

ABSTRACT OF THE MAJOR PRACTICAL PROJECT

TRANSFORMATIONAL CULTURAL CHANGE: ADDRESSING SKILL GAPS AND NEW OPPORTUNITIES WITHIN STM PUBLISHING

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The success of the American Psychological Association (APA) publishing office is greatly attributed to the work of its employees, most of whom are dedicated to supporting the mission of the association. Over the past five decades the organization has created a loyal staff base and benefited from phenomenal growth in profit, exceeding revenue expectations year after year. APA Publishing has come to a significant point of juncture and considering revamps to the way its business operates. In recent years, technological advancements have noticeably shifted the behavior and expectations of APA product consumers which is requiring the association to explore new product development, as well as a new business strategy. Moreover, new leadership crept up across the APA, and with it comes a keen sense of providing opportunities to build products for future generations with a fresh perspective and collaborative energy. With the publishing staff managing change efforts in strides, leadership is focus on ensuring them that

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there is a place in the strategy for everyone and change will be steady as efforts leading to transformational cultural change should be seen as a marathon, not a sprint. The exploratory purpose of this Major Practical Project (MPP) is to identify opportunities to address skill gaps and areas of opportunity to develop new roles within APA Publishing. Findings of the research aim to stimulate discussion and exploration of solutions to improve upon strategic efforts of staff.