

CHANGE MANAGEMENT APPROACHES FOR SUSTAINABLE ORGANIZATIONAL PERFORMANCE

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ABSTRACT

In our current dynamic environment, change is not only a widely accepted constant, but also a necessity for continuous business development and ultimately for long-term survival. Companies welcome disruptive technologies, agile management methodologies or unconventional approaches to performance management so that they are able to adapt quickly to evolving needs. For this purpose, one of the key directions to invest efforts in would be to foster a mindset of continuous improvement, based on embedding change capabilities at the very core of organizational culture. The purpose of this paper is to review approaches that facilitate sustainable organizational performance, by placing change management in the context of structured and effective frameworks for business growth and sustainability. The authors set out to develop an integrative conceptual framework that captures the relationships between change management, organizational performance, and sustainability. The proposed model offers both theoretical and practical applicability for successfully addressing the challenges faced by organizations today.

KEYWORDS: *change management, organizational change, performance, sustainable organizational performance*

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1. INTRODUCTION

Most organizations will very likely undergo a variety of changes throughout their lifespan to remain competitive, viable and successful. Regardless of whether these changes are limited adaptations to market trends or major transformations corresponding to shifting company strategy, they all entail substantial challenges and require consistent efforts to bridge the gap between the status quo and the desired future state.

It is therefore essential to make use of systematic approaches grounded in strategic insights, that provide clarity on operational aspects (such as which areas of the organization are in scope and to what extent are they affected), as well as quantify risks versus benefits in the long term.

Effective change management practices ensure smooth transitions that take into account not only the actual process stages, but also the human side impacting performance – such as leadership development or overcoming resistance to change. Empathizing with the needs of the individuals and focusing on providing timely support lead to sustainable, deeply ingrained progress at all levels of accountability – therefore contributing to shape an agile organization capable of reliable growth. The main goal of this paper is to explore the connection between key elements that facilitate effective change and sustainable performance for improved business outcomes – as well to

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document a theoretical framework serving as a guideline to manage the corresponding individual and organizational challenges successfully.

2. LITERATURE REVIEW

2.1 Change management

Managing change involves a very deliberate balancing act between shifting internal and external factors, overcoming and learning from the inevitable setbacks while maintaining focus on achieving objectives. There are of course various effective methods available (however no one-size-fits-all recipes), that can be further refined in well-rounded strategies for successful outcomes, based on a common set of practices that foster consistency in the achievement of results. Moreover, change management strategies are not only structurally planned to provide leaders with the necessary guidance to lead their organizations successfully through the change phases, but to also handle unexpected disruptions and to mitigate the associated risks in a timely manner (Emerson, 2025).

Apart from viewing change management as a structured process, it is equally important to note that in order to facilitate the smooth transition towards reaching a certain goal, the focus needs to be on engaging people and on systematically nurturing their adherence to the desired outcome. Employees should be offered extensive support and clarity to firstly acknowledge the genuine need for change, to be deeply convinced of its benefits, and consequently to become fully engaged and supportive in its implementation (Hodges, 2016).

Moreover, one of the main predictors of success seems to be the ability to guide people through the change while carefully considering their various capacities (employees or leaders) and to tailor well-designed supporting processes. As noted by Harshak et al., successful change management addresses not only key people in leadership roles, but all employees' categories across the organization by designing inclusive processes (such as performance management) that serve the entire workforce while also providing functional flexibility (Harshak et al., 2010).

People-focused change management faces new challenges in the digital workplace context, where remote or hybrid work can make it more difficult for teams to feel connected – therefore requiring more creativity, empathy, and genuine interest in addressing employees' concerns, in addition to investing in communication and collaboration tools. Technology does in fact facilitate the transfer of information and can improve managers' awareness of employees' attitudes toward change - however it is not a substitute for actual team engagement. This requires additional efforts from managers to be available, empathetic, and to consistently provide prompt support in addressing concerns (Span, 2023).

2.2 Organizational change

While change management supports people through specific initiatives by providing them with the tools and motivation for successful implementation, organizational change covers the much broader and profound spectrum of fundamental, systemic company transformation. It encompasses all actions that trigger significant modifications in overall aspects, such as company culture, technology, process, or technology with a major impact on the business (Stobierski, 2020).

Triggered by internal or external factors (either planned or unplanned) that involve adapting to dynamic circumstances, organizational change determines a decisive change in the overall company trajectory, as a means to reach a new developmental stage. In an increasingly competitive market, it is no longer sufficient to strive for mere survival, but to reach more ambitiously for value-adding evolution by embracing change as an actual opportunity for accelerated growth (Austral, n.d).

Since the scope of organizational change covers such broad aspects (from strategy and governance to technology, processes or even culture), it can take away focus and resources from operations, placing individuals and teams under considerable strain. Typically, it does require conjugated efforts and a collective leap of faith for the company, undertaking massive uncertainty, as well as

high pressure timelines. In certain aspects, organizational change can be approached as a distinctive major project requiring executive sponsorship, adherence to timelines, focus on meeting numerous stakeholders’ expectations and making the most of often limited resources while facing considerable risks (Andrašec et al., 2023).

2.3 Change management models

When organizations decide to adopt change as the way forward (irrespective of its magnitude), they must decide on the best possible course of action for successful implementation. This requires the use of effective guidelines to help with the full variety of topics in scope, such as defining strategies, focusing operational efforts or minimizing resistance – in alignment with the desired outcomes. Change management models serve the purpose of steering transformation efforts, helping create a stable course of action and thus fostering employee trust, acceptance, and adoption of change initiatives (Olmstead, 2024).

Change management models are typically well-researched, tried-and-tested frameworks that provide organizations with high-level, structured approaches covering end-to-end change initiatives. However, navigating change successfully does also require a high degree of flexibility in managing complex expectations, which leaders can address by being open to exploring options and multiple viewpoints. It is in fact highly recommended to combine various change models into a personalized approach that corresponds to specific organizational needs, types of changes or expected results (Span, 2023).

As an inevitable stage of evolution, change is experienced by all members of an organization in their different capacities, which is why it is so important to manage it competently and with empathy for human needs. Change management models provide reference frameworks for leaders to rely on in all transition stages (from idea through implementation and evaluation), as a starting point for customizing their own strategies.

Our review will cover several complementary change management approaches, in an attempt to provide a comprehensive viewpoint and a comparative analysis relevant to the scope of this paper.

2.3.1 Kotter’s 8 Step Change Model

This model proposes a sequential approach based on eight accelerators, each corresponding to a specific stage of the change process as it can be seen in Figure 1. It facilitates top-down strategy deployment, by defining a clear framework for leaders as accountable parties for creating a sense of urgency across the organization, for driving team efforts through building a disciplined strategy network and for empowering teams of volunteer change agents committed to successful execution.



Figure 1. The eight accelerators
Source: Adapted from Kotter (2012)

2.3.2 Lewin's Change Management Model

Complementing his Force Field Theory, Kurt Lewin developed a three-step change process (unfreeze, change, and refreeze) to manage change by balancing driving and restraining forces as described in Figure 2. Driving forces represent positive reinforcement for employee engagement and support the proposed change, while restraining forces are blocking points or potential disruptors that hinder change progress (Malik, 2022).

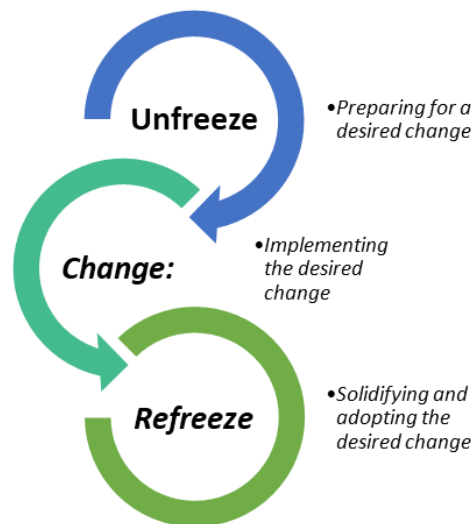


Figure 2. Lewin's change management model
Source: Adapted from Malik (2022)

2.3.3 McKinsey 7S Model

This framework lists seven interdependent factors classified as hard and soft elements that determine an organization's ability to adapt to change (as summarized in Figure 3). The hard elements are concrete and consist of strategy, structures, and systems. The soft elements are less tangible and consist of shared values, skills, style, and staff. It places the "shared values" element at its core, to emphasize the importance of a strong organizational culture in successfully driving change forward.

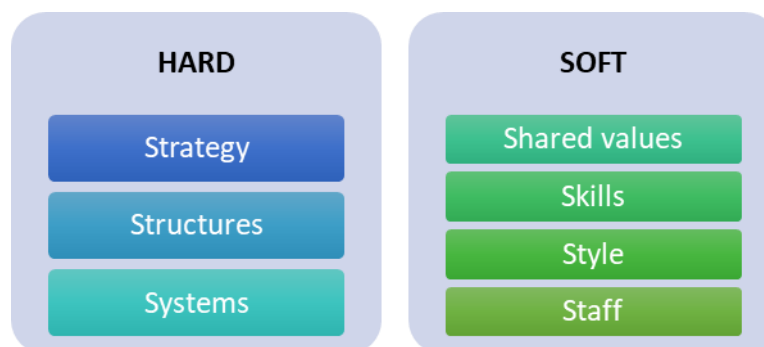


Figure 3. McKinsey 7S model
Source: Adapted from Malik (2024)

2.3.4 Kübler-Ross Change Curve

This model designed by psychiatrist Elisabeth Kübler deals with the emotional responses to change and maps the change process according to the stages of grief: denial, anger, bargaining, depression,

and acceptance as it can be seen in Figure 4. Being aware of the natural human reaction to change helps leaders to tailor communications, respond appropriately to concerns raised from team members and support them through each phase.

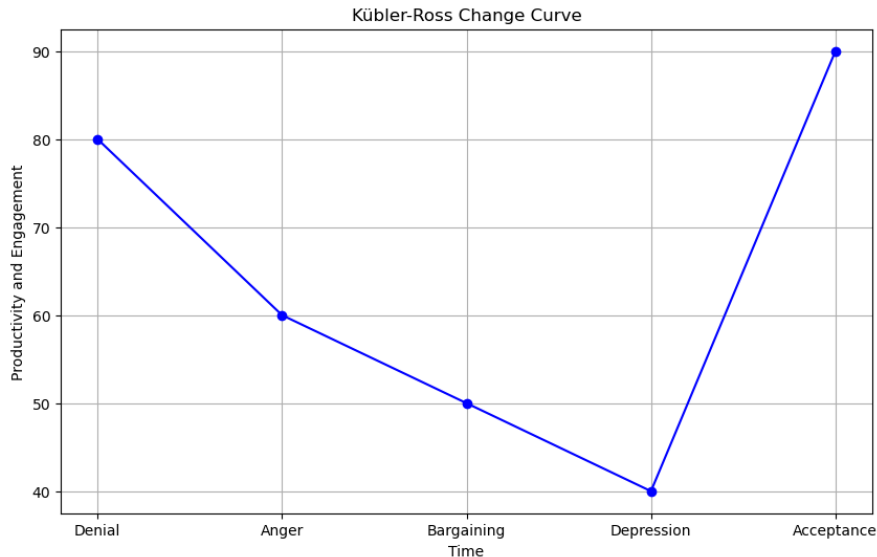


Figure 4. The Kübler-Ross change curve
 Source: Adapted from Olmstead (2024)

2.3.5 The Adkar Change Model

This model is designed around the people driving the change and focuses on their required capabilities for effective implementation. It is at the same time a human-centric method, as well as a goal-oriented framework that puts emphasis on closing the gap from current to future state by moving through each developmental stage (awareness, desire, knowledge, ability, and reinforcement) as summarized in Figure 5. The main goal is to support individuals through the change process by clarifying the reasoning behind it, providing developmental resources as well as stimulating adoption through reinforcing engagement and genuine conviction (Olmstead, 2024).

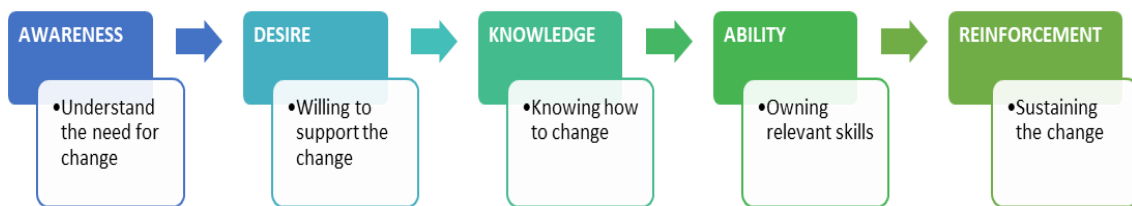


Figure 5. The Adkar Model
 Source: Adapted from Olmstead (2024)

2.3.6 Deming Cycle (PDCA)

This framework focuses on continuous process improvement and problem solving by following four cyclical phases (plan, do, check, act) described in Figure 6. It is a systematic approach that guides teams through defining the problems thoroughly, addressing them by implementing solutions that facilitate incremental change, measuring the degree of success, and fine-tuning results as required.

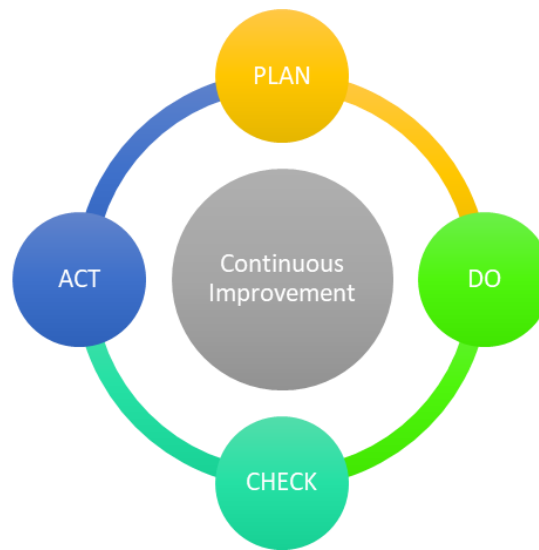


Figure 6. Deming cycle (PDCA)

Source: Adapted from Rohn (2025)

2.4 Sustainable organizational performance

For an organization to be able to sustain long term success, it needs to retain focus on its purpose and values as well as on delivering results, by consistently generating value for stakeholders, society and the environment. Moreover, to reach a dependable level of sustainable performance, organizations are nowadays expected to specifically include sustainability objectives as core elements of their holistic business strategies. Moving a step further (beyond environmental advocacy) requires solid commitment to balance financial, social and sustainable factors as equally important contributors to business long-term success (McNeive, 2024).

Responding to increasing pressures from dynamic markets requires companies to adapt and find their way proactively, based on cultivating their own strengths but also on continuously looking for improvement opportunities. Achieving sustainable organizational performance involves applying the broader sustainability principles to identify innovative and viable solutions to increase efficiency, as well as acting in more than one direction to capitalize on this well-rounded approach. As exemplified by Heidenmark Cook and Wirén (2024), organizations are able to reap multiple substantial benefits by embedding sustainability as a guiding factor for continuous performance improvement. There are in fact multiple, concrete sustainability related avenues of increasing financial returns either directly or indirectly, ranging from cost optimizations, facilitating innovation, successful regulatory alignment or improved brand awareness – which can also contribute to attracting talent, key personnel retention or overall long-term company reputation consolidation.

2.5 Change impact on sustainable performance

Insightful organizations that are embracing change as a key element of their growth strategies can continuously improve their performance by fostering value creation initiatives in the relevant aspects (environmental, social and financial), ranging from environmental policies, social dialogue, employee engagement or operational excellence.

Empowering people to take ownership of the change process directly contributes to increasing teams' productivity, while ensuring their buy-in for initiating and maintaining positive developments is especially effective to systematically drive the achievement of long-lasting results. As organizational change impacts all areas of the business, it needs effective management to ensure that transformational goals are cohesively planned and communicated transparently at all accountability levels for genuine engagement (Culture Partners, 2025).

The positive impact of well-implemented change is especially noticeable in key areas such as company agility and resilience, innovation capabilities or technological advancement, enabling long term growth especially in the context of evolving market demands. Aiming for systematic, well-planned change capabilities building at operational levels can help companies grow steadily by successfully navigating challenges, reducing reaction time or even overcoming inertia when faced with drastic market shifts (Kaizen Institute, n.d.).

On the other hand, performance can be negatively impacted by issues derived from ill-prepared change, such as employees' resistance, loss of consistency due to lack of effective communication, or productivity drops due to insufficient training and support. Such setbacks are commonly encountered at different stages of the change process and can substantially sidetrack progress toward the desired state – or even cause change failure and relapse to the initial status quo (Mukhlis & Tyas, 2024).

3. METHODOLOGY

The research conducted in this paper is based on a qualitative and exploratory approach, aiming to develop a conceptual model that highlights the link between effective change management and sustainable organizational performance, as a means of supporting continuous business growth. The research methodology is grounded in the analysis and critical evaluation of the specialized literature in the fields of change management and sustainability—to establish the main directions of the study in a comprehensive and transdisciplinary manner—as well as in the analysis of change processes identified both in literature and in real organizational contexts, to scientifically substantiate the proposed conceptual framework.

The literature selection was carried out by consulting recognized databases (Scopus, Web of Science, and Google Scholar), using keywords such as: change management models, organizational sustainability, corporate sustainability, and sustainable performance. Sources were selected based on relevance criteria (quotations, direct relevance to the research objectives, applicability in organizational contexts). Foundational reference works in the investigated field (illustrating classical change management models) were included, as well as recent studies addressing the relationship between change, sustainability, and performance. The analysis was thematic and comparative, based on clearly defined criteria: the primary orientation of the framework (people versus processes); the perspective on change; the advantages and disadvantages of implementing the change process in organizational contexts.

The results of the analysis were consolidated through direct observations of the corporate environment in Romania and informal feedback from practitioners involved in change processes. Although this information does not serve as formal empirical data, it enhanced the theoretical analysis, providing a useful complementary framework for confirming or re-evaluating conclusions from the literature. This endeavor enabled the development of an integrated conceptual model, linking effective change management with sustainable organizational performance.

The underlying assumption is that organizations can achieve sustainable performance when they manage change as a holistic process, aimed at balancing economic, social, and environmental objectives while ensuring real benefits for all stakeholder categories (investors, employees, customers, communities).

4. RESULTS AND DISCUSSION

4.1 Change management models comparative analysis

In the comparative analysis of the change management models reviewed in this paper (summarized below in Figure 7), we have considered the following key criteria:

(a) Main framework focus: people centric or process oriented

- (b) Main framework insight
- (c) Advantages for change implementation
- (d) Disadvantages for change implementation

CHANGE MANAGEMENT MODEL	MAIN IDEA	ADVANTAGES	DISADVANTAGES
PROCESS FOCUS			
Kotter’s 8 Step Change Model	Create a sense of urgency	Comprehensive framework suitable for complex change	Top-down approach with insufficient feedback opportunities
Lewin’s Change Management Model	Manage change by balancing driving and restraining forces	Simple and versatile	Possibly insufficient for large scale change
McKinsey 7S Model	Placing shared values at the core of change initiatives	Interconnected organizational elements facilitating change	Requires complex understanding of the organization
Deming Cycle (PDCA)	Change through continuous improvement and problem solving	Structured approach to change	Potentially more suitable to small scale change
PEOPLE FOCUS			
Kübler-Ross Change Curve	Emotional stages of change	Insightful approach to identify people concerns	Incomplete perspective on change process
The Adkar Change Model	People capabilities driving change	Human centric approach	Extensive change preparation (training and communication)

Figure 7. Change management models comparative analysis

Source: Authors’ review of change models references included in this paper

As a conclusion, it becomes apparent that neither model seems to be universally suitable for all change contexts, requirements or scale. The recommended approach would most likely be to conduct a structured and thorough diagnosis exercise prior to actual change implementation, as per the proposed steps below:

- (a) Organizational awareness: reviewing key factors determining change success, as well as limitations or anticipated blocking points.
- (b) Framework review: selecting appropriate change models as baseline.
- (c) Change model customization: combining shortlisted frameworks elements (from both process and people focus categories) based on key determining factors corresponding to the unique organizational needs.

4.2 Managing change at organizational level to enable sustainable performance

Managing change to enable sustainable organizational performance relies on a solid change management framework, as the foundation for people-focused transition from the current state to the desired future state – with the ultimate purpose of improvement and long-term business development. This approach differs from traditional, linear and finite change in several key areas:

- (a) Integrating sustainability principles at the core of company values
- (b) Managing the human side of change as a primary transformation driver
- (c) Embracing innovation for responsible growth
- (d) Aiming for long-term, positive impact based on a profound cultural shift

As businesses go through their own unique lifecycle and face unprecedented challenges, they must learn to develop a holistic viewpoint to engage resources ethically, bring value to all stakeholders’ categories (financial, social and environmental) and manage their evolution in line with authentically owned principles. Change management is a highly methodical process that enable organizations to respond to various circumstances by fully taking ownership of their vision and then

systematically planning efforts, communicating transparently, engaging people and sustaining positive behaviors to transform accordingly. (Kaizen Institute, n.d.)

Being mindful of key interconnected factors that determine successful long-term performance (such as clarity of purpose, understanding modern context requirements or aiming for lasting impact) allows organizations to also pace their own transformation journey, to avoid over-reaching for quick wins as substitutes for solid results and to manage efforts efficiently and consciously of scale (as exemplified in Figure 8).

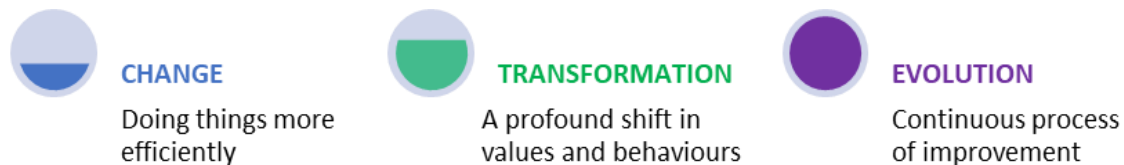


Figure 8. Change levels of scale
Source: Authors' own research and experience

4.2.1 Change management benefits for sustainable organizational performance

Effective organizational change can enable significant benefits in a variety of key actionable areas:

- (a) Gaining competitive edge in rapidly changing markets
- (b) Early adoption of new technologies
- (c) Swift alignment to legal and regulatory requirements
- (d) Boosting operational efficiency
- (e) Talent retention and overall employee engagement

Managing change successfully by involving and engaging employees in all relevant stages of the process can improve the degree of change acceptance, minimize disruptions, and facilitate an overall smoother transition. It can also have a positive impact by enabling seamless teams' functioning by fostering mutual support, shared purpose and collaboration to perform effectively under evolving organizational circumstances.

On a deeper level, successful change management initiatives also have a lasting impact on organizational culture by encouraging positive behaviors, transparent communication, and constant employee recognition when reaching important transformation milestones.

Overall, organizations capable of embedding change into their DNA as a reliable operational feature also seem to be better equipped for rapid response to external factors influencing their long-term performance. Consistently developing change management skills at organizational level is a reliable indicator of a company's ability to surpass difficulties, make the most of opportunities and handle unexpected events with less disruption (Mukhlis & Tyas, 2024).

4.2.2 Change challenges at the organizational level

Organizational change is also associated to numerous and omnipresent difficulties, varying from unstable geopolitical situations, environmental issues, customers pressure, technological disruption or internal workforce disengagement. Choosing the right approach is rooted in a collective growth mindset, centered on the long-term goal of sustaining performance when addressing the various inevitable setbacks. These can be especially difficult to overcome if related to long-standing or recurring organizational deficiencies such employees' adversity to change, improper training or inadequate response times to customer requests (Rohn, 2025).

Among the commonly encountered factors disrupting organizational change in the context of sustainability, a few stand out (summarized in Figure 9):

- (a) Inadequate communication leading to uncertainty and resistance to change
- (b) Unclear or poorly defined strategy causing employees' disengagement

- (c) Insufficient allocation of resources (financial, time, personnel), resulting in failed execution
- (d) Lack of training and support for employees, leading to confusion and fluctuating commitment to change
- (e) Unfocused planning, causing long, complex, and wasteful change processes

In addition to addressing the “hard” blocking points affecting change (related to process, technology, legal requirements, etc.), sustainable transitions require compelling focus on people’s needs as a key driver of success. Effectively managed change involves maintaining open communication channels, encouraging employees to voice their concerns, as well as sharing feedback continuously and in a timely manner to build a positive, constructive environment (Span, 2023).

Emotional Barriers	Cultural Resistance	Structural and Systemic Obstacles	Leadership Issues	Collective Resistance
<p>Fear of the unknown Uncertainty about outcomes can trigger anxiety.</p> <p>Loss of control Individuals may feel disempowered by imposed changes.</p> <p>Disruption of routines Comfort with existing habits can lead to reluctance.</p>	<p>Social norms and peer pressure Cultural expectations may discourage deviation from the status quo.</p>	<p>Rigid processes and hierarchies Bureaucratic systems often lack flexibility to adapt quickly.</p> <p>Inflexible practices Long-standing procedures can be difficult to dislodge.</p>	<p>Lack of effective leadership Without strong guidance, change initiatives may falter.</p> <p>Perceived threats to authority Those in power may resist changes that could diminish their influence.</p>	<p>Group-level inertia When many individuals resist due to shared personal fears, it can create systemic resistance that reinforces itself.</p>

Figure 9. Main change resistance factors related to sustainability

Source: Adapted from Heidenmark Cook and Wirén (2024)

4.3 Change management for sustainable organizational performance – proposed conceptual framework

Change management best practices for sustainable organizational performance tend to have in common distinct differentiating features such as the ones listed below (based on authors own experience and research).

- (a) Holistic approach to sustainable performance
Change management approaches include environmental, social and economic objectives driven by operational excellence.
- (b) Strong organizational culture
Employees authentically own values-driven cultural development as a foundation of sustaining performance.
- (c) Leadership commitment to change
Leaders define, model and consistently communicate a clear change strategy, to ensure full workforce engagement.
- (d) Innovation and technology
Digital workplace, smart platforms integration and data analytics enhance customer and employee experience for sustainable performance.
- (e) People support and development
Human centric and emphatic change management is a demonstrated priority at organizational level
- (f) Measuring and monitoring impact.
Clear metrics and tracking mechanisms are established to monitor progress and measure the impact of sustainability initiatives.
- (g) Long-term integration
Sustainability practices are not just short-term projects but are integrated into the organization's core values and operations.

Our proposed synthesized framework summarized in Figure 10 hopefully integrates the most relevant insights to provide a cohesive approach built around four core phases (Define, Engage, Delivery and Sustain) based on both process and people focused change models. The proposed approach is sequential, however, also flexible in iterating sub-activities as needed for corrective/improvement actions that enable a genuinely sustainable performance.

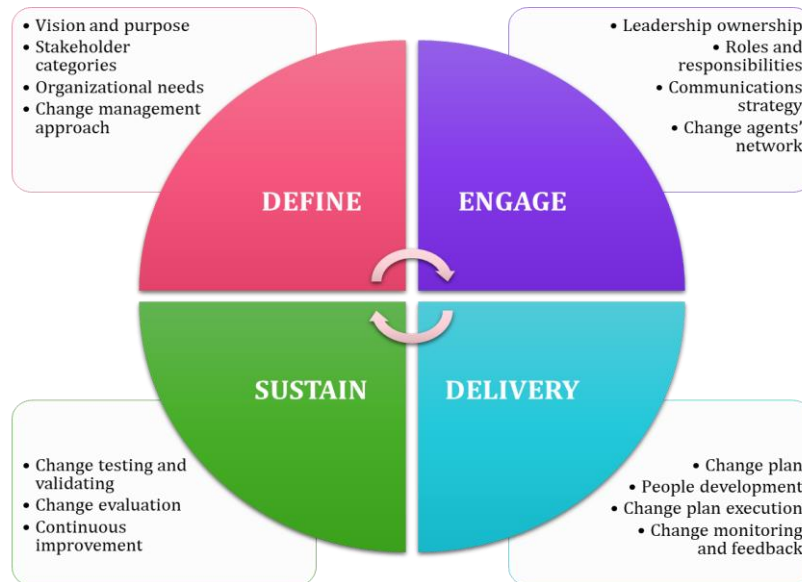


Figure 10. Visual representation of proposed change management framework for sustainable organizational performance

Source: Authors' research included in this paper

4.3.1 Define Phase

Scope: Designing effective change management strategies

This phase establishes the strategic foundation for the change by setting the purpose, direction and scope of change:

- (a) Vision and purpose statement
Establishing the "why" behind the change.
- (b) Stakeholder analysis
Holistic stakeholders' categories definition (financial, social, environmental).
- (c) Organizational needs assessment
Assess organizational readiness and capacity for change.
- (d) Change management approach
Customizing a suitable change management framework by combining process and people focused change models.

4.3.2 Engage Phase

Scope: Creating a sense of urgency and joint motivation for change

This phase focuses on engaging internal resources to ensure change adoption:

- (a) Leadership ownership
Prepares executives to model and drive change
- (b) Roles and responsibilities definition
Clarifies responsibilities across all accountability levels of the organization
- (c) Communication strategy
Ensure communication consistency and transparency
- (d) Identifying change agents and business sponsors
Mobilize an internal change advocates network.

4.3.3 Delivery Phase

Scope: Planning and implementing the organizational change

This phase ensures a successful change delivery at organizational level:

- (a) Change implementation planning
Develop a detailed change implementation plan, outlining step-by-step actions, responsible parties and timelines
- (b) People development and support
Tailor training programs according to roles and responsibilities, to build effective change capabilities
Develop support systems as appropriate to address concerns and issues
- (c) Change implementation plan execution
Coordinate deployment across teams to ensure adherence to plan
- (d) Change monitoring and feedback
Track adoption and implement corrective actions

4.3.4 Sustain Phase

Scope: Embed the change at organization level

This phase ensures long-term adoption and performance improvement:

- (a) Change testing and validating
Conduct post-implementation testing to validate success in relevant case studies
- (b) Change evaluation
Periodically review change impact at organizational level via structured 360 assessments
- (c) Continuous improvement
Conduct periodic post-implementation appraisals to identify and implement performance improvement actions

5. CONCLUSION

In an era defined by rapid transformation, environmental challenges, unprecedented technological breakthroughs and increased market demands, effective change management is no longer optional - it has become a prerequisite for organizational resilience and long-term, reliable performance.

The research highlights a structured, human-centered conceptual approach to managing profound organizational change, aligning strategic purpose with operational execution to sustain results.

The research findings contribute to the advancement of the literature by proposing an integrated conceptual framework for change management aimed at sustainable organizational performance, combining people-centered and process-oriented elements adapted to current requirements of sustainability, innovation and organizational resilience. From a practical perspective, the proposed model can serve as a strategic tool for managing organizational change processes in a holistic and sustainable manner. The suggested conceptual framework emphasizes the importance of leadership ownership, alignment to people needs and ongoing reinforcement efforts to overcome resistance and to instill new behaviors for all employees, irrespective of their role. By progressing through the four phases (Define, Engage, Delivery, and Sustain) companies can embed change into their culture, empower stakeholders at all levels and ensure that transformation efforts yield significant and enduring performance improvements.

Sustainable organizational performance is not achieved through isolated, short-lived initiatives, but through a continuous cycle of adaptation, learning, and improvement. The proposed framework emphasizes the importance of leadership ownership, alignment to people needs and ongoing reinforcement efforts to overcome resistance and to instill new behaviors for all employees, irrespective of their role.

Ultimately, we find that organizations that invest in thoughtful, inclusive and iterative change management practices will be best positioned to thrive in a dynamic and purpose-driven business landscape by remaining authentically focused on creating, sharing and sustaining long lasting economic, social and environmental value for their stakeholders.

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