



Creating a Sustainable Approach to Change: Building Organizational Change Capacity 4

Change has become a given in today's highly competitive marketplace, and most organizations like to think they can adapt to it or manage it. Many are kidding themselves. To make sustainable changes, an organization first needs a sustained capacity for change. Members of the organization must understand and support the need for change, as well as the various options for making changes. Conceptually, there are three basic, interrelated approaches for implementing change: directed, planned, and guided. Organizations can mix and match to some degree, as each has advantages and disadvantages. A case study helps make the discussion more concrete.

Anthony F. Buono and Kenneth W. Kerber

Strategies for Implementing Sustainability: Five Leadership Challenges 15

Without question, "sustainability" is the latest buzzword in many sectors, public and private, for-profit and nonprofit. Is it just the latest fad? This paper, the first phase of a larger research project, argues that sustainability is "creating a permanent shift in the very nature of business." Sustainability integrates three spheres — profits, the planet, and people — often viewed as competing or contradictory. How can management integrate them to boost the "triple bottom line?" This study identifies the leadership challenges through a literature analysis and emphasizes that measurement tools often miss the point: the pursuit of an organization's particular brand of success is a journey, not a destination.

Derek E. Crews

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If, as commonly accepted, knowledge is generated in the projects realm and value in the processes realm, how can organizations integrate knowledge and value creation to achieve sustained, profitable growth? For one thing, knowledge is also gained in the processes realm and can be harnessed to that generated through projects. Using the integrative framework provided here can give managers a strategic architecture to assess whether their firms are well balanced for sustainable growth.

Ravi Chinta and Timothy J. Kloppenborg

Increasing Shareholder Wealth by Linking Board, Executive, and Manager Decision Points 29

The brave new world of SOX (Sarbanes-Oxley Act of 2002) mandates more active involvement by boards of directors in organization affairs — specifically in strategic, operating, and risk reduction efforts. Unfortunately, few frameworks exist to guide such interaction. A framework provided here helped a major start-up company unite the board's decision-making with management to drive the company toward a successful initial public offering. The framework draws on the balanced scorecard model and uses three basic constructs: strategy scenarios, environmental scenarios, and drivers of the business performance engine.

William R. Bigler

Do Knowledge Characteristics Matter? A Test of the Relationship Between Knowledge Characteristics and Performance 38

The answer to the question in the title is that yes, the two main characteristics of knowledge — ease of articulation and embeddedness — do matter to performance because they affect how knowledge is transferred. Moreover, the amount of effort needed to transfer knowledge is also related to these two characteristics and, ultimately, affects performance. A statistical analysis of questionnaire responses from 117 Chinese firms provides the data for these conclusions, at least one of which is contrary to some previous research. Managers of activities that depend on knowledge transfer, such as research and development, may benefit from this detailed analysis.

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