A resource-driven approach to change and innovation in organizations

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Innovations and changes on ways of working will form a crucial part in restructuring the organization. Innovations are important in sustaining a competitive advantage. The speed with which a company can innovate has become a second important asset. For successful implementation of an innovation, employees must be willing to work with the innovation. Such a company change is however not easy because of heritage of resources and organisational culture. Just developing smart and successful innovations is therefore not enough. The willingness of employees to change with innovations or organizational changes can be defined as adaptive performance. Modern work is frequently characterized by jobs where adaptive performance is crucial for employees to succeed in light of new or altered task demands. Adaptive performance seems an important pre-requisite for successful implementation of an innovation by employees. While employees have traditionally been viewed as 'resisting' elements in the change process, positive psychology has put emphasis on facilitating the adaptation process by creating willingness to change. The presentation will focus on the importance of psychosocial resources as facilitators of change and innovation including both contextual (e.g. change information and relationship with supervisor) and personal resources (e.g. meaning making). Leaders and colleagues are further discussed as important sources of resources influencing adaptive performance of employees. Taking a bottom-up perspective for change and innovation, the role of individual proactivity in the form of job crafting will combined with top-down change implementation. Job crafting represents less formalized ways through which change and innovation are initiated by employees themselves as it means the physical and cognitive changes individuals make in the task or relational boundaries of their work. In this way, job crafting can help employees fit change and innovation in their daily work. Finally, the presentation will conclude with discussing evidence of training interventions aimed at stimulating effective job crafting behaviours that triggered adaptive performance in various organizational contexts.