



# Behavior and Organizational Change

*Sabino Ayestarán, Jon Barrutia Goenana*

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Advanced societies produce open and internationalized economies where competitiveness is a necessary requirement, although this in itself is not enough to guarantee sustained success. Social, political, and cultural complexities, along with increasingly greater social and collective needs, are another feature of the environment in question. Given this environment, companies and organizations in general have to maintain a high level of strategic tension and a significant capacity to adapt and be flexible when faced with different contingencies. Organizations must be driven by people who are committed to its goals, who actively participate in the management of labor processes, who have creative skills, and who are capable of getting along well with others and working as part of a team. Likewise, leaders must lean toward transformational or shared leadership, in which both the management and workers assume responsibility for growth. Cooperation between workers and managers is based on the experience that insofar as the company's goals are achieved, so will those of each individual person. To appreciate the change, it is important to understand organizational behavior, as there can be no sustainable organizational change without a change in people's behavior.

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