



Beyond Change Management: How to Turn Crisis into Opportunity

Background

Change is an inevitable reality of modern organizations and teams. Rapid environmental changes such as new technology development, globalization, competition, and market change have created a strong need for more timely and effective responses. Consequently, teams and their members increasingly face pressures to adapt to new changes in team tasks, goals, and processes and develop dynamic capabilities. Despite the arousing interest about team adaptation, we still have limited understanding of dynamic team capabilities because prior research has mostly taken a relatively static view of teams.

Therefore, we cordially invite you to participate in a study on the process of team adaptation. This study is designed to understand diverse preconditions of effective adaptation (i.e., what are the important causes of successful team adaptation), adaptation measures (i.e., how to evaluate team performance in changing environments and whether the criteria should be different than those in static environments), and important mechanisms of team adaptation (i.e., what should be developed and encouraged to effectively implement changes). The study is led by Eunhee Kim (PhD candidate), under the advisement of Professor Brad Bell, in the Department of Human Resources Studies at Cornell University. This study will require team leaders and their members to respond to surveys at several points in time. Based on availability, the researchers may seek access to archival data on team performance.

Benefits to Participating Teams and Employees

We predict that teams will be able to assess and reflect on their current status of team adaptability to change events. Specifically, this study will provide useful information about the extent to which a recent change event disrupted team process and performance, how much and quickly the performance was restored, whether teams could learn from the past and achieve better performance after the change, and the key differences between those who could successfully managed the changed situation and those who could not. Moreover, this study will provide practical suggestions to improve the teams' ability to respond to change. Especially for team leaders and managers, this study will offer valuable insights for managing teams through dynamic change, including how to motivate team members to engage in change process, which types of team resources are critical for managing change and criteria that can be used to evaluate team performance following change.

Criteria for Participating Teams

First, each team should have past or ongoing experience of change that affected the team and its members. Specifically, each team should (1) be undergoing a significant change, (2) have experience a significant change that was almost or recently completed (within 6 months), or (3) be expecting to experience a significant change in the immediate future. Examples of change events are work process changes, new technology implementations, reengineering projects, reorganizations, changes in strategy, relocations, leadership changes, HR policy changes, etc. Second, members of each team should work on shared goals and interdependent tasks (i.e., in terms of workflow and outcomes), interact socially, and perceive themselves as a team.

Participating Companies' Commitment to the Study

Participating companies will designate an internal point-person to assist with communication, team identification and enrollment, and data gathering. The timeline of the study is approximately the following:

Activities	Time
Kick-off meeting to check data availability and team change contexts	Weeks 1
Surveys	Weeks 2, Week 6, Week 10

If you have any questions, please feel free to contact Eunhee Kim (ek635@cornell.edu) or Professor Brad Bell (brad.bell@cornell.edu). Thank you!