



INTRODUCTION

THRIVING DURING TURBULENT TIMES: THE ROLE OF CONSULTING PSYCHOLOGISTS IN BUILDING CHANGE CAPABILITY

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Given the increasing regularity of organizational change, there is a growing demand for organizations to build the capability needed to navigate constant change and maintain alignment with the evolving business environment. The complexity of today's business context highlights the inadequacies of traditionally top-down and linear change management models, underscoring the need for more adaptable and resilient approaches. This article defines the construct of organizational change capability, traces its origin to strategic management, reviews existing empirical findings, discusses its relationships with other organizational change models and concepts, and identifies areas where psychological theories can further advance research and practice. It then introduces the articles in this special issue, emphasizing the pivotal role that change practitioners, particularly consulting psychologists, can play in developing sustainable change capability at different levels of the organization. The underlying hope of this special issue is to stimulate more scholarly investigations into the psychological and behavioral foundations of organizational change capability and offer practical guidance for organizations and business leaders striving to adapt and thrive in an increasingly volatile business environment.

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What's It Mean? Implications for Consulting Psychology

While scholarly interest in organizational change capability has accelerated in recent years, its integration into the psychology domain remains at an early stage. This article bridges that gap by introducing organizational change capability to consulting psychologists and emphasizing its significance for both research and applied practice. Through conceptual clarification and an exploration of the emotional and cognitive foundations of perpetual change readiness, the article equips consulting psychologists to more effectively understand, assess, and foster change capability within organizations.

Keywords: change capability, sustained change, change management, organizational development

A wide range of driving forces, including rapid technological advancements, social unrest, geopolitical tensions, supply chain disruptions, economic fluctuations, climate change, and shifting consumer preferences, have collectively complicated the business environment. The International Monetary Fund has developed a quarterly measure referred to as the “World Uncertainty Index” to track economic and policy uncertainty across the globe (Ahir et al., 2020). Since 1990, the 5-year average of the World Uncertainty Index has more than doubled, indicating a significant surge in business uncertainty and complexity in recent years.

The growing business volatility has made it significantly more challenging for organizations to maintain their competitiveness. A study analyzing performance trajectories of 22,000 companies over 4 decades revealed that strong performance has become far less sustainable than it had been in the past (Reeves et al., 2020).

In response to heightened pressures and challenges, organizations are increasingly engaging in efforts to change aspects of their business (Errida & Lotfi, 2021). Multiple surveys have highlighted the accelerated pace of organizational transformation. Nearly half of American workers report they (a) have been affected by organizational changes during the last year, (b) are currently experiencing changes, or (c) expect to be affected by changes during the next year (American Psychological Association, 2017). More than a third of large corporations are undergoing some form of transformation at any given time (Mankins & Litre, 2024). Today, organizational change is not only ongoing but also includes multiple and simultaneous changes (Montreuil, 2023). One survey reported that, on average, employees experience 10 changes within a single year (Morain & Aykens, 2023).

The ability to quickly pivot and navigate continuous organizational transformation is now deemed essential for achieving competitive advantage and ensuring organizational survival (Albrecht & Roughsedge, 2023). Despite the increasing regularity of organizational change, the average success rate has remained persistently low (Keller et al., 2021). The consequences of the failed or stalled organizational change can be multifaceted. According to a 2021 PricewaterhouseCoopers report, almost a quarter of the companies surveyed were spending 21%–30% of their operating costs on change programs (PricewaterhouseCoopers, 2021). The failure of change initiatives means the immediate loss of these investments. In the long run, failure can lead to organizational decline, changes in ownership, or even discontinuance of the organization (Schwarz et al., 2021).

Failed change initiatives also impact employees. Research has demonstrated that employee cynicism grows after failed changes (Stensaker & Meyer, 2011). A failed organizational change can erode employee confidence in the organization and its leadership, making it harder for the organization to gain support for future initiatives. Additionally, negative experiences with an organization’s change history can trigger a downward spiral of employee engagement (Kaltiainen et al., 2020; Nguyen et al., 2018). Feeling uncertain about the future, disheartened employees may voluntarily leave the organization in search of more stability (Rafferty & Restubog, 2017).

This frequent failure has been attributed partly to the reliance on traditional change management frameworks, which are best suited to planned, episodic, and discontinuous change (Heckmann et al., 2016). The mechanism and conditions that enable ongoing and emergent organizational changes can

differ from those supporting the implementation of traditionally discrete and planned changes (Braun et al., 2017). Therefore, instead of relying on conventional change models, organizations need to build a sustainable *change capability* that enables them to remain perpetually adaptable and capable of thriving in an environment of continuous and unpredictable transformation (Albrecht & Roughsedge, 2023; Buono & Kerber, 2010).

The concept of organizational change capability (OCC) has received increasing scholarly attention in recent years (Montreuil, 2023; Supriharyanti & Sukoco, 2023). Originally rooted in the strategic management literature, OCC is grounded in the resource-based view of competitive advantage, which focuses on the internal environment of an organization (Helfat & Winter, 2011; Teece et al., 1997). Schilke et al. (2018) highlighted a substantial gap in existing research concerning the mechanisms and microfoundations that underpin the development and implementation of OCC as a specific dynamic capability. The success of the change efforts depends largely on people (Braun et al., 2017). An in-depth exploration into psychological and behavioral mechanisms can provide organizations and leaders with practical guidance on how to foster the growth of change capability in their firms.

The purpose of this special issue is to explore the microfoundations of OCC, emphasizing the role of consulting psychologists in the development of this capability at different levels of the organization. More specifically, articles within this issue examine theories and practices that facilitate ongoing change at the individual, team, leader, and organizational levels. It is hoped that these insights will provide valuable guidance for organizations and business leaders striving to adapt and thrive in an increasingly volatile business world.

Evolving Views on Managing Change

Historically, the paradigms of change management have embraced a process model for conducting and managing organizational changes. A prominent example is the widely adopted textbook by Hayes (2014), *The Theory and Practice of Change Management*, which presents change as a structured, purposeful process for planning and implementation. This approach assumes that change can be managed successfully by following a series of preplanned steps. Lewin's three-stage model is considered the theoretical foundation of planned change management. The model includes three phases: unfreezing, transition, and refreezing (Lewin, 1958). Over time, many practitioner models have been developed, most of which are extensions of Lewin's model by dividing the three core stages into more detailed steps (Errida & Lotfi, 2021). For instance, the initial steps in John Kotter's model (Kotter, 1996) correspond to the first phase of Lewin's framework, describing how organizations can unfreeze by establishing a sense of urgency, creating a coalition force, and developing and communicating a change vision.

Stouten et al. (2018) conducted one of the most comprehensive and systematic analyses of practitioner-oriented change models within the organizational development (OD) literature. The research sought to evaluate the empirical validity of widely used frameworks—such as Kotter's eight-step model (Kotter, 1996) and Hiatt's awareness, desire, knowledge, ability, and reinforcement model (Hiatt, 2006)—by aligning them with findings from scientific literature. The authors distilled 10 commonly recommended success factors embedded in these practice models and assessed each for scientific support. For instance, the analysis found robust empirical backing for actions such as formulating and communicating a clear and compelling vision of change. Conversely, the often-cited guidance around creating a sense of urgency received more critical scrutiny. Although urgency may prompt initial attention, evidence suggests that approaches rooted in fear and anxiety can foster rigidity and avoidance, ultimately impeding change implementation.

Stouten et al. (2018) observed that popular practice models are prescriptive; they outline a sequence of steps for organizations and leaders to follow for changes. Although useful for guiding the planning and execution of specific initiatives, such process models often fall short in addressing the complexity of today's dynamic business environment. Vaill (1996) argued that organizations operate under conditions of ongoing, unpredictable change that traditional management models are inadequate to navigate. Rowland and Higgs (2008) reinforced this view, asserting that the nature of change itself

has evolved—becoming more complex and less predictable, rendering linear, mechanistic models increasingly outdated. This critique is echoed by Cummings and Worley (2014) in their influential OD textbook, *Organization Development and Change*, which frames OD not merely as a tool for managing change, but as a broader discipline encompassing interventions such as team building, work redesign, employee involvement, and performance management. These authors acknowledge a paradigm shift from episodic, event-driven interventions toward building continuous change capability. They envision OD evolving from a reactive support function to a strategic enabler of sustained adaptability.

Historically, change management was a top-down, step-by-step process assuming a predictable environment. As author Samuel Chand notes in *Change Has Changed* (2021) change is now perpetual, and we must anticipate the next one on the horizon. Table 1 describes how organizational change has been evolving. We highlight those changes in the following paragraphs.

From Discrete to Continuous Change

Traditional models were designed for implementing discrete and episodic changes, viewing specific change as a temporary transition period (Purser & Petranker, 2005). After implementing a change, organizations return to an equilibrium state. However, this perspective fails to recognize that in the current highly dynamic environment, change has become a natural phenomenon intimately entwined with continuity (Graetz & Smith, 2010). The challenge facing organizations today is the reality of constant change. Instead of treating change initiatives as isolated events, organizations must view them as a succession of change processes (Hernes & Feuls, 2024).

From Planned to Emergent Change

The Lewinian approach to organizational change also implies the predictability of change (Purser & Petranker, 2005). All process models are built on the assumption that change can be successfully managed by following a sequence of preplanned steps to move organizations toward desirable states (Rosenbaum et al., 2018). However, due to the increasing difficulty in modeling the future, it becomes problematic to define a clear path to future states. To the contrary, attempting to devise a clear process can potentially harm organizational agility when the future configuration of an organization is ambiguous and unknown (Pregmark, 2022). Organizations today face emergent change—a continuous and often rapid process that arises in response to unexpected opportunities and challenges.

Table 1
The Evolving Nature of Organizational Change

Dimension	Traditional	Contemporary
Control	Planned: deliberate, structured actions guided by a sequence of predefined steps to achieve specific, targeted outcomes	Emergent: adaptive responses to evolving conditions that unfold without a predetermined path or clearly defined end-state
Cadence	Discrete: time-bounded interventions with clearly defined beginnings and endings	Continuous: sustained and ongoing initiatives aiming to preserve congruence with evolving business conditions
Flow	Top-down: conceived and directed by senior leadership to ensure centralized oversight and execution follow-through	Bottom-up: distributed initiatives that harness grassroots engagement, draw on localized insight, and enable agile response
Foresight	Reactive: initiated in response to market pressures, performance gaps, or external disruptions, often focused on restoring competitiveness	Proactive: anticipatory actions informed by continuous environmental scanning and strategic foresight, aimed at shaping future conditions and seizing emerging opportunities ahead of disruption
Purpose	Financial: a primary focus on maximizing shareholder returns, often measured through short-term profitability and market valuation	Sustainable value: a multistakeholder orientation that seeks long-term viability through inclusive growth, ethical responsibility, and environmental stewardship

From Top-Down to Bottom-Up Change

Although popular practice models emphasize the importance of employee and lower level management participation to reduce resistance to change (Stouten et al., 2018), planned change remains essentially leader-centered, designed to ensure that the change process is controlled “from the top” (Graetz & Smith, 2010). However, quickly responding to emergent opportunities and challenges requires the intimate involvement of all levels. Continuous and emergent organizational change is likely to originate from the bottom-up (Wee & Taylor, 2018). Heyden et al. (2017) observed that changes introduced by middle management received greater employee support than those initiated by top management.

From Reactive to Proactive Change

Building on research of organizational agility, scholars distinguished between “adaptive agility” and “proactive agility” (Doeze Jager et al., 2022). Adaptive agility refers to an organization’s ability to quickly adjust to changing circumstances and environments. In contrast, proactive agility is about anticipating changes and preparing for them in advance. A reactive approach to change places organizations in a perpetual state of catch-up, hindering innovation and growth. Proactive change is anticipatory and involves continuously scanning the business environment, identifying potential trends and disruptions before they pose a threat or miss their opportunity window. This shift toward proactive change empowers individuals, teams, and organizations to be architects of their future rather than mere responders to external events.

From Single Focus to Sustainable Value Creation

The business world once was dominated by the mantra that the sole purpose of an organization is to maximize shareholder value (Friedman, 1970). Today, there is an increasing recognition of the wider implications of management and organizational practices on multiple stakeholders, including employees, customers, society, and the environment (Lemoine et al., 2021). In this context, organizational change must be approached with a multistakeholder perspective to ensure sustainable and responsible growth (De Matos & Clegg, 2013). This view means considering the interests, needs, and impacts on various groups, fostering a more inclusive and holistic approach to change. Stouten et al. (2018) emphasized that this changing vision must reflect a goal that can be broadly shared among a diversity of stakeholders. The acceptance of the vision by different stakeholders is considered an important condition for the success of change (Errida & Lotfi, 2021).

Given the evolving nature of organizational change, the traditional approach to change management is no longer sufficient on its own. Although popular practice models remain useful for guiding the implementation of specific and identifiable changes, it is increasingly important for organizations to build sustainable change capability that allows them to continuously navigate the uncertain and complex environment. When reviewing the change readiness literature, Vakola (2013) argued that “Rather than creating readiness each time the organization attempts to implement change, readiness could be perceived and ‘invested’ in as a constant state” (p. 103). This perspective emphasizes the need for organizations to cultivate a repeatable and reliable capacity to handle the ongoing demands of change. Investing and building sustainable change capability do not replace but complement traditional change-management methods and techniques. Conventional models offer valuable frameworks and tools for managing specific change initiatives, ensuring that these changes are implemented effectively and efficiently. Nevertheless, organizations must go beyond these models and develop a more resilient and sustainable approach to change to thrive in a continuously evolving landscape.

Definition of OCC

In a highly dynamic environment, organizations need to possess the capability to effectively conduct and manage changes on a continuous basis (Buono & Kerber, 2010), whether the changes are implemented in parallel or sequentially over time (Heckmann et al., 2016). In fact, the strategic

management literature has long recognized the importance of OCC as a critical driver of sustained competitiveness. Teece et al. (1997) were among the first who emphasized the capability of an organization to renew its competencies to achieve congruence with the changing business environment. Building on the resource-based view (Barney, 1991), Helfat et al. (2007) described this capability as “the capacity of an organization to purposefully create, extend, or modify its source base” (p. 1).

Understanding what constitutes an organizational capability is essential to defining OCC. Helfat and Winter (2011) articulated several key features of capability. First, a capability has an intended and specific purpose. For instance, the capability to innovate refers to the ability to generate and commercialize original ideas. Most importantly, a capability enables repeated and reliable performance of an activity, as distinct from entirely ad hoc problem solving. A firm that accidentally introduced a successful new product to the market cannot be said to have an innovative capability. In the strategic management literature, OCC is framed as repeatable and patterned organizational behaviors, contrasting with the dominant paradigms in OD. Oreg et al. (2011) synthesized 60 years of OD literature, positioning individuals’ cognitive and emotional processing of discrete change events as the central mechanism for understanding change outcomes. Building on this foundation, Oreg et al. (2018) introduced an affect-based model, which integrates a broad range of recipients’ reactions to change. Table 2 presents the key distinctions between strategic management and OD approaches to change.

For this special issue, we define OCC as the ability of an organization to mindfully initiate, manage, and repeat successful change responses in dynamic environments—whether change is intermittent or ongoing—through sustained situational awareness and embedded adaptive processes. This definition of OCC aligns with the idea that capability reflects repeated and patterned behaviors. The core defining element of OCC is its repeatability, or the ability to reliably and consistently carry out activities directed toward successfully managing change (Supriharyanti & Sukoco, 2023). The inclusion of mindfulness and situational awareness underscores that change responses are not merely reactive or habitual but reflect intentional, context-sensitive engagement with environmental demands. This framing accommodates variation in the temporal rhythm of organizational responses, in which organizations differ not only in their ability to repeat change activities, but also in how deliberately and appropriately those activities align with shifting conditions. As such, OCC reflects both patterned behaviors and the quality of their execution—characterized by contextual acuity, perpetual readiness, and sustained adaptation.

The body of literature on OCC is expanding, with existing research providing initial evidence of its impact. Among the various outcomes of OCC, organizational performance is the most extensively

Table 2
Differences Between Strategic Management and OD Literature

Aspect	Strategic management	Organizational development
Theoretic lens	Resource-based view	The affect-based model
Key assumptions	Competitive advantage is transient. Sustained success depends on the ability of the organization to obtain and reconfigure valuable resources	Change events trigger emotional episodes that evolve through individuals’ cognitive appraisals
Primary focus	How organizations maintain congruence with continuously evolving environment	How individuals process and react to discrete change events
Dimensions	Sensing, seizing, and reconfiguring	Cognitive, affective, and behavioral reactions
Antecedents	Individual factors (e.g., leadership style), organizational factors (e.g., experience with change), and environmental factors (e.g., environmental uncertainty; see Schilke et al., 2018; Supriharyanti & Sukoco, 2023)	Individual attributes, change context, change process, change content, perceived benefit or harm (see Oreg et al., 2011)

Note. OD = organizational development.

studied. For example, [W. Judge and Douglas \(2009\)](#) discovered that, after accounting for organizational size, OCC was positively correlated with financial performance in the rural telecommunications industry in the United States. Similarly, [Sánchez-Medina \(2020\)](#) found a positive relationship between OCC and the financial performance of artisanal businesses in Mexico. The idea that OCC enables organizations to change and adapt has also garnered support. Research has shown that OCC is linked to organizational ambidexterity ([W. Judge & Douglas, 2009](#)), the performance of change projects ([Heckmann et al., 2016](#)), and innovation capability ([Pudjiarti, 2018](#)). These findings suggest that organizations with well-developed change capabilities exhibit greater agility, are more adept at implementing change, and are more likely to innovate.

The Issue of Construct Clarity

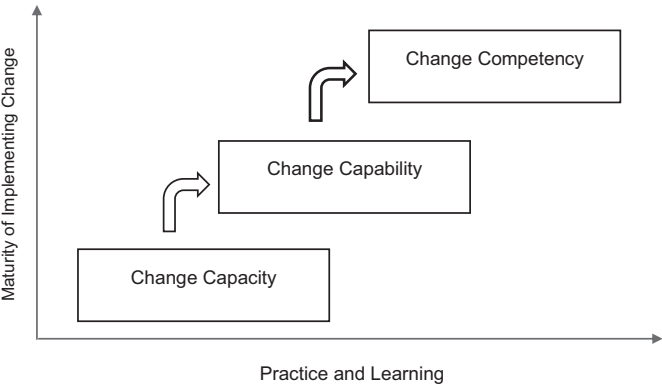
Overall understanding of OCC is still in its early stages, leading to some confusion about this construct ([Heckmann et al., 2016](#); [Sánchez-Medina, 2020](#)). [Montreuil \(2023\)](#) identified three terms that have been used interchangeably in the literature—change capacity, change capability, and change competency. For instance, [W. Judge and Douglas \(2009\)](#) used the term “organizational capacity for change,” which they defined as a combination of managerial and organizational capabilities that enables an enterprise to adapt more quickly and effectively than its competition to changing situations. [Teece \(2007\)](#) described the capability that enables an organization to reconfigure its resources to address rapidly changing environments as a metacompetence that transcends operational competence.

The existence of different terms could cause construct ambiguity and hinder the advancement of theories. [Montreuil \(2023\)](#) created a change maturity framework to connect the three terms. The concept of “change capacity” was developed on the resource-based theory. From this theoretical perspective, capacity refers to an organization’s ability to develop unique resources to maintain a sustainable position in a competitive environment. Applied to change management, this means that an organization has built necessary resources for implementing change, such as strong leadership, an agile workforce, and a change-receptive culture. These resources create change capacity, indicating the organization has potential or a latent ability to change.

“Change capability,” on the contrary, refers to the ability of an organization to use its resources and perform a set of activities to achieve a specific result. Change capability turns the potential for change into reality. Change competency is defined as the state in which the organization has achieved full mastery of change. As an organization develops change capability and gains experience over time, it demonstrates high proficiency in managing all types of change. This organization is said to possess change competency.

The maturity framework proposed by [Montreuil \(2023\)](#) places the three terms along a developmental spectrum, showing how they are iteratively related (see [Figure 1](#)). As organizations evolve

Figure 1
Growing Maturity of Managing Organizational Change



from capacity to capability to competency, they progressively enhance their maturity in initiating and implementing change. In this progression, change capacity serves as the building block of change capability, which in turn represents the building block of change competency. Those three terms refer to different states in developing sustainable change capability. Since OCC is more frequently used in literature than the other two constructs, we will employ this term in this special issue to collectively represent all of them.

Other Related Constructs

Like many new constructs, the concept of OCC did not emerge in isolation. Instead, it was informed by and evolved from existing constructs within the field of change management and organizational adaptability. Montreuil (2023) pointed out that existing operationalizations and measurements of OCC do not adequately represent the conceptual breadth and depth of this construct. By reviewing and analyzing the conceptual commonalities and differences between OCC and these related constructs, we can better operationalize OCC and enhance its practical application.

Dynamic Capability

The exploration of sustainable change capability originated in the literature of strategic management. The dominant paradigm in strategy during the 1980s was the competitive forces approach (Porter, 1980). It was followed by the resource-based view of competition in the 1990s (Barney, 1991), which emphasized leveraging a company's unique resources to gain a competitive advantage. However, Teece et al. (1997) argued that strategies focusing on exploiting existing resources do not sustain an organization's competitiveness in a highly dynamic environment. Rather, organizations must purposefully integrate, build, and reconfigure their resources to adapt to changing environments.

Building on this argument, scholars made the distinction between operational capabilities and dynamic capabilities (Helfat & Winter, 2011). "Operational capabilities" enable a firm to perform specific activities on an ongoing basis using more or less the same resources and techniques to support existing products and services. In contrast, "dynamic capabilities" extend or modify the existing resource base, enabling an organization to "alter how it currently makes its living" (Helfat & Winter, 2011, p. 1244). Both dynamic capabilities and OCC address how organizations adapt to environmental changes; therefore, they are conceptually related.

However, dynamic capability is not a unitary concept (Schilke et al., 2018). Organizations can alter how they earn their living through various methods, such as new product development, a merger, or an acquisition. Different dynamic capabilities serve distinct purposes. OCC is a more specific construct within the broader framework of dynamic capabilities. Scholars have traced the development of OCC to the dynamic capability literature, considering it a type of dynamic capability directed specifically toward change management (W. Q. Judge, 2011; W. Judge et al., 2015). Nevertheless, possessing OCC would support other dynamic capabilities. For example, it would be anticipated that an organization with strong change capability would more effectively conduct postmerger integration.

Organizational Agility

A similar construct that emphasizes an organization's capability for thriving and prospering in an unpredictable and rapidly changing environment is "organizational agility." Agile organizations respond quickly and flexibly to environmental changes (Singh et al., 2013). Speed and flexibility of responses categorize agile organizations. The following two processes are considered key in realizing organizational agility: (a) sensing and (b) responding. Tallon and Pinsonneault (2011) conceptualized organizational agility as an organizational ability to "detect and respond to [environmental] opportunities and threats with ease, speed, and dexterity" (p.464). Research by Pulakos et al. (2019) paradoxically found that stability, rightsized teamwork, and relentless course-correction were related to organizational agility. They point out that these "all share a common theme of counterbalancing disruptive change and hypercompetition with focus" (p. 318).

Much of the research on organizational agility has focused on the design features of organizations. For example, [Dyer and Shafer \(2003\)](#) discussed how organizational agility can be achieved through a combination of agility-oriented infrastructure and human resource management (HR) strategy. [Worley and Lawler \(2010\)](#) explored how the design of organizational structure, decision-making processes, and reward systems can affect organizational agility. For instance, when an organizational structure is designed to maximize surface area, critical information about trends, opportunities, and issues can flow into the decision-making process, preventing people from becoming ossified in their roles. As organizational agility focuses on organizational design that enables organizational adaptability, it is a different construct than OCC, which specifically concerns organizational change.

Organizational Readiness for Change

Change readiness underscores the importance of preparing and priming organizations and employees for upcoming changes ([Holt et al., 2007](#)). [Armenakis et al. \(1993\)](#) defined readiness as an individual's "beliefs, attitudes, and intentions regarding the extent to which changes are needed and the organization's capacity to successfully undertake those changes" (p. 681). It encompasses affective (e.g., change emotion) and cognitive reactions (e.g., change expectations and change optimism), influenced by dispositional attributes (e.g., preference for change) and shaped by past experiences with change (i.e., change confidence; [Harvey, Ruyle, & De Meuse, 2023](#)).

Although the initial conceptualization focuses on a microlevel or individual readiness, subsequent research has expanded this concept to meso- and macrolevels, highlighting the relevance and importance of group and organizational readiness to successful change management ([Rafferty et al., 2013](#); [Vakola, 2013](#)). Therefore, it has become a multilevel construct.

Change readiness primarily reflects an attitude toward specific changes ([Choi, 2011](#)), making it conceptually different than OCC, which is defined as a capability. As discussed previously, capability entails the repeated and reliable performance of an activity. This capacity for repeated and reliable performance is thought to stem from organizational routines ([Stadler et al., 2013](#); [Winter, 2003](#)). Although employee readiness for specific changes can be promoted through planned activities such as creating a sense of urgency and communicating the vision of change ([Adil, 2014](#)), sustainable change capability is reflected in an organization's systems, processes, policies, and leadership ([Albrecht & Roughtledge, 2023](#)). The bundle of resources and the ability to leverage these resources enable organizations to successfully navigate ongoing change ([Supriharyanti & Sukoco, 2023](#)). The focus on reliable and repeated implementation of change suggests that OCC can be regarded as a substantially different construct than change readiness ([W. Judge & Douglas, 2009](#)).

Individual and Organizational Resilience

People typically desire predictability and order. Organizational change disrupts established work routines and creates psychological uncertainty, thereby serving as a significant source of stress ([Rafferty & Griffin, 2006](#)). Resilience is an important personal resource for employees to cope with stress induced by organizational change ([Oreg et al., 2011](#)). Resilient people resist being discouraged or defeated by disturbing situations, bounce back quickly from initial and temporary setbacks, and emerge stronger after experiencing the adversity ([Harms et al., 2018](#)). Resilience is related to positive change outcomes as it helps people develop adaptive coping strategies ([Smith et al., 2016](#)).

At the organizational level, there is evidence of the connection between organizational resource slack and OCC ([W. Judge et al., 2015](#)). Organizational slack represents the excess resources a company possesses above what it needs for current operations ([Alessandri et al., 2014](#)). Slack resource is one example of a mechanism that enables the absorption of a shock, contributing to building organizational resilience ([Conz et al., 2023](#)).

Resilience and OCC are both mechanisms that allow organizations and people to navigate uncertain situations. Although resilience is a construct oriented toward adversity, OCC encompasses the broader organizational ability to manage ongoing change. Resilience is an important resource of OCC. By fostering both employee and organizational resilience, organizations can enhance their overall change capability.

Microfoundations of OCC

Given its critical role in competitive advantage and organizational success within today's highly volatile environment, scholars have explored the factors influencing OCC and the processes for developing it. Leadership is a frequently investigated factor, affecting the change capability of teams (Supriharyanti et al., 2024) and organizations (Cao & Le, 2024; Lopez-Cabrales et al., 2017). As highlighted by Teece (2007), "The need to sense and seize opportunities, as well as reconfigure when change occurs, requires the allocation, reallocation, combination, and recombination of resources and assets" (p. 1341). These activities are strategic functions of leaders. Successfully executing these functions demands agility and flexibility in leadership (Harvey & De Meuse, 2021).

In addition to leadership, W. Judge and Douglas (2009) found that environmental uncertainty was positively related to OCC. The challenges and pressures of an uncertain environment may drive organizations to enhance their ability to adapt and respond successfully to change. Heckmann et al. (2016) found that positive past change experience is positively associated with OCC. The integration of the two findings suggests a learning mechanism in the development of OCC. Learning, through experimentation and repetition, enables tasks to be performed better and more efficiently. Therefore, learning and knowledge management play crucial roles in developing sustainable change capability (Teece, 2007).

Despite these efforts, our knowledge of the development of OCC remains limited. Although the resource-based view provides a sound theory for explaining the necessity of OCC, it falls short in detailing how to build it. Scholars have called for the exploration of microfoundations underlying the development of sustainable change capability (Supriharyanti & Sukoco, 2023). The microfoundational approach to organizational capabilities, which is primarily rooted in behavioral theory (Gavetti, 2012; Greve, 2013), focuses on actors and the mechanisms by which they influence outcomes at different levels of the organization (Felin et al., 2012). Although OCC has received increasing scholarly interest, there is a relative paucity of research exploring its microfoundations, with a few exceptions. W. Judge et al. (2015) found that trust norms in the top management team facilitate OCC. Likewise, Cao and Le (2024) demonstrated that transformational leadership fosters OCC through employee trust. The lack of research into the microfoundations of OCC hinders its application, leaving organizations and leaders without the practical guidance needed to foster sustainable change.

Insights From Existing Change Management Literature

A key to understanding organizational change processes lies in how they are perceived and experienced by change recipients (Dai et al., 2025). Experience is inherently subjective, meaning the same change events can be perceived quite differently by different individuals (Kern & Zapf, 2021). This diversity in perceptions and reactions is well-documented in scholarly work, which employs various terms to describe people's responses to change (Bouckenoghe, 2010). They range from negatively charged terms, such as resistance to change (Pardo del Val & Martinez Fuentes, 2003) and change cynicism (Andersson, 1996), to positively charged terms, like openness to change (Axtell et al., 2002) and readiness for change (Holt et al., 2007).

The proliferation of terms has led to several efforts to synthesize the literature, notably by Oreg et al. (2011). These authors integrated 6 decades of research and then developed a multidimensional conceptualization of employee reactions to change, encompassing cognitive, affective, and behavioral components. Rafferty et al. (2013) similarly recognized cognitive and affective components but considered behavioral reactions as part of the outcome category.

Cognitive Reactions to Change

Drawing on transactional stress theory (Lazarus & Folkman, 1984), Oreg et al. (2018) identified cognitive appraisal as the core process shaping employee reactions to change. This process involves two types of appraisals. In "primary appraisal," employees will assess the appropriateness of the change (i.e., organizational benefits) and its impact on themselves (i.e., personal benefits). The "benefit appraisal" reveals the level of trust among employees. To the extent employees trust their organizations and leaders, they perceive the change as well-intentioned and their interests as having been

considered (Shah, 2014). Understanding this, organizations and leaders can take necessary actions to influence and direct employees toward positive appraisals. For example, organizations are more likely to elicit employee acceptance of change by highlighting mutual benefits or win-win scenarios in their communication (Will, 2015).

Organizational changes aim to alter established routines, requiring employees to adopt new behaviors and adapt to new processes. In secondary appraisal, employees assess their ability to cope with the change. Those who lack confidence in meeting the demands of the change tend to form negative reactions, which are likely to be intensified if the change is perceived as harmful. Essentially, individuals react negatively toward situations they perceive as uncertain and beyond their control (Katsaros & Tsirikas, 2022). Conversely, those employees with high levels of change-related self-efficacy are likely to be excited by the challenge, becoming receptive to change and remaining engaged (Dai et al., 2025; Nerina et al., 2004).

Organizations and leaders can implement certain interventions to boost employee confidence in coping with change. For instance, training can enhance employee change-related self-efficacy, hence promoting a positive attitude toward change (Gärtner, 2013). Organizations can also empower employees to craft their jobs, enabling them to regain a sense of control during organizational change (Petrou et al., 2016).

Affective Reactions to Change

Organizational changes are emotionally charged processes (Chen et al., 2013). Emerging evidence suggests that employee affective responses may be a more powerful predictor of change outcomes than other aspects of employee attitude (Dai et al., 2025; Lawton et al., 2009). Traditional change models emphasize a rational approach to change management (Stouten et al., 2018). However, the finding of the stronger impact of affective reactions suggests that organizations should pay more attention to employee feelings rather than just their thoughts. In particular, organizations should consider leveraging positive emotions for enhancing employee engagement during change implementation (Rafferty & Minbashian, 2018; Santos de Souza & Chimenti, 2024).

The broaden-and-build theory explains the impact of positive emotions on organizational change (Fredrickson, 2001). Positive emotions expand one's awareness and foster novel, exploratory thoughts and actions, thereby enhancing employee adaptability. Experiencing positive emotions encourages approach behavior, prompting individuals to engage with their environment rather than withdraw. These emotions also lead individuals to focus on new possibilities and opportunities rather than constraints, which are likely to result in greater openness to change. Finally, positive emotions enhance individuals' action tendencies, motivating them to take a more active role in the change process.

Oreg et al. (2018) adopt a cognitive approach to understand the formation of different emotions during organizational change. According to this perspective, positive appraisals of organizational change trigger positive affective responses, whereas negative appraisals induce negative emotions. However, human emotions often do not follow a rational approach, as they are complex and influenced by various factors beyond logical reasoning. For instance, emotions are shaped by our past experiences (Barrett, 2017). A particular situation may trigger a strong emotional response based on previous encounters, even if the current context does not logically warrant such a reaction. Our emotions are also significantly influenced by the people around us. Seeing someone else happy can make us feel happy, whereas witnessing someone in distress can evoke feelings of empathy and sadness. Emotions can spread from one person to another, affecting various aspects of organizational life such as leadership, job attitudes, and team processes (Barsade et al., 2018). Recognizing these alternative emotional mechanisms expands the avenues through which organizations can influence and manage employees' affective reactions during organizational change.

Unique Challenges of OCC

Although insights from the OD and change management literature provide valuable guidance for implementing episodic organizational change, building OCC presents unique challenges that extend

beyond traditional change management frameworks. Traditional approaches to change management view changes as transition periods, where organizations alternate between stability and transition. This model assumes that change is a temporary disruption, with pressures on employees and uncertainties to deal with being time-bound.

As the frequency and duration of organizational change increase, organizations face dual expectations of delivering results and transforming business simultaneously. This balancing act requires careful decision-making and resource allocation, ensuring that day-to-day operations remain efficient while concomitantly dedicating sufficient resources to change initiatives. Individuals often meet new job demands while continuing to perform their existing duties. Satisfying these expectations necessitates paradoxical thinking and the skill of managing the tension of opposites (Sparr, 2018). Johnson (2014) describes this challenge through the lens of polarity management, which addresses ongoing, unsolvable tensions that require dynamic balancing rather than resolution. Effective polarity management involves embracing both sides of a polarity—both/and thinking—rather than defaulting to either/or choices.

Dilemmas or paradoxes in organizational life can manifest in various forms, such as short-term versus long-term goals, learning versus performing, cooperation versus competition, common goods versus individual interests, and interdependence versus independence (Carmine et al., 2021). Those tensions require a nuanced approach to navigate effectively, challenging existing beliefs and assumptions. Among the many challenges, two areas warrant particular attention: (a) sensemaking and (b) energy management, which correspond respectively to the cognitive and affective aspects of change recipients' reactions.

Sensemaking in Constant Change

As previously mentioned, change initiatives trigger the process of cognitive appraisal, focusing on evaluating the benefits of change and self-efficacy in coping with it. However, in the constant state of flux, another cognitive process becomes more salient to personal growth and adaptability, which is sensemaking or meaning-making. Human beings have an innate desire to make sense of our immediate experience, our life, and our world (Chater & Loewenstein, 2016), and such a desire becomes more pronounced during times of disruption (Christianson & Barton, 2021). Sensemaking is the core process through which individuals achieve the feeling of meaningfulness.

Organizational change results in potential discrepancies between employees' worldviews and working experiences, which in turn can undermine meaning in life. Being able to make sense of the change and find the meaning in the ambiguous and stressful environment has important implications for employee well-being, motivation, productivity, and organizational success (Burger et al., 2013; Sonenshein & Dholakia, 2012). Thus, organizations face a dilemma. On the one hand, organizations have to continuously transform how they operate to maintain alignment with environmental changes. On the other hand, organizations likewise need to provide stable elements to support employees' sensemaking.

Initial research has shown the relevance of sensemaking in organizational change. Sonenshein and Dholakia (2012) discovered that certain types of meaning-making can create requisite psychological resources that facilitate employees' engagement in change implementation behaviors. Van Den Heuvel et al. (2020) conducted a multiwave study to investigate how office workers adapt to a specific organizational change. Their analysis indicated that employee meaning-making at the onset of change predicted subsequent engagement levels and attitudes to change. Demerouti et al. (2021) demonstrated that when employees are allowed to craft their job, they become more receptive to organizational change. Job-crafting refers to the proactive behavior employees take to redesign their jobs, thereby enhancing the meaning of their work (Berg et al., 2010).

Existing research on the role of sensemaking in organizational change is still preliminary. Future research should continue to explore the process of sensemaking in constantly changing work environments and how organizations and leaders can facilitate employees' ongoing sensemaking. Understanding the mechanisms through which sensemaking influences change outcomes can help develop more effective strategies for building OCC. Additionally, investigating the role of individual and external factors influencing employee sensemaking will be crucial in refining our understanding of this process.

Energy Management in Constant Change

Albrecht and Roughsedge's (2023) research highlighted the importance of capacity management in cultivating OCC. Capacity management, in this context, refers to managing energetic resources needed for competing demands at work. Building sustainable change capability requires organizations to balance the load or demand placed on employees and systems throughout the implementation of organizational change. Failing to do so can cause change fatigue, which reflects the extent to which employees experience exhaustion from organizational change that limits their ability to adapt to future changes (Cox et al., 2022). Change fatigue is distinct from other negative attitudes toward change, such as resistance to change and change cynicism (Bernerth et al., 2011). Individuals may recognize the benefits of a specific change but feel unable to support and adapt due to emotional and energetic exhaustion. Change fatigue is the consequence of repeated exposure to organizational changes (Cox et al., 2022).

Many years ago, McClusky (1963) proposed the theory of margin in life as a framework for understanding how individuals manage their resources to handle life's demands. The theory revolves around two key concepts—load and power. “Load” refers to the demands and responsibilities an individual faces, such as work tasks and family obligations. “Power” encompasses the resources available to an individual to meet these demands. Margin is the difference between power and load. McClusky proposed that maintaining a healthy and positive margin is crucial for well-being and effective functioning. Employees with healthy margins in life tend to be more change-ready (Madsen et al., 2006).

The conservation of resource theory explains how individuals strive to acquire, maintain, and protect their resources to manage stress and promote well-being (Hobfoll, 1989). This theory assumes the scarcity of personal resources, which must be replenished when depleted. It provides a theoretical perspective to explain withdrawal behavior. For instance, the anticipation of continuing resource loss accompanying prolonged and never-ending change generates the feelings of emotional exhaustion, motivating people to take protective measures such as disengagement and turnover to conserve their resources (Bernerth et al., 2011; Cox et al., 2022).

Learning new skills and adopting new behaviors consumes significant mental energy. Adapting to constant change can be even more depleting due to the rising level of psychological uncertainty that employees must navigate. Frequent organizational changes can lead employees to feel a loss of control over their work environment and career trajectory. De Meuse et al. (2011) used the term “saturation effect” to describe the consequence of overtaxing. With limited personal energy, individuals can handle only so much disruption in their work lives. The ongoing exposure to stressful situations can cause a saturation effect, leaving employees feeling psychologically worn out and unable to take on the responsibilities involved in meeting the changing job demands. Consequently, organizations and leaders must strategically implement organizational changes to ensure employees have sufficient energy to cope with their stress.

Most of what we know about the impact of organizational and leadership practices on employee energy comes from typical and routine working environments (e.g., Quinn et al., 2012). There is a notable scarcity in research on how organizations and leaders can help employees sustain their energy during periods of constant change. Employees may struggle to maintain their energy level when faced with frequent shifts in their roles, responsibilities, and work conditions. Future research should focus on identifying effective practices and interventions that can help employees navigate and thrive amid ongoing change.

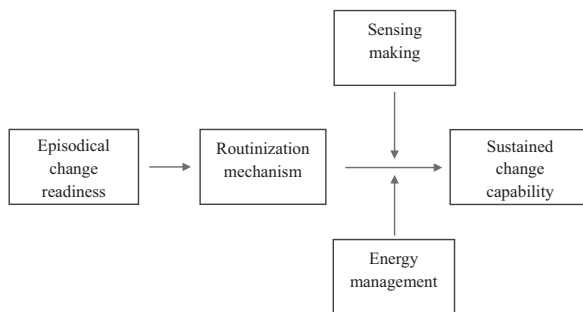
From Episodic Readiness to Sustained Change Capability

To cultivate enduring change capability, organizations must evolve beyond episodic readiness into a state of perpetual responsiveness. This transformation hinges on creating routines that normalize adaptation, embedding change into the fabric of everyday operations (see Figure 2). Unlike traditional change management frameworks that treat change as a temporary deviation from stability, dynamic routines position change as a continuous organizational rhythm, fostering sustainable change capability.

Routines are often viewed as sources of organizational inertia, prompting the question: “How can they support adaptive change?” Indeed, scripted and habitual behaviors may inhibit responsiveness by

Figure 2

Turn Episodic Change Readiness Into Sustained Change Capability



bypassing conscious awareness and intentional choice (Aviles & Dent, 2015). When routines are enacted mindlessly, organizational members may operate on autopilot, reducing opportunities for reflection, learning, and innovation. However, routines are not inherently rigid. When intentionally designed to be dynamic or change-oriented, they can serve as scaffold for organizational learning and continuous adjustment (Wenzel et al., 2021). For example, organizations that routinely scan the external environment for emerging threats and opportunities demonstrate greater success in navigating industrial volatility and market turbulence (Breznik et al., 2019).

Figure 2 illustrates how organizations can transition from episodic change readiness to sustained change capability through routinization mechanisms. This emphasis on routines affirms the core premise of OCC as a constellation of patterned and repeatable behaviors. Such mechanisms span multiple organizational domains—including leadership practices, team-level rituals, HR policies, and cultural norms—that collectively infuse a propensity for change into the organization’s daily functioning. For example, organizations can cultivate positive attitudes toward change through integrated HR strategies that align recruitment, development, and reward systems (Fugate, 2012). These interlocking HR routines signal that learning and adaptability are both expected and institutionally reinforced. At the team level regular practice of after-action reviews serves as a reflective routine that promotes collective learning and performance refinement, thereby enhancing team adaptability and resilience (Lacerenza et al., 2018).

Organizational culture is also a critical resource for organizations to adapt to dynamic business environments (Costanza et al., 2016). At its core, culture comprises shared norms—expectations, rules, and behavioral standards—that shape how individuals and teams act and interact within an organizational context. These cultural norms not only influence attitudes and decision-making but also give rise to behavioral routines by inducing patterns of action that become ritualized and collectively reinforced. Albrecht and Roughsedge (2023) identified change-conducive culture and climate as important aspects of change capability. Organizational change is more likely to succeed when a critical mass of employees perceives change as inevitable, necessary, and legitimate. When change-oriented values are widely shared and deeply embedded, they significantly enhance the likelihood of sustained and successful transformation.

The Role of Consulting Psychologists in Building OCC

As noted in the 2023 American Psychological Association Trends Survey (2023), “Psychologists are increasingly being called on to help solve some of the greatest challenges we face as a society.” Clearly, one of these challenges is addressing the demands of rapid change and its impact on organizations, leaders, teams, and employees. The change literature underscores the exploration of microfoundations of OCC, an area where psychologists can leverage their strengths effectively. Consulting psychologists are deeply immersed in the myriad challenges and opportunities of the 21st

century, driven by rapid and constant change. At this juncture, consulting psychologists can choose to support organizations in dealing with the aftermath of change—fatigue, mental health challenges, and failed change interventions. Alternatively, they can become more proactive in applying and expanding the science of psychology to build greater change capability.

The field of psychology is abundant with theories addressing various cognitive and affective phenomena in change. In Table 3, we identify several theoretical frameworks that might be applied to the study and practice of OCC. Some of them focus on the cognitive aspect of change, others on the affective and energetic aspect, and some address both. This list is intended to be illustrative rather than exhaustive.

The change management literature has emphasized the importance of a multilevel approach to understanding organizational change (Wee & Taylor, 2018). Organizational change inherently involves multilevel processes. Imagine a situation where particular individuals are agile and creative, but the system and culture stifle flexibility and adaptability. Or imagine another situation where leaders and management are enthusiastic about change, whereas employees feel exhausted and left behind. These scenarios highlight the necessity of aligning individuals, teams, leaders, and organizations to achieve successful change.

Not only should organizations pay attention to change factors at different organizational levels, but they also should be aware of cross-level effects, such as those between individuals and groups or groups and the larger organization. Groups can significantly influence members' behaviors, beliefs, and values, especially when individuals strongly identify with their group. Similarly, interpersonal interactions and common experiences can foster shared cognition and emotions, shaping how groups interpret and react to change initiatives. Neglecting the dynamics between various levels can result in a fragmented approach to both research and practice (Vakola, 2013).

Table 3 provides a list of theoretical frameworks that consulting psychologists may draw practical insights from to support organizational change. Some theories address the micro-foundations of OCC at specific organizational levels, whereas others are applicable across multiple levels, offering a more comprehensive understanding of organizational change. For instance, at the individual level, the job demands–resources theory (Demerouti et al., 2001) suggests that excessive job demands on employees can lead to energetic exhaustion and disengagement. Introducing appropriate intervals between change initiatives can help employees restore their energy and maintain their support for organizational change. At the team level, the contagious theory of emotion and energy (Hatfield et al., 1994; Quinn et al., 2012) explains how collective effects emerge within teams. Team leaders can leverage this mechanism to cultivate a change-inducive team climate by modeling positivity and celebrating team wins. At the organizational level, the intentional change theory (Boyatzis, 2024) underscores the role of shared vision in energizing and aligning stakeholder efforts by fostering a sense of meaning and purpose. Organizations can use a variety of methods such as vision workshops, storytelling, visual displays, and regular communication to inspire and sustain employee commitment to change.

Together, these frameworks respond to the scholarly call for a multilevel approach to organizational change, emphasizing the need for integrated strategies that consider the complex interplay between different organizational levels. By leveraging these frameworks, consulting psychologists can better support organizations in navigating the challenges of constant change and fostering a more adaptable and resilient business.

Overview of the Special Issue

This special issue contains five articles exploring the development of change capability at different organizational levels. We first introduce Richard E. Boyatzis's work that represents a multilevel approach to sustained change. In his article, Boyatzis presents the intentional change theory as a fractal theory, emphasizing the nonlinear and complex nature of human change. It outlines the five phases of intentional change, including the discovery of the ideal self, realization of the real self, articulation of a learning agenda, experimentation with new behaviors, and the importance of resonant relationships. By integrating concepts from complexity theory, Boyatzis provides a model for understanding and facilitating durable

Table 3
Theoretical Frameworks for Fostering Change Capability at Different Levels of Organizations

Theory	Description	Aspect	Level	Practical implication
The job demands–resource theory	The theory serves as an occupational stress model that explains how job demands and resources jointly influence employee well-being and performance (Demerouti et al., 2001)	Emotion and energy	Individual	• Reduce aspects of the working environment that overtax people • At the same time, build resources through methods such as training and social support to motivate and sustain employee energy
Cognitive hardness	Change literature highlights dispositional attributes affecting attitude toward change. Cognitive hardness leads individuals to see opportunities and growth in challenges, prompting proactive coping strategies (Nowack & Niemirowski, 2021)	Cognitive	Individual	• Staff dynamic roles with individuals who naturally possess strong cognitive hardness • Coach individuals to enhance their cognitive hardness
The contagious theory of emotion and energy	The theory describes the transmission of emotions and energy across people (Hatfield et al., 1994; Quinn et al., 2012), explaining the formation of shared emotional and energetic states in teams and organizations	Emotion and energy	Team and organization	• Leaders and change agents model positivity • Foster social connectivity and inter-actions to promote the spread of positive energy
The shared mental modes in teams	Initially introduced by Cannon-Bowers and Salas (2001), the theory explores how team members form shared cognitions and emotions through team processes	Both cognition and emotion	Team	• Regularly engage in scenario discussions to build shared awareness of emerging trends • Conduct postevent briefs to facilitate collective learning and bolster team confidence
Team psychological safety	Defined as a team climate (Edmondson, 1999), psychological safety promotes learning and risk-taking, behaviors conducive to adapting to environmental change	Emotion	Team	• Encourage open communication to ensure team members feel comfortable sharing ideas without fear of judgment • Leaders demonstrate vulnerability by admitting mistakes and acknowledging they do not have all the answers

(table continues)

Table 3 (continued)

Theory	Description	Aspect	Level	Practical implication
The intentional change theory	The theory underscores the role of emotion in change initiatives (Boyatzis, 2024). Positive emotional attractors, such as hope and vision, motivate individuals to pursue change, whereas negative emotional attractors, like fear and anxiety, can hinder progress	Primarily on emotion, but also addressing cognition	Cross-levels	• Use shared visions to energize employees and rally stakeholders behind the change • Build cross-level relationships to facilitate the transmission of positive emotions throughout the organizational hierarchy
The mindful organizing theory	Just as mindful individuals can detach from past experiences and implicit assumptions, mindful organizations can detach from scripted behaviors, becoming more flexible in responding to unexpected situations (Weick & Sutcliffe, 2015)	Cognition	Organization	• Reflect on implicit assumptions and challenge inhibiting mindsets • Adopt certain organizing principles, such as deference to expertise, to promote organizational mindfulness

change, highlighting the significance of emotional states, tipping points, social identity groups, and resonant leadership for transmitting change across different levels of human systems.

Organizational change ultimately manifests in individual behavioral change. In the following article, Kenneth Nowack and Sandra Mashihi address the challenge practitioners face in navigating the extensive and often overlapping literature on behavioral change, which is abundant with models, frameworks, and theories. Recognizing this complexity, the authors introduce an updated, more parsimonious, and pragmatic model for habit and behavior change—the 3E (Enlighten, Encourage, Enable) model. By integrating current theories and frameworks, the authors offer practical, evidence-based suggestions for consulting psychologists to help clients translate self-insight into motivation and deliberate practice, thereby facilitating successful behavior change and effective learning transfer.

In the next article, Veronica Schmidt Harvey and Seymour Adler examine the increasingly complex and demanding role of leaders in navigating perpetual whitewater—an environment where change is no longer episodic but relentless. They illuminate how leaders must concurrently drive transformation, support employees through disruption, and manage their own emotional and cognitive adaptation. The article identifies five key leadership roles—navigators, learning guides, pilots, engineers, and stabilizers—that reflect the multifaceted expectations placed on leaders in turbulent environments. By offering a psychologically grounded and practically relevant framework, this article contributes a vital perspective on cultivating leadership capacity as a core dimension of OCC.

Subsequently, Marlee E. Moore, Allison M. Traylor, and Eduardo Salas explore how teams can develop the necessary skills to adapt and thrive in rapidly changing environments. The article examines the critical components of team change capability, including the attitudes, behaviors, and cognitions that enable teams to be both adaptable and resilient. It provides evidence-based strategies for psychologists to support teams in building these capabilities through targeted interventions and coaching. By focusing on practical applications and real-world examples, the authors offer valuable guidance for enhancing team performance and fostering a culture of continuous improvement and adaptability.

In the last article of the special issue, Marady Hill offers a comprehensive and practice-informed framework for cultivating OCC. Drawing on decades of field experience and a synthesis of research, the article highlights persistent challenges of change fatigue, fragmented initiatives, and inconsistent adoption. To address these challenges, Hill advocates for an integral and emergent approach to change, one that embeds purpose, strategy, and culture into repeatable practices supported by adaptable structures and infrastructure, self-organizing teams, leader alignment, and change skills and routines. Through conceptual models, case illustrations, and actionable tools such as enterprise change roadmaps, stakeholder analyses, and leadership mindset assessments, the article provides consulting psychologists and change leaders with a thorough understanding of how to build sustainable change capability at the organizational level.

In summary, this special issue highlights the growing importance of OCC and provides frameworks and practical insights for building this capability. As we look to the future, it is crucial for organizations, leaders, teams, and individuals to harness their collective strengths, fostering sustainable and meaningful transformation that drives long-term success. Consulting psychologists and change practitioners can help leaders and organizations in this endeavor by offering evidence-based strategies and interventions to enhance adaptability and resilience across all organizational levels. By embracing continuous learning, proactive change, and a multilevel approach, organizations can not only survive but thrive amid the turbulence of today's dynamic business environment.

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