

# CHANGE-CAPABLE TEAMS

The world is changing at a rapid rate and organisations are encouraged to be agile and adaptable. So it pays to be primed and ready.



## BACKGROUND

Most previous research has focused on individuals and organisational readiness for change: teams have received little attention.

Since teams are the primary means of delivering on an organisation's promises, we would expect that change-ready, change-capable teams would underpin any organisation's dynamic capability.



## WHAT TEAMS DO FOR THEMSELVES IS A POWERFUL ENABLER

Change-capable teams are proactive in co-creating the conditions required to implement change locally.



## THE RESEARCH

We worked with 13 people from 11 organisations across eight months to scope the research and draw out key findings.



We invited team members to assess their team's readiness and ability for change using an evidence-based survey tool: we received 228 responses from 9 teams across 5 large organisations in 4 countries.

We then interviewed some of these team members to identify what helps or hinders their team being more ready and able for change.

## Hallmarks of a change-ready, change-capable team

In our research, we found that some teams see themselves as more change-ready and change-capable than others. What those teams do for themselves was a powerful enabler. Change-capable teams are proactive in co-creating the conditions required to implement change locally.

A clear sense of communityship in the team and beyond

Previous experience of being involved in change

Self-confident in managing themselves

Creating opportunities to share learning, even when under pressure

Knowledge makes it easier to cope with the process of change

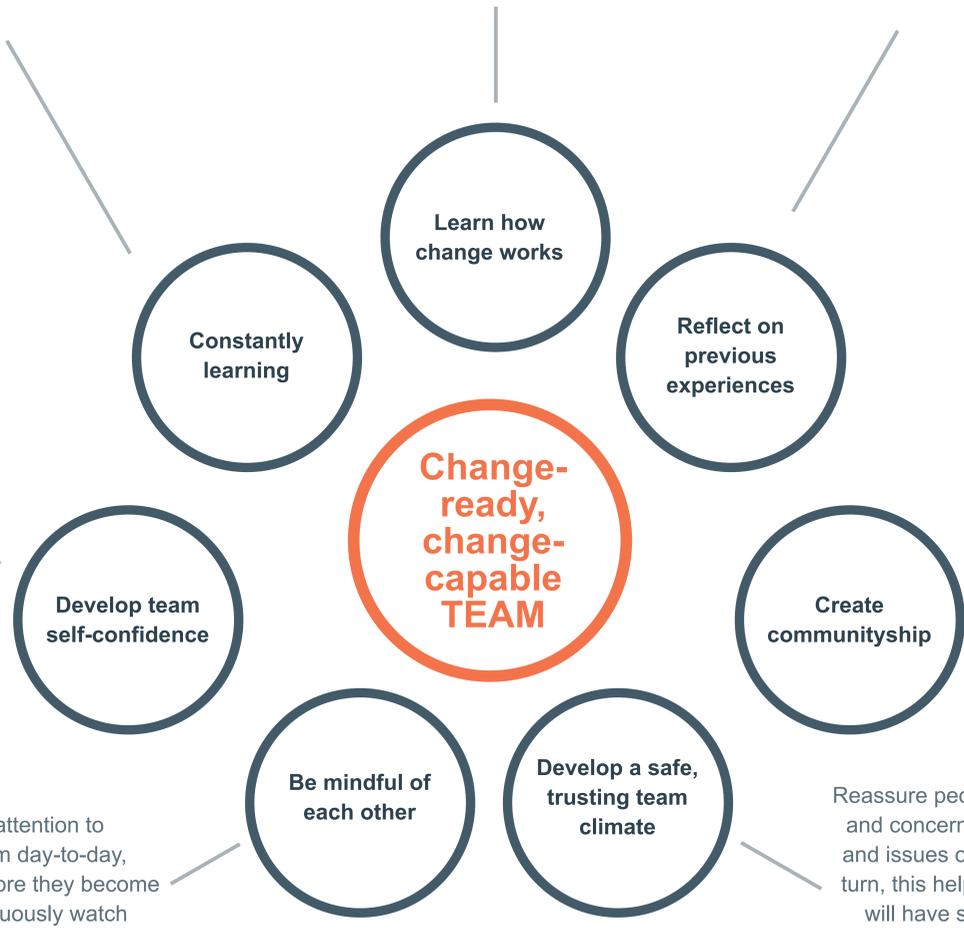
Lessons from positive change experiences, or mistakes, are learned

A positive belief in ability to self-manage helps people feel more resilient and able to cope.

Helping team members feel connected

Make space to pay attention to what's changing from day-to-day, tackle problems before they become disasters and continuously watch out for each other in case someone starts to struggle.

Reassure people that their views and concerns will be listened to and issues openly discussed: in turn, this helps, people feel they will have some influence over the way change is enacted locally.



These insights are drawn from a participative research project conducted jointly by the Institute for Employment Studies HR Research Network and The Henley Forum.

A guide for team members. 'Changing Together: Change Tools for Teams' is available exclusively to IES & Henley Forum members.



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