CHANGE ASSESSMENT AS A KEY FACTOR IN DELIVERING STRATEGIC AGILITY IN BUSINESS TRANSFORMATION.

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ABSTRACT

Objective: This study aims to investigate business transformation and its relationship with organizational agility in the software industry sector.

Theoretical Framework: The main concepts related to change management and organizational agility are presented. The importance of continuous adaptation of organizations in a dynamic business environment is highlighted.

Method: A three-stage study design was employed that included literature analysis and interviews with managers in the software industry. Data collection was conducted through focus group interviews.

Results and Discussion: The results reveal the need for effective change management to improve organizational agility. Implications of the findings in the theoretical and practical context, as well as possible limitations of the study, are discussed.

Research Implications: The practical and theoretical implications of the results for the software industry sector are explored. Areas that could benefit from the study’s findings are highlighted.

Originality/Value: This study contributes to the field of change management and organizational agility by providing new insights into the relationship between business transformation and organizational adaptability in the software industry sector.

Keywords: Agility, Change Assessment, Business Transformation, Leadership.

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Change Assessment as a Key Factor in Delivering Strategic Agility in Business Transformation

**Resultados e Discussão:** Os resultados revelam a necessidade de uma gestão eficaz da mudança para melhorar a agilidade organizacional. São discutidas as implicações dos resultados no contexto teórico e prático, bem como as possíveis limitações do estudo.

**Implicações da investigação:** São exploradas as implicações práticas e teóricas dos resultados para o sector da indústria de software. São destacadas as áreas que podem beneficiar das conclusões do estudo.

**Originalidade/Valor:** Este estudo contribui para o campo da gestão da mudança e da agilidade organizacional ao fornecer novas perspectivas sobre a relação entre a transformação empresarial e a adaptabilidade organizacional no sector da indústria de software.

**Palavras-chave:** Agilidade, Avaliação da Mudança, Transformação Empresarial, Liderança.

**LA EVALUACIÓN DEL CAMBIO COMO FACTOR CLAVE PARA OFRECER AGILIDAD ESTRATÉGICA EN LA TRANSFORMACIÓN EMPRESARIAL**

**RESUMEN**

**Objetivo:** Este estudio tiene como objetivo investigar la transformación empresarial y su relación con la agilidad organizacional en el sector de la industria del software.

**Marco Teórico:** Se presentan los principales conceptos relacionados con la gestión del cambio y la agilidad organizacional. Se destaca la importancia de la adaptación continua de las organizaciones en un entorno empresarial dinámico.

**Método:** Se empleó un diseño de estudio de tres etapas que incluyó análisis de la literatura y entrevistas a gerentes del sector de la industria del software. La recolección de datos se realizó mediante entrevistas de grupos focales.

**Resultados y Discusión:** Los resultados revelan la necesidad de una gestión del cambio efectiva para mejorar la agilidad organizacional. Se discuten las implicaciones de los hallazgos en el contexto teórico y práctico, así como posibles limitaciones del estudio.

**Implicaciones de la Investigación:** Se exploran las implicaciones prácticas y teóricas de los resultados para el sector de la industria del software. Se destacan las áreas que podrían beneficiarse de las conclusiones del estudio.

**Originalidad/Valor:** Este estudio contribuye al campo de la gestión del cambio y la agilidad organizacional al proporcionar nuevos insights sobre la relación entre la transformación empresarial y la adaptabilidad organizacional en el sector de la industria del software.

**Palabras clave:** Agilidad, Evaluación del Cambio, Transformación Empresarial, Liderazgo.

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**1 INTRODUCTION**

In an increasingly dynamic and competitive business world, the ability to adapt and change has become a critical factor for organizational success. Business transformation, understood as the continuous process of redefining and restructuring business models, has become imperative to remain relevant in a constantly changing environment (Kotter, 2012). However, simply implementing changes does not guarantee the achievement of strategic
objectives (Cummings & Worley, 2016). It is in the effective evaluation of such changes where the difference between success and failure in the pursuit of strategic agility lies.

Strategic agility, defined as the ability of an organization to anticipate and respond quickly and effectively to changes in its environment, has become an imperative for business survival and growth in the digital era (Teece, 2018). In this context, change assessment emerges as a key factor in delivering strategic agility in business transformation. The ability to measure, analyze and adjust implemented changes not only allows organizations to efficiently adapt to market demands, but also to anticipate them (Cameron & Green, 2015).

"Change assessment is critical to ensure that business transformation efforts are aligned with strategic objectives and generate the expected value for the organization" (Cummings & Worley, 2016, p. 112). By systematically assessing the impact of changes in different areas of the organization, from corporate culture to operational processes, companies can identify opportunities for improvement and mitigate potential risks (Beer & Nohria, 2000).

In this article, we explore the importance of change assessment as a critical tool for success in business transformation, as well as best practices and approaches for conducting effective assessment to drive strategic agility.

2 THEORETICAL FRAMEWORK

Change is inevitable in organizations, as every organization today faces wide-ranging changes ranging from change in structure, culture, technologies and leadership. In our daily lives changes occur that affect even our organizations. Therefore, according to (Adam Sallau, 2021) organizations struggle to find a substantive strategy and approach to use in managing these dynamics.

According to (Denning, 2018) change management is considered a long-term strategy in dealing with changes in the work environment, changes are very important to keep the organization up to date, because creating room for the organization's success in this 21st century century where all things are in the same place and also all jobs are done with machines and computers. Likewise, (Efe & Demirors, 2019) point out that the world has already become a global village with the invention of internet all things come together in the same umbrella which is what led to more transformations in our organizations.

According to (Rasnacis & Berzisa, 2016) change in the organization is coming in different forms, dimensions and/or directions. Leaders are making decisions at the right time,
while workers are always meeting different personalities as their leaders; those leaders needed a clear determination on the way forward for the success of the organization (Hepner, 2019).

Change management is the substantive method that needs special consideration and good managerial skills to ensure the success of the organization in the 21st century. For the organization to achieve success in this century, it must take the advantages of advances in technologies and leadership (Freel & Robson, 2019).

3 METHODOLOGY

3.1 METHOD

The ADKAR Model of Change Management is a results-oriented change management method that aims to limit resistance to organizational change (Chandra et al., 2017).

This study reviews the fundamental differences between traditional and agile change and how change projects are moving towards an agile methodology. Literature is consulted to determine which specific principles are best suited to agile change management contributing to business transformation (Huizingh, 2010).

The paper, also leverages research from multiple sources, including research firms and thought leaders in the disciplines of change management, leadership, and motivation, as well as consulting the use of benchmarking reports, case studies, and interviews to identify the technical influences that are likely to be most successful in agile change management (Shastri et al., 2017).

After reviewing the available information, conclusions are issued to identify which influence techniques have shown the most significant success rate in agile change management. Finally, and in agreement with (Przybilla et al., 2018) recommendations are made to suggest which methods will prove most effective for a change leader to influence stakeholders and leaders, as well as which techniques should be used by change champions.

The study is exploratory in nature and studies the five dimensions of the ADKAR change model.
3.2 PROCEDURE

This article contributes to the literature as a case study and appears to be a small investigation of ethics and cultural symbolism in project management and the failure of culturally oriented management activities.

It can be seen that Prosci's ADKAR model according to (Tsoy & Staples, 2018) to manage change, each organization individually goes through stages of awareness, desire, knowledge, skill and reinforcement.

Figure 1
ADKAR Model

The ADKAR model used in the first phase of the research work helps us to measure effectiveness of the change process, each part of the model gives the manager a specific role.

1. **Awareness**: to implement the necessary skills or behaviors;
2. **Desire**: to participate and support change;
3. **Knowledge**: training and information or working closely with the individual, preparing them to give them the confidence (and ability) to perform effectively;
4. **Capacity**: the individual needs of the need to change the required skills and behaviors;
5. **Reinforcement**: required to sustain the change.

According to (Hiatt, 2006) refers to each of these five actions as building blocks for individual success and, therefore, successful organizational change (business transformation), in other words, each step must be completed before moving to the next phase. According to (Lowery, 2010) he emphasizes that it is not possible to achieve success in one area unless the previous action has been addressed.
The questionnaire has been designed on a Likert-type scale. Responses are taken and interpreted on a 1 to 4 point scale ranging from always to Never. Where, 1 means always, 2 means often, 3 means sometimes and 4 means never. There are 15 questions in the questionnaire. For each factor, five questions are designed in the sequence of the factors.

**4 RESULTS AND DISCUSSIONS**

4.1 RESULTS

Thanks to this research, we have been able to process data and obtain results, which are described below.

4.2 INTERNAL CONSISTENCY

The internal consistency of all items of the questionnaire (Cronbach's alpha) of change management based on the ADKAR model was .833. where, N is the number of questions taken in the questionnaire. Nunnally (1978) suggested that reliability of .70 or higher is considered best in basic research.

<table>
<thead>
<tr>
<th>Table 1</th>
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<tbody>
<tr>
<td>Internal Consistency</td>
</tr>
<tr>
<td>Cronbach’s alpha</td>
</tr>
<tr>
<td>.833</td>
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</tbody>
</table>

4.3 DESCRIPTIVE STATISTICS

Table 2 shows that employees and management give more importance to which element of the ADKAR model and to what extent. According to the result obtained, management thinks that the most difficult stage of implementing change management practices according to the ADKAR model is to create awareness among employees about the change process. If employees are not aware of the change, they will not be able to implement it. In addition, proper awareness helps generate a desire for change among employees. Awareness can be created through various ways, such as meetings, discussions, emails, trainings, voice messages, peers,
etc. Therefore, we can also say that creating awareness is the cornerstone of the change process. Inadequate or incorrect awareness of change can create resistance among employees.

Table 2

Descriptive Statistics

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>Average</th>
<th>Desv. Std.</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>4.1967</td>
<td>.56866</td>
<td>110</td>
</tr>
<tr>
<td>Desire</td>
<td>3.5367</td>
<td>.44871</td>
<td>110</td>
</tr>
<tr>
<td>Knowledge</td>
<td>4.0167</td>
<td>.52760</td>
<td>110</td>
</tr>
<tr>
<td>Capacity</td>
<td>3.8792</td>
<td>.39791</td>
<td>110</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>3.9073</td>
<td>.40262</td>
<td>110</td>
</tr>
</tbody>
</table>

In the awareness dimension, it is observed that the mean is 4.1967. Therefore, it can be said that the majority of the employees agree that awareness is a factor. Important to implement change in their organization. Only 5.7% of employees have a different opinion. They have opted for the always or often option on the scale. In the desire dimension, it can be seen that the mean is 3.5367. Therefore, it can be said that most of the employees agree that desire is also an important factor for implementing change in their organization. Only 4.5% of the employees have a different opinion. In the knowledge dimension, it is clearly seen that the mean is 4.0167. Therefore, it can be said that the majority of employees agree that knowledge is also an important factor for implementing change in their organization. Only 5.3% of the employees have a different opinion. In the ability dimension, it is visualized that the mean is 3.8792. Therefore, it can be said that most of the employees agree that ability is also an important factor for implementing change in their organization. Only 4% of the employees have a different opinion. In the reinforcement dimension, it is observed that the mean is 3.9073. Therefore, it can be said that the majority of employees agree that reinforcement is also an important factor in implementing change in their organization. Only 4% of the employees have a different opinion.
4.3.1 Consciousness and Desire

Figure 2

Results of the Context phase (Awareness and Desire).

4.3.2 Knowledge and Capability

Figure 3

Results of the Content phase (Knowledge and Capability).
4.3.3 Reinforcement

Figure 4

*Results of the Process (Reinforcement) phase.*

PROCESO

![Graph showing results of the Reinforcement phase.](image)

5 CONCLUSION

The objective of the present study was to understand how processes can be used for change management and thereby achieve business transformation. Research has been published on this topic since 2001, and the present analysis showed how this field of research is beginning to mature. It was found that a literature review was needed to accumulate knowledge on the topic to provide guidance for future research.

The analysis of the research literature on change assessment as a key factor in delivering agility and thereby achieving business transformation has mainly resulted in the concept and its application model.

Rapid changes in technology have made things completely dynamic in our organizations. People with different identities, backgrounds and communities work under one approach with broad expectations that they look for leaders to meet as well as adopting a soft leadership style that meets their aspirations and also achieve various leadership challenges.

When selecting a change management approach for the organization, the current situation of the company must be considered as there is no best strategy, because each approach plays the same role in business transformation.
5.1 RECOMMENDATIONS

An important detail in change management is that it involves people in the transformation process, but change cannot be achieved without the support of employees and top management, as both parties must feel that they are part of the change process.

It is also of utmost importance that leaders should be fair to their employees when dealing with change in an organization to encourage their effort in the process and organizations should encourage employee effort by providing bonuses for additional effort made during the process.

REFERENCES


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