

Understanding the organizational change: The perspectives of the organizational change capability and the dynamic capability

According to Demers (2007), nowadays, the organizational change approaches are focused on the question: how is the change done? Thereby, we have passed from a perspective centered on the change management to a new perspective centered on the organizational capability to change. The important issue now is to understand what makes some companies more able to implement successful changes than others. According to Kerber and Buono (2005), *“Companies in every industry are increasingly being challenged to build the capacity for change not only in response to competitive and technological pressures but also in anticipation of those changes”*.

This change capability is explained by Klarner et al. (2008) as the adaptation, flexibility and innovation capability, consequently the environment adequacy is always necessary and reviewed, what makes them conclude that the change capability is also a dynamic capability. This recent observation has a consequence in the way we conceive change, because, in a dynamic view, the change is a part of multiple changes in the history of an organization, instead of the majority of the literature that consider it an isolate phenomenon.

In a logical order, it is important to get onto the dynamic capabilities concept derived from the Resources Based View (RBV), which predicts that valuable, rare, inimitable and irreplaceable resources are the source for the competitive advantage of organizations. This assertion was contested by some authors (Teece, 1997) because of the inadequacy to explain clearly how some companies could have a competitive advantage during situations of fast and unpredictable changes. So, it was noticed that, in this kind of changing markets, the dynamic capabilities are the source of the competitive advantage that are used by the managers to integrate, build and reshape the intern and extern competencies in order to respond to a changing environment (Eisenhardt and Martin, 2000).

We invite you to discuss the dynamic capability and the change capability through theoretical and practical studies focused on the organizational change, an undoubtedly prominent theme in an increasingly uncertain environment. Other approaches relative to the comprehension of the phenomenon are also accepted.

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