

Individual adaptation to organizational change

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Individual adaptation to organizational change: Complex inter- and intrapersonal processes

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Main Abstract Content: State of the art

Increased competition, changing markets, and innovation are some of the forces requiring organisations to continuously change and develop. As a result, employees need to be adaptable in order to perform effectively in changing work situations. In the past two decades, change researchers have started to investigate employees' responses to change. Recognizing the crucial role of these responses for successful change implementation, they have focused on employees' resistance to change and the change process characteristics that might fuel these response. Less attention has been given to how individuals adapt to change and the complex inter- and intra-personal processes underlying change adaptation.

New perspective / contributions

By emphasizing employee adaptation, this IFPOC symposium takes a new and positive perspective toward change responses. The studies extend knowledge in the field by (i) focusing on adaptation indicators that go beyond sheer resistance to change, such as adaptive performance, work engagement, and work-life balance; (ii) shedding light on the role of interpersonal processes, i.e. leadership, in employees' adaptive responses to change; (iii) paying attention to the intra-personal resources and processes that are involved in adaptation to change, such as proactivity, resilience and reappraisal.

Research / practical implications

This symposium aims to increase our understanding of the complex processes involved in individual adaptation to change. More specific, this symposium aims to present a first framework for studying employee adaptation to change. Moreover, the findings have practical implications for promoting successful change implementation. To deepen this understanding, discussion with the audience will be encouraged.

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