Brooten et al (1978) as a process that produces changes in the behavior patterns of individuals, organizations, or institutions; Atkinson (1987) defines change as an activity or process that causes something, a person, group, or organization to differ from its prior condition. Robbins and colleagues (2020); According to Robbins et al (2020), change is a common thread that must be passed as part of the life of every individual, group, and organization to grow, develop, and adapt to future conditions. So, change is a process of transition or displacement that results in changes in the behavior patterns of individuals, groups, and organizations as they grow, develop, and adapt to new circumstances.

Organizations should be able to implement the significance of the change preparedness process. However, due to rapid changes both inside and internationally, some firms continue to accept and reject them and are not prepared to transform the organization. This is corroborated by prior studies by Edler et al (2014) that found organizational change requires going from the known to the unknown, Allaoui & Benmoussa (2020) on the determinants of resistance to change in Moroccan public universities. Then it is possible to conclude that changes can occur that have a positive impact on individual, organizational, and group aspects. According to Abdel & Mohamed (2014), if there is resistance to change at the individual, group, and organizational /institutional levels, achieving the desired goals will be difficult since there is no preparation to face change and one will be unable to keep up with the current pace.

Holt et al (2007) Change is a character in the lives of individuals, groups, and organizations, and all of them must be able to accept the change itself through action, decision making, ability, strength, selfless labor, and participation in change. Thus, science is required for the future. However, these favorable effects can turn negative; this is consistent with what was mentioned; According to Weiner (2009) change is a transition from the current condition to the desired one in the future. A transformation is a planned or unplanned change in the organizational structure, technology, or human resources.

Armenakis et al (1993) revealed the readiness to create change in an organization is as follows. (1) Resistance to change (2) Importance of change agents' credibility (3) balancing urgency with individual and organizational change readiness. Change is influenced by several things, including self-efficacy, knowledge sharing, and environmental changes. Shea et al (2014) describe change readiness as change commitment and change success, with both expressing a desire or power to change, as well as a common belief in the organization's ability to implement this change.

However, the issues that arise when organizations attempt to adopt changes at the individual level and managers exhibit the needed preparedness for change are quite difficult, and not all will accept the changes themselves (Weiner, 2009).

Adaptation is defined as a mechanism employed by humans throughout their lives to anticipate physical and social environmental changes. Individuals with a high readiness for change, according to Alland (1975), will be more capable of adjusting to the latest technologies by changes. According to Gersick (1991) ;Robert & Bliese (2015), it is necessary to be ready to face change; for example, people and organizations must adapt to new ways of accomplishing their jobs as evolving technology and automation continue to transform the nature of work duties.

Global competition necessitates firms' ongoing adaptation to new problems, which necessitates individuals' readiness to change. According to Andersen (2008) study of adaptability, "ready for change" implies that the message is positive;Choi & Ruona (2010) organizational readiness for change; Ramnarayan & Rao (2011); Chan (2014) organizational adaptation to identify strategies to realign the organization. Pulakos et al (2006); Robert & Bliese (2015) for whatever cause, the needs that continue to grow as a result of changes and innovations must be able to adapt to new technological advances.

According to Bandura & Adams (1977) self-efficacy or self-efficacy influences many activity choices, effort, persistence, and achievement. Change efficacy is determined by the cognitive assessment of organizational members based on three implementation ability determinants: task demands, resource availability, and situational circumstances Gist & Mitchell (1992). According to Jeffrey (2012) social cognitive theory efficacy changes are greater when they have self-confidence, assuming the organization's ability to reflect and self-regulate as the active shapers of the environment with dimensions, particularly changes in self-efficacy.

The organization's ability to form competencies to achieve a goal and influence several choices of activities, effort, persistence, and The importance of changing self-efficacy is an achievement. Changes in efficacy in higher education, on the other hand, do not provide support for change based on the belief that change has benefits.

Piderit (2000) readiness for change demonstrates that self-efficacy does not have a significant relationship with affective commitment to change and the level of change; Cunningham et al (2002); Neves (2009) the factor of change in self-efficacy affects readiness for change, while the factor of change in self-efficacy does not affect readiness to change; Previous research by Marques et al. (2020) demonstrates that mismatch is essential for

leaders to address the challenges of organizational change. And those who link fear with change will fail.

When adjustments are made, there will be phenomena and problems in this study. The most common and visible issue is "resistance to change itself." "Resistance to change" is a well-known management term.

The most common and obvious issue is "rejection of change itself," which refers to the fact that certain businesses continue to accept and reject change are not prepared to transform their organizations as a result of such rapid changes

Several prior studies have demonstrated that the issue is that not all human resources, groups, or organizations, private colleges at the organizational level, appreciate the need for making changes and develop an understanding of the nature of change itself.

Organizations cannot avoid change; every leader and manager must be willing to handle that and empower change agents. Then qualified and qualified human resources are the main assets in realizing organizational goals. A transformation organization is an investment that creates capabilities for innovation and continuous improvement. Enables them to embrace change as an opportunity that is expected internally before it becomes an external threat and empowers many people to contribute to the organization; Kanter (2003);Kanter (2020) explain a change adept organization as being skilled, agile, anticipates, creates, and responds to change effectively.

2. LITERATURE REVIEW

2.1 Change Management

Change is a phenomenon that has occurred in organizational life, although many argue that the speed of change has increased significantly in recent years (Burnes, 2017). The founding change pioneers Lewin (1947) defined (unfreezing, change, and refreezing) as "changing as three steps" (CATS). This study of change management then followed Schien (2010) with some examples of changes, namely: changes in organizational structure, changes in technology in an institution, and renewal. It is difficult to accept changes in the use of these technologies.

Franklin (2016) discusses the institutional transformation hypothesis, which connects individuals with appropriate policy-making institutions while actively supporting potential solutions.

Successful organizational transformation, according to Kreitner & Kinicki (2010), entails three steps: The proposed approach to change, according to Burnes (2020), is based on four mutually reinforcing concepts: field theory, group dynamics, action research, and change models such as unfreezing, moving, and refreezing.

Lamarsh & Potts (2004);Winardi (2015); Wibowo, (2016); Burnes (2020) defines change management as striving for the transformation process to occur in a reasonably short period with the least amount of difficulties that the organization needed to move from the current state to the desired condition, meaning towards greater performance.

Change by utilizing these three processes as a coherent whole, with each part supporting and strengthening the others, and all of them must be comprehended to bring about the desired changes. (1) Natural Change is a natural change with human behavior always changing, and some of the changes are induced by natural events, according to Lewin (1951) (2) Planned Change is an intended change because the subject planned it. (3) Ready for Change refers to a person's, a group's, or an organization's readiness for change.

The theory of organizational readiness for change is a multi-level construction of change management experts (Weiner, 2009), who have emphasized the importance of building organizational readiness for change and recommended various strategies to create organizational readiness for change with the main determinants of implementation capability: task demands, resource availability, and situational factors; Weiner et al (2020) define organizational readiness for change as the shared determination of organizational members to implement change (change commitment) and shared belief in their collective ability to do so (change self-efficacy), conceptually defining organizational readiness for change and developing a management science theory focused on the organizational level.

2.2 Self Efficacy

According to Bandura (1977); Gist & Mitchell (1992) self-efficacy is self-efficacy that influences activity choices, effort, persistence, and achievement.

Social cognitive theory (SCT) investigates how people can take responsibility for and control their own lives. People can actively participate as change agents in their self-development, adaptation, and self-renewal. Bandura (1986); Maddux & Stanley (2010) Social cognitive theory is a method to understanding human cognition, action, motivation, and emotion that posits humans are capable of self-reflection and self-regulation, as well as being active shapers of their environment rather than passive reactors.

Jeffrey (2012) defines Social Cognitive Theory as an approach to understanding human cognition, action, motivation, and emotion that implies people are capable of self-reflection and self-regulation and that they are active shapers of their environmental dimension, especially shifting self-efficacy. The self-efficacy theory of resources and abilities is composed of six major sources that differ in their ability to influence self-efficacy beliefs, namely: (1) performance experience or

enactment, (2) representative experience, (3) imaginary experience, (4) verbal persuasion, (5) physiological arousal, and (6) emotional state.

The self-efficacy theory describes a person's belief in their ability to take specific actions required to attain desired objectives. According to Luszczynska et al. (2005), self-efficacy has three dimensions: (1) Magnitude is related to the difficulty of the task chosen by the individual. The task's difficulty level exposes the characteristics of ingenuity, effort, precision, productivity, or regulation necessary, to name a few of the behavioral dimensions of performance. (2) Strength is tied to an individual's belief in their ability to carry out their responsibilities properly. The following characteristics of generalization vary: (a) the degree of activity similarity (a) Ability capital (behavioral, cognitive, and affective) is demonstrated. (c) provides a detailed description. The situation's reality (d) the aimed-at characteristics of the individual's behavior. (3) generality, which refers to the individual's belief in his or her ability to do diverse activities comprehensively and well.

The level of specificity at which self-efficacy is tested, on the other hand, is determined by the nature of the task and the task context at hand, the situation to which one seeks to generalize or anticipate. Then, self-efficacy or efficacy can be described as a detailed summary or assessment of a task's perceived ability to be completed. The essence of self-efficacy theory is that judgments and expectations about behavioral skills and capacities, as well as the possibility of successfully coping with environmental demands and challenges, determine behavior in action.

2.3 Adaptability

Helson (1964) adaptation theory presents the organization's efforts to adapt to a changing environment to ensure organizational effectiveness and viability; Lawrence & Lorsch (1967); Schien (2010) explain that adaptation theory views organizations through the lens of active adaptation to a changing environment. The term "adaptation" refers to a process of evolutionary development in which organizations provide improved solutions to issues; Chakravarthy (1982) adaptation is defined as a strategy used by humans throughout their lives to anticipate changes in their environment, both physical and social. It is concluded that adaptability is an organization's ability to respond to changes in the external environment by making internal changes to the organization.

According to experts Pulakos et al (2006); Chan, (2014) the adaptation of individuals and organizations to changes in the workplace shows that bottom-up, which focuses on the emergence of human resources, top-down, which affects organizational adaptability; and Robert & Bliese (2015) individual and organizational awareness

can see success and failure in adaptability. As a result, adaptability can be defined as the organization's ability to respond to changes in the external environment by making internal changes, and adaptation as the ability, willingness, and incentive to change or adapt to work, social, and environmental conditions.

Adaptability manifests itself in the form of knowledge, skills, abilities, and other traits associated with adaptable performance a shared conceptual framework domain: Individual characteristics, such as cognitive ability, have an impact on the mediation process Pulakos et al (2006) as described in the following viewpoints. (1) adaptability as task performance; (2) adaptability as cognitive process changes; (3) adaptability as coping; and (4) adaptability as a response to organizational changes.

3. RESEARCH METHODOLOGY

The qualitative research method is a descriptive research approach that employs analysis, refers to facts, uses existing theories as supporting material, and generates a theory. A qualitative research method seeks to comprehend the phenomena encountered by research subjects (Moleong, 2005). Employs a research method in the form of a literature review study with a research design format utilizing qualitative descriptive, which provides an overview of particular groups or organizations about the circumstances and symptoms that occur in this study. Researchers attempted to investigate the relationship between organizational change readiness and changes in self-efficacy and adaptability. Several data collection operations were carried out by researchers employing various hypotheses and past studies. This study's data analysis methodologies included the presentation of literature data and previous research, followed by the drawing of findings. This article discusses the process of organizational change since change is a necessary part of every individual's, group's, and organization's life to grow, evolve, and adapt to the changing times. When changes are being made, there will be phenomena and problems in the literature review. The most frequently occurring issue is "debate on the nature of change." one of the most common characteristics in management is resistance to change. However, other organizations have already received and are still waiting to alter their organizations because of the slow pace of change.

This study is about conducting a literature review and comparing it to before research to deal with readiness for change, with an emphasis on organizations, particularly in the realm of education, particularly at state institutions in Indonesia, which constantly encounter changes.

Researchers want to look at the link between organizational change readiness and changes in self-

efficacy and adaptability. The researcher conducted several data collection procedures utilizing diverse hypotheses and previous investigations. The approach to analyzing research data includes presenting library data and past research, followed by concluding.

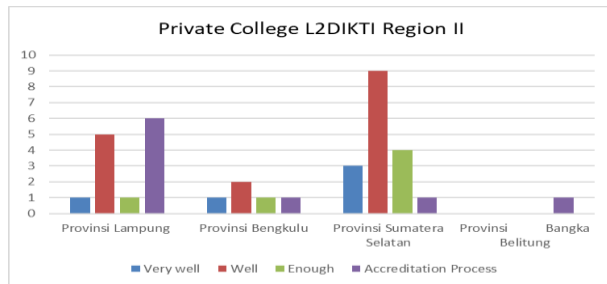
This Research Focus On University Special Service Organization In L2DIKTI Region II.

Tabel 1 Private College Data

No	Accreditation Status	Lampung Province	Bengkulu Province	South Sumatra Province	Bangka Belitung	Total
1	Very well	1	1	3	0	5
2	Well	5	2	9	0	16
3	Enough	1	1	4	0	6
4	Accreditation Process	6	1	1	1	9
Jumlah		13	5	17	1	36

Source :<https://forlap.ristekdikti.go.id/perguruan tinggi>,
Tanggal : 07/02/2019 sd 06/09/2021

Figures 1
Private College L2DIKTI Region II



4. RESULTS AND DISCUSSION

Adaptability manifests itself in the form of knowledge, skills, abilities, and other traits associated with adaptable performance in a shared conceptual framework domain: Individual characteristics, such as cognitive ability, have an impact on the mediation process Pulakos et al (2006), as described in the following viewpoints. (1) task performance as adaptability; (2) cognitive process changes as adaptability; (3) coping as adaptability; and (4) adaptability as a response to organizational changes. This literature review focuses on organizational change readiness. Organizations are always subjected to change, which serves as the primary catalyst for ongoing change.

These variations may represent the degree to which individuals tend to agree, embrace, and implement specific strategies targeted at changing situations. Rafferty et al (2013), "change" refers to the shared determination of organizational members to pursue actions involved in implementing change; according to Weiner et al (2008), "change" refers to the shared determination of organizational members to pursue actions involved in implementing change; According to Okviana & Nurhaeni (2020), the challenges of the Fourth

Industrial Revolution have become very concrete for organizations in Indonesia; through extraordinary technological and legal changes and the fact that institutional racism persists, the success of minority-directed theories of institutional and organizational change can be applied to a variety of other problems as well. As a result, it may be stated that all companies must evolve and that excellent human resources are the most important factor in achieving organizational goals for future generations.

Weiner (2009) defined change as the shared determination of organizational members to pursue actions required in change implementation. Edler et al (2014); Robbins et al (2020); Robbins & Coulter (2021)The most common and noticeable problem that can arise when a change is going to be implemented is "resistance to change itself." According to Choi & Ruona (2010), one of the causes of failure, according to Choi (2011), is that the major key to change resides in human resources, who will actualize the values of the company as a source of driving change since they will accept or reject change; Edler et al (2014); Jones (2013), human resources are a significant and highly valuable asset.

1. Rejection of Change

Resistance to change is a phenomenon that occurs during the transformation process. In (Yukl, 2002) Connor describes various factors that contribute to reluctance to change, including ; (1) mistrust of those who advocate change. (2) a conviction that change is unavoidable. (3) the belief that change is impossible to achieve. The change procedure that will be implemented is required since there is skepticism about the success of the change. (4) Economic threats caused by layoffs (PHK) or people being replaced by information technology, resulting in job loss. (5) The high cost of change necessitates a comparison of the expenses and advantages that may be attained. (6) fear of failure prevents the use of novel methods. (7) Changes result in a loss of position and authority. (8) Threats and worries against the organization's values and ideals. (9) Obstacles to influence some people are unwilling to change because they do not want to be governed by others.

2. Models for Overcoming Change Resistance :

Management can overcome opposition to change in a variety of ways. Robbins et al (2020) (1) who list eight methods that change agents can use to overcome resistance to change, education and communication of resistance may be avoided by communication to assist employees to grasp the logic of change. (2) participation, i.e., it is more difficult for people to resist a change decision if they are involved in the decision-making process. Assuming that participants can contribute meaningfully, their participation can minimize

resistance, gain commitment, and increase the quality of change decisions. (3) Creating a community and a commitment: A change agent can provide a variety of opportunities and duties to help reduce rejection. (4) Improving positive relationships. This can foster a positive relationship with the organization as well as a positive attitude toward the process of change itself. (5) Putting changes into action promptly.

Not only are models used to overcome resistance to change, but self-efficacy also plays a significant part in the achievement of the intended change. Bandura (1977) originally proposed self-efficacy in social learning, where self-efficacy is taken from social cognitive theory. According to the notion of self-efficacy, action is driven by judgments and expectations about behavioral skills and capacities, as well as the possibility of successfully coping with environmental demands and challenges. Adams and Bandura (1977); Maddux's (1995) self-efficacy refers to a person's belief in his capacity to achieve a goal, as well as his ability to overcome a hurdle and anxiety in the unique scenario he is in. However, the definition of self-efficacy has been expanded to include "people's views about their ability to mobilize the motivation, cognitive resources, and actions required to exert control over task demands."

Previous research on the organizational readiness model by Rafferty et al (2013) discovered that job change self-efficacy did not contribute to readiness for organizational change, but it did contribute independently to predicting readiness for organizational change.

The self-efficacy theory of resources and abilities is composed of six major sources that differ in their ability to influence self-efficacy beliefs, namely: (1) performance experience or enactment (2) representative experience (3) imaginary experience (4) verbal persuasion (5) physiological arousal and (6) emotional state.

Some prior studies back this up. Job change self-efficacy does not contribute to readiness for organizational change, but it is an independent predictor of readiness for organizational change, Armenakis et al (1993); Schunk (1995) shows that self-efficacy helps predict motivation and performance, and studies testing causal models highlight the important role that self-efficacy plays, with theoretical and research implications for education and training. Cunningham et al (2002) discovered that job change self-efficacy, involvement, and work assignments all independently contribute to organizational change preparedness; Maddux & Stanley (2010) discovered that self-efficacy, management support, organizational viability, and dissonance are factors that significantly affect readiness to change;

Luszczynska et al (2005) discovered that self-efficacy, management support, organizational imbalance, and differences are factors that significantly affect readiness for change; thus, the findings of the preceding research can be concluded that self-efficacy contributes to readiness for change.

Meanwhile, Nwanzu & Babalola (2019) found that optimism, self-efficacy, and self-monitoring positively and significantly predict attitudes toward organizational change. Meanwhile, multiple regression analysis demonstrated that only self-efficacy positively and significantly contributed to organizational change attitudes; Raditya et al (2019) research, which shows that self-efficacy hurts resistance to change, predictor factors influence employee attitudes toward organizational change, with self-efficacy having the most influence on organizational change attitudes.

According to Robert and Bliese (2015), based on adaptability research conceptualizing antecedents and consequences and measuring individual differences in adaptability, individuals are more adaptable than groups and are more likely to acquire appropriate knowledge about situations and how they perform in them, to determine how well they adapt to change.

The degree of adaptation theory proposed by Helson (1964) is a continuous process of modification; Wohlwill (1974) explains that humans and stimuli can be changed according to human needs, adjusting responses to stimuli is called adaptation, adjusting responses to stimuli is called an adjustment, everyone has a certain level of adaptation to certain stimuli or environmental conditions, and people's reactions to their environment depend on the level of adaptation. Environmental conditions that are close to or equal to the level of adaptation are best for the individual, and individuals tend to retain these settings.

The significance of adaptability in performing new activities and procedures necessitates reliance on information technology and management capable of providing a variety of technologies meant to aid human and organizational labor in producing quality information. Cragg & Mills (2010), technological sophistication is defined as a structure that relates to the use of nature, complexity, and interconnectedness of information technology and management in an organization; Al-Eqab & Adel (2013), technical sophistication in businesses has a direct impact on the amount of external and internal information available. A technology used to process data, such as processing, obtaining, compiling, storing, and manipulating data in various ways to produce quality information, namely information that is relevant, accurate, and timely, and is

used for personal, business, and government purposes, as well as strategic decision making.

Previous research, such as adaptability to alter task content and the effect of general cognitive capacity, awareness, and openness on LePine (2003), finding that openness and conscientiousness can be used to predict adaptability, lends support to this study. They are, in fact, a better predictor of adaptation than decision-making competence before an unexpected change. We discovered an unexpected negative association between conscientiousness, mindfulness, and adaptability; According to Pulakos et al. (2006), workplace adaptation requires workers to be increasingly adaptive, flexible, and tolerant of ambiguity to operate effectively in this dynamic and diverse environment, and the need for this will only increase as the speed of change accelerates. Berggren's (2019) adaptability is a critical aspect in determining an organization's future competitive advantage. Changes in the workplace necessitate cognitive adaptation.

4.1 RESULTS

Based On Previous Research

Edler et al. (2014); Abdel & Mohamed (2014); Allaoui & Benmoussa (2020) on resistance to change elements; that the organization does not fully accept changes both internally and externally.

According To Choi & Ruona (2010) discovered organizational change readiness. Armenakis et al. (1993), job change self-efficacy does not contribute to organizational change readiness. Instead, job change contributes independently as a predictor of organizational change readiness.

Cunningham et al. (2002); Neves (2009); Maddux & Stanley (2010) show that self-efficacy, the factor that significantly affects readiness for change; Jeffrey (2012) agrees that changing self-efficacy is the organization's ability to form competencies.

Rafferty et al. (2013) discovered that job change self-efficacy did not contribute to organizational change readiness, and then job change self-efficacy did contribute to organizational change readiness.

According to Raditya et al. (2019), self-efficacy has a detrimental effect on resistance to change.

According to Pulakos et al. (2002), adaptability is defined as how effectively a person succeeds at shifting tasks. According to Pulakos et al.(2006) research on workplace adaptability, workers must be more adaptable.

Berggren (2019), adaptability is a crucial component impacting workplace transformation.

Parent et al. (2012), adaptability is associated with job satisfaction

4.2 DISCUSSION

Organizations cannot avoid change; thus, every leader and management must be prepared to face change with self-efficacy and the ability to adapt to any changes. Hence, quality and quality human resources are the most important asset factors in achieving organizational goals.

Because these changes can indicate the degree to which individuals, groups, and organizations prefer to agree on, approve, and implement specific strategies targeted at changing circumstances.

According to Kanter (2003), Kanter (2020) defines a change adept organization as one that is skillful, nimble, anticipates, creates, and adapts effectively to change.

A result, a change adept organization is an investment that develops capacities for innovation and continuous improvement, as well as the ability to welcome change.

5. CONCLUSION

It is critical to be adaptable. To successfully cope with the demands and problems of the environment, the organization must be able to adapt to the conditions to accomplish the work.

Changes in self-efficacy and the ability to adapt to all changes, as well as quality and quality human resources, are the most important asset aspects in achieving organizational goals.

A change adept organization is one that is smart, nimble, anticipates, creates, and adapts successfully to change.

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