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Thomas G. Cummings, professor, chair of the Department of Management and Organization, and executive director of the Leadership Institute, received his B.S. and MBA from Cornell University, and his Ph.D. in socio-technical systems from the University of California at Los Angeles.

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Capability to Change An organization's change capability is a function of the change-related knowledge and skills present in the organization, the resources and systems devoted to change, and the organization's experience with change.6 First, managing planned change requires particular knowledge and skills (as outlined in Chapter 10),

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