A Literature Review on Change Management

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Abstract

Change today is a constant for businesses across the world. Fast-paced technological and market developments pose a challenge to businesses and organisations opposing change, on the other hand, those who embrace change and successfully implement changes benefit from this. However, a majority of initiatives to bring about a change in the way business happens in an organisation fail. These shortcomings are explained by a range of factors such as members' aversion to reform, inadequate preparation and poor handling of change and a poor leadership. Change and change management have also received considerable attention from the academic world. Scores of models of change management have been developed covering different aspects of change management. So are there tens of thousands of scholarly articles and books on change management. The scope of this paper is to synthesize and review major and some recent studies on change management.

Keywords: Businesses management, technological and market developments, leadership, change management.

1)   Introduction

Organizations today are dealing with more fast-paced changes than ever before in the history of trade and commerce (Schumacher et al., 2016). Change has become a part of regular business practices. Management today faces so many of the market dynamics, including the constantly evolving technical climate, variety of workers, changing customers' tastes and desires and fierce rivalry. Organizations must change in order to overcome these obstacles and to stay in business in the face of such fierce competition (Lozano, 2013). However, at least half of all corporate transformation programmes are predicted to stall or to hit a standstill or fail to reach their objectives (Dwivedi et al., 2015).

Sound change management is needed at three stages: (i) until the systemic adjustment is implemented; (ii) during the process of implementing a company-wide change, and; (iii) organizational change following implementation. There must be no question regarding the importance of identifying where every organisation wants to go in the future and how the improvements needed are to be managed. As a result, it's impossible to separate organizational change from organizational strategy, or vice versa (McGahan, 2019). Because of the importance of organizational change, managing it has become a highly sought-after managerial skill (Indeed.com, *Change Management: What It Is and Why It's Important*). Few might argue that leadership in corporate transformation is the main responsibility of management now.

Since changing needs are always erratic, they are sometimes reactive, discontinuous, ad hoc and often precipitated by an operational failure (Teo et al., 2017). Regardless of the fact that effective change management in the increasingly dynamic and constantly evolving world is generally recognised as an imperative for sustainability and growth, Dwivedi et al. (2015) note that more than half of all organisational change efforts either collapse entirely or fail to fulfil their goals. It may be proposed that, with the vast variety of contradicting and confounding hypotheses and frameworks presently open to researchers and professionals, the poor rate of progress is a lack of a structure for implementation and management of organisational change.

According to Hassan (2018), most personal and simplistic reviews have been published in the field of changing management, with Hayes (2014) suggesting, albeit with a few anomalies, that current experience and philosophy are mostly supported by uncontested conclusions about the dynamics and contemporary management of organisational transition. Burnes & Jackson (2011) echoes this feeling as he states that many of the systems of transition have experienced structural defects in the last 25 years, which hinder effective change. While there seems to be little consensus on a corporate change management system, there seems to be agreement on two main topics. It is well recognised that the transition pace has never been higher than in the world of industry (Burnes & Jackson, 2011; Hassan, 2018; Hayes, 2014; Dwivedi et al., 2015; Cummings et al., 2016). Second, there is agreement that transition of every type, shape and scale, caused by internal or external influences, affects all companies in all industry sectors (Powell et al., 2015).

Shift management at the corporate level has been seen as vital ingredient in the effective execution in change programmes of multinational organisations. In the analysis of management, the study of change management as a management philosophy was essential in order to profit from the effectiveness of proper change management in formal organisations. This thesis was intended to examine the current literature on the topic. The study consisted of a conceptual review of the philosophy of transformation and the standards for change management identified by professionals. A theoretical examination of the phenomenon was undertaken with an emphasis on Kurt Lewin's theory of the force field, which is generally considered the theoretical basis of change and which shows its recognition as the basis of all other theories of change. The study also explored the principles of transition and change management.

Both internal and external factors lead to and influence organisational change and change management (Menguc et al., 2010). Internal factors influencing organizational change are frequently geared toward bringing about external changes. As a consequence, low morale, absences, turnover, union participation and leadership are some of the internal causes which may affect an organization's search for reform. While the aforementioned considerations are categorised as internal, they are also intended to address external factors like competitiveness, consumer demand, technological advances, changes to government policy, and social pressures (Menguc et al., 2010). Managers face the task of deciding how well they should react to the forces of

transition to advance the business. A company that wants development and progress would constantly look to improve the administrative structure to promote productivity (Lozano, 2015).

2)   Resistant to Change – A Challenge

Many authors (Smith et al., 2015; Bovey & Hede, 2001) emphasize that resistance to change is a major factor in the failure of many change initiatives. Resilience to transition contributes to the process of change costs and uncertainties, which are hard to foresee but must be taken into account. Resistance was often regarded as a data base that can be used to help understand how a more efficient change mechanism is developed (Smith et al. 2015). Resistance to transition is without a doubt a vital issue in the management of change which should be taken into consideration in order to enjoy the rewards of the transformation. It is an event that affects the process of transition, delays or slows its launch, obstructs or impedes its execution and increases its costs (Bovey & Hede, 2001). At the same time, it can also be an attempt to maintain the status quo (Smith et al., 2015). Inertia and opposition are not derogatory terms, since transition would not necessarily benefit companies. Resistance may also show that some elements of the transition mechanism were not sufficiently considered to change managers (Bosch-Sijtsema et al., 2015).

Sources of resistance at the formulation stage can be categorised into two major groups. One of the groups comprises of resistance because of myopia, denial of facts indicating a need for change, perpetuation of ideas through difference situations, implicit assumptions, and organisational silence. The second group of sources of resistance is motivated by a lack of enthusiasm for change, in other words, inertia. Chandler (2013) has identified four sources of inertia. They are misalignment of interests, cross-subsidiary comfort, direct and indirect costs of change, and a failure in the past. There is also a third group of sources of resistance, and these occur due to a lack of a creative response. They have also identified three major sources of resistance in this third group, and they comprise of rapid and complex environmental changes that require fast and creative response, a reactive instead of an active mindset, and a myopic vision.

At the implementation stage, two groups of sources of resistance can be broadly defined. The first one deals with diplomatic and cultural impasses that need to be broken. This first set consists of the following components: implementation climate, which refers to the transition of principles and organisational values to effect the required changes; departmental politics and opposition that may arise out of a fear of being on the poor side of the changes; incompatible beliefs or a deep cultural disagreement between groups of people in the organisation; emotional loyalty to an older system/workflow, and; an ignorance of the social impact of changes (Chandler, 2013).

Finally, there is a group of five resistance sources that are common across different industries, organisations, and regions. These are (i) inaction by leaders due either to inertia, fear of change, or other reasons; (ii) routines embedded in the system; (iii) problems with collective action, in particular, the inability of a team to move forward collectively; (iv) inadequate capabilities to implement the change, and; (v) scepticism (Chandler, 2013).

3)   Effective Change Management

One of the most important aspects of organizational science is the study of change. Essentially, organizational change research has focused on two categories: (1) understanding the effects and issues of change, and (2) understanding how organisational transformation is developing, growing and ending over time. Several management best sellers (Smith et al., 2015; Hayes, 2014) addressed two topics in relation to the first theme: (1) how to convince people to accept, and (1) how to manage the perception of people towards the change.

3.1   People's Perception Toward Change

Everyone has a particular approach to transition. For others, it contains a source of enjoyment, advantages or rewards, and for some it represents a source of discomfort and tension. John (2011) defines attitude as a three-dimensional term, relating to a series of changes emotions. The cognitive aspect refers to one's understanding of the advantages and disadvantages and of the utility and importance of the transition and experience. Intentional or reactive behavioural answers apply to steps done or to be taken to promote or oppose progress in future. Several other builds have been introduced, such as a cynicistic approach to organisational transition, tolerance to change, dealing with change, embrace to change, willingness to change and transition to change, as well as an increasing array of studies examining resistances to change and preparation to change.

Readiness to Change

Armenakis & Harris (2002) defined readiness as "organizational members' beliefs, attitudes, and intentions regarding the extent to which changes are required and the organization's capacity to make those changes successfully." While the first section of the term applies to the three fundamental components of our definition of work (beliefs, emotions and intentions), a close review shows that there is a considerable emphasis on the cognitive portion, which refers to the need or importance of improvement. The difference between where you are and where you should be may be found by evaluating your willingness to adapt. The desire to adapt from the cognitive method of matching old and new environments is somewhat close to Lewin's idea of freezing, which changes the values and behaviours of participants of an organisation to ensure that members view the change as appropriate and likely to work (Cummings et al., 2016).

A deeper look at the second section of the term shows that it not only highlights the emotional nature of behaviour towards improvement but also distinguishes between willingness to change and aversion to change. Armenakis & Harris (2002) describe readiness to oppose or embrace a reform movement as the cognitive precursor. The authors advocate for a more constructive and vibrant vision of transition in which changing agents are shown rather than monitors that respond to signals of opposition and the need for change.

According to Bovey & Hede (2001), preparation for transition is a psychological phenomenon that is defined by a sequence that begins with pre-contemplation and ends with contemplation. The need for change is not recognised in the first stage (i.e. pre-contemplative phase), however the need for change becomes more obvious due to the weighting of advantages and danger of change and the demands and resources that change brings

about (i.e., contemplative stage). But before people start to make behavioural adjustments or behave, they consider the advantages and disadvantages of change (Smith et al., 2015).

Resistance to Change

Some scholars see opposition as any number of intentions and acts that slow or impede the transition (Bovey & Hede, 2001). Others see resistance as part of a mechanism that facilitates learning among company members (Smith et al., 2015). Bovey and Hede (2001) described organisational reform resistance as "the purpose of a person to participate in supportive behaviour or resistance to organizational change" (p. 375). Chandler (2013) talked about resentment-based opposition as the response of dissatisfied people to the perceived injustice of the shift. Edmonds (2011) is also central to this notion of conceiving opposition on a scale of severity and think of resistance as a spectrum from apathy to violent resistance. Constructive resistance, on the other hand, is marked by dialogue (Smith et al., 2015).

Cynicism

The fundamental assumption that confidence in costs and rewards related to transition in conjunction with the felt obligation to obey the trend form the intentions and activities of people is closely linked to the basic theories of expected behaviour. Originally derived from the principle of logical behaviour (Hayes, 2014), the TPB has many such functional policy structures, which supports the logic and hierarchical decision-making of individuals by intelligence provision, through their core premise. This theory further supports the idea that people's intentions are guided by (1) their thoughts and desires, (2) social pressure, and (3) self-efficacy. It offers a psychological justification for the underlying hypothesis and indicates how the key aspects of willingness to progress are interconnected.

3.2   Role of Leadership in Effective Change Management

Globalization has turned the world into a global village also introducing global competition to local industries and markets. As a consequence, the company must develop new advantageous methods of performing its business. As such, leading has become an important component for every organisation's effective transition in order to confront the new reality. The ability to cope effectively with transition needs a leadership to overlap with the work of the company (Teo et al., 2017). It is also necessary for the organization to acclimatize changes surrounding it to take an appropriate leadership style and to be organized and prepared for the organization. Scholars claim that the possibility of every organization rehabilitating itself and being accustomed to transition depends on whether the managers hold good leadership skills.

Teo et al. (2017) have pointed out that leadership is a discipline that applies their expertise and experience in guiding and moving a group of workers down the expected path to the aims and objectives of the company. Only leaders who exemplify these characteristics will establish the trust of their staff, thus it's important for them to exhibit traits like passion, consistency, confidence, and vision. Furthermore, distinguishing management from leadership is essential. When a business is run in the traditional sense, the owner keeps

complete control over the company, charts its path by hand, and personally oversees each employee to ensure they are carrying out their duties in accordance with the owner's wishes. In the other side, leadership is where the leader leads his workers in the direction of their corporate objectives, while attempting to connect and inspire his employees so that their employees can utilize their skills and contribute to work. But management methods can often adjust depending on current trends as necessary; unlike management that merely follows old-style rules (Burnes et al., 2015).

Edmonds (2011) note that organizational transformation is both a remarkable feature and an attractive aspect for companies. The authors also noted that systemic reform occurs in various dimensions, from minor administrative modifications in one unit to far-reaching adjustments. An organization that plans to reinvent itself is commonly used as an advancement strategy. Organizational shifts will, in the long term, impact the whole business and disrupt the working community. Menguc et al (2010) too described organisational reform as a modification of a key feature of the activity of an organisation. Structure, technology, philosophy, administration are some key aspects. It is not the extent of the transition that is significant but the impact it would have in the organisation. Smith et al. (2015) defined change management as a mechanism by which a company moves its current position to another favourable situation during a transitional phase. As such, change management is a method of continually renovating the course, function, and skills of an enterprise to address the constantly evolving demands of external and internal forces.

In Galloway (2017), the gap between change management and leadership was drawn. Dwivedi et al. (2015) recommended a set of procedures, tools, and instruments designed to preserve under control the stages of transformation. These tools are designed to monitor employee responses and avoid superfluously large costs associated with a transition failure. Conversely, changing leading from their point of view is concerned about the talents, knowledge, and actions that a leader would effectively initiate, drive, and implement sustained improvement in an organisation.

Bosch-Sijtsema et al. (2015) remarks that organizations ought to focus on their leadership patterns in the middle of the rapid business shifts so that their survival and competitiveness are maintained. Therefore, careful leaders must be aware of the scale of the problems and the complexities of management systems, allowing them to find the best strategies of leadership they will hold innovations abreast of. Teo et al. (2017) have prescribed their most renowned leadership style as a transformational leadership that can solve the problems of new institutional practises. They also assert that today's transformative leadership should be able to encourage subordinates to do their utmost and to develop their talents to advanced subordinates at a rational stage. The transformational leader has the power to push his group to achieve better results. Gill (2002) believed that the goal of transformational leadership is to cultivate and motivate employees to balance themselves mentally and creatively. To turn employee's own apprehensions into an essential part of the purpose of the company, they characterized transformational leadership as the kind of leadership that gives their organizations a clear vision.

3.3   Change Management Models

Since the conception of change management by Kurt Lewin in 1940s, the subject has got so much of attention. Many scholars have also turned to develop their own change management models. Yet, the three-step model by Lewin often remain the foundation of any other novel change management model (Cummings et al., 2016). During his work with special social movements, his connections with the intervention studies formed the foundation for a more comprehensive image of progress and underpinned a more iterative method of reform. In this light, the figure below shows the representation of the three-step change management model by Lewin.
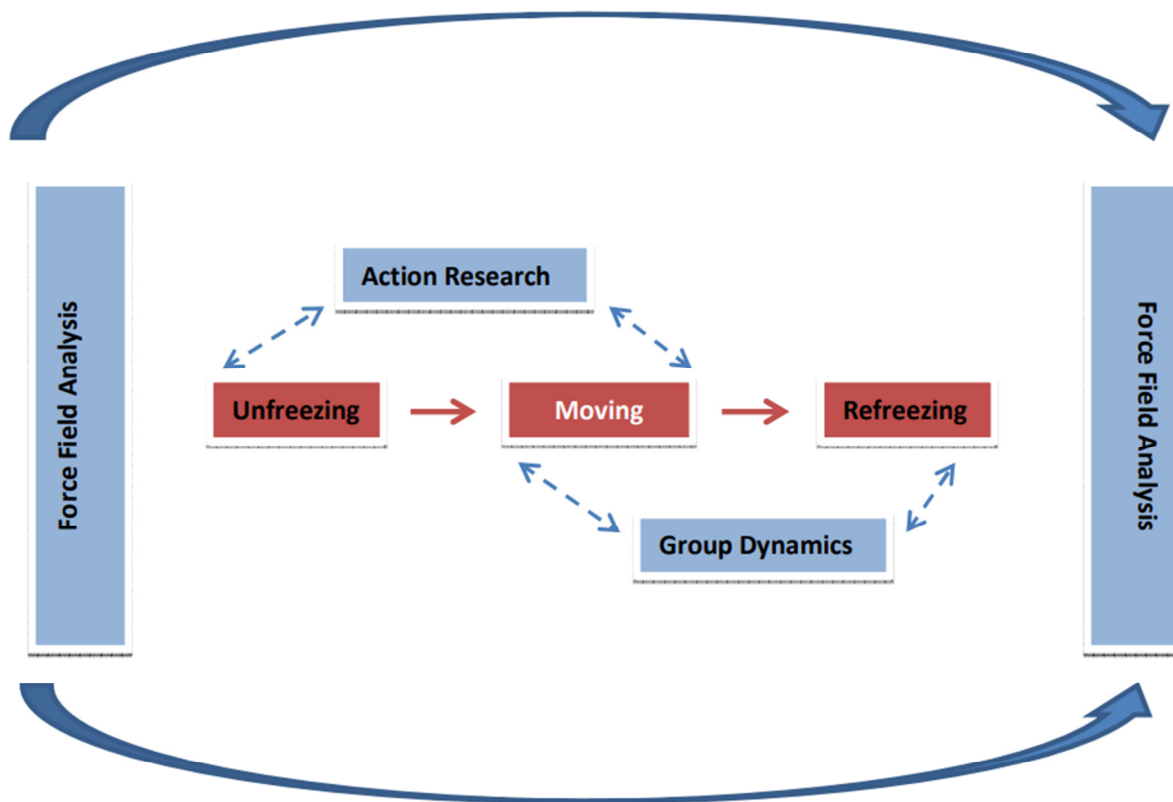

Figure 1 Three-step model by Lewin

The change management models are dynamic and nuanced, with a range of theoretical studies and a number of practical implementations by management consultants. In this review, different models have been divided into those which are more predicted of controlling approaches to change by including concrete approaches or measures to change the agent and those who initiate reform have to solve in order to make the change program's progress more successful. A further subcategorization leads to certain frameworks which are more systematic in their approach, which means that they provide a more overall basis for transition. Although consistency is required in all categories, changing agents prefer to see the former methods as authoritative guidelines whilst the latter are more conceptual. In this way, practical models prefer to concentrate on governance, since they are structured to achieve real customer-driven results. Tables 1-3 discuss and comment on some of the major change management models developed between 1940s till now.

Table 1 Analysis of Governance Organisational Change Models

Model	Key Features & Commentary
Phases of Planned Change by Bullock & Batten (1985)	Adapted from a project management perspective. Implements a four-stage procedure: 1. Investigating the need for reform and ensuring the tools needed. 2. Detailed improvement proposals are being developed. 3. Implementing the strategy, which includes the development of feedback loops. 4. Bringing the improvements back into the organisation by policies and procedures that have been established.
8-Step Model by Kotter 1996	The creation of a steering alliance, vision, mobilization, producing short-term wins, stabilization, and finally institutionalization are all steps in a linear eight-step sequence (Appelbaum et al., 2012).
Beckhard & Harris' (1987) Change Formula	Change is represented in a formulaic manner, emphasizing interdependencies and emphasizing the importance of each variable, without which opposition can not be resolved.
Taffinder's 5-Step Corporate Transformational Model	A systematic eight-step 'action list' method extracted from core elements of individual and corporate effort such as awakening, conceiving the potential, building the transformation strategy, delivering the major change, and mastering the change (Masih, 2015).

Table 2 Analysis of Structural Change Models

Models	Key Features & Commentary
Kubler-Ross' Change Curve	Linked to previous studies on mourning, this theory proposes that people who are confronted with transition will experience shock, denial, anger, disappointment, experimentation, decision-making, and eventually integration. Understanding this from the viewpoint of change management will help forecast reaction and, as a result, allow for effective interventions to be prepared either before or after the change phase (Malone, 2018).

The Causal Model by Burke & Litwin	External environment, purpose & policy, leadership, philosophy, structure, work unit atmosphere, job demand, human requirements, and employee engagement are among the nine factors of transformation that are highlighted in order of priority (Spangenberg & Theron, 2013).
Nadler & Tushman's Congruence Model	The open framework model, it takes into account the congruence of results relating to work, persons and informal and hierarchical organisational elements derived directly from the external and internal interactions (Bezboruah, 2008).
Bridges' Transitional Phase Model	The nuances of transformation are expressed in a three-phase sequence of ending, neutral zone, and new beginning, which distinguishes expected shift from transformation. Recognizes particular action points that must be addressed for each of the stages, in a similar manner to Taffinder (Bridges, 2018).
Carnall's Management of Transition Model	From an abilities viewpoint, views shift, implying that leadership must be able to handle transformations, history, and politics (Shanley, 2007).
Senge et al.'s Systematic Model	Accept transition when considering entities as biological species and their responses to change within the biological framework. The structural model reflects on the problems that must be considered when implementing, maintaining, and redesigning reform in this sense (Guman, n.d.)
Dunphhy's Sustainability Change Matrix	Inside the 'waves' of sustainability, a six-phase mechanism is established. The first wave can be distinguished by the following characteristics: I opposition; and ii) ignorance. iii) Risk, iv) Cost, and v) Competitive Edge are the indicators for the second phase. Finally, by vi) Transformation, the third wave is established (Ashraf et al., 2012).

Table 3 Analysis of Key Practice-based Structure Organizational Change Models

Model	Key Features
7-S Model	Recognises what is thought to be important 'hard' and 'soft' components that, when perceived together, underpin an organization's capacity to accomplish its goals. Shared Values,

	Skills, Style, and Staff are examples of rigid boundaries, while Strategy, Structure, and Systems are examples of soft elements. Inside each of these components are a series of questions that, when applied to a specific matrix, define holes that may be filled in order to obtain the desired result (Kaplan, 2005).
ADKAR Model	The acronym ADKAR stands for "Awareness of the need for reform, Desire to engage in and promote the change, and knowledge of how to change." Ability to put needed skills and habits into practice, as well as reinforcement to keep the changes going (Hiatt, 2006).
Association of Change Management Professionals (ACMP) Model	As part of a structured accreditation framework for organisational change practitioners, a "Standard for Change Management" (SFCM) has been established. It views change as a structural step, moving an agency from its existing state to its ideal future state and acknowledging the transitioning period between the two States. This takes account of a wide range of "change management mechanism classes," which can be discussed as it comes to transfer from the current state to the transitional state and eventually to the future state (Errida & Lotfi, 2021).

3.4 Ten Guiding Principles of Change Management

These guiding principles are based on the study by Hassan (2018).

#1 Address the Human Side of Change Systematically

Every significant transformation would produce people's problems. It will challenge potential leaders to step up and move roles to learn new skills and talents and citizens will feel unsure and resistant. Dealing with these problems case by case reactively jeopardizes pace, morality and performance, One of the four foundations of any transition approach must be a disciplined approach to change management. This fact-based methodology requires data gathering and interpretation, preparation and practice as well as a re-design of strategies, structures or processes. It has to be completely incorporated into the planning and decision-making of programmes, advising and guiding policy. It should be focused on a practical evaluation of the past of the organization and the preparation and potential for transformation – starting with the management committee and then including key members and representatives.

#2 Change starts at the Top and Begins on Day 1

Change is fundamentally troubling, and everyone is turning to the CEO and the executive team for strength, direction, and leadership, when it is on the horizon. First, leaders must criticise and encourage people,

communicate in a single voice and "talk about the desired action." Simultaneously, each executive committee should agree with the executive team representatives. Executive teams who function together effectively, are aligned and dedicated to reform, recognize culture and behaviour, and which are well placed to shape these improvements themselves.

#3 Real Change happens at the Bottom

When transition plans go through strategy/target setting, architecture and delivery, they impact on various layers of the company. Change initiatives would provide strategies for the identification of leaders and the promotion of the organization's responsibilities for design and execution. Strategy and the goal setting are normally the task and direct reporting of the management staff. Designers chosen from the next management stage and senior managers must be able to work together and develop. The execution depends online managers and specific contributors. Both layers need to be trained leaders dedicated to the mission of the organisation, willing to fulfil their specific tasks and motivated to transform. This transition leaders must be released from their current duties and dedicated to change.

#4 Confront Reality, Demonstrate Faith and Craft a Vision

Many people are instinctively sensible and wonder if changes are required, whether the organization is heading in the right direction and if they are committed to bringing about progress individually. You will look for a response from the leadership. Formal case-setting and writing a mission statement constitute invaluable tools for building (or forcing) unity of the leadership team, Leaders can tailor the message for different internal audiences and describe the pending transition in language that matters to the people:

a. Face fact and articulate a pressing desire for reform.

b. Demonstrate belief that the business has a sustainable future and leadership to achieve it.

c. Furnishing a blueprint for conduct and decision-making.

#5 Create Ownership

Large transition strategies involve delegated leadership that is transparent and unseen to the Senior Management and influences decisions. Shift leaders must surpass their performance through the transition and the zealots who generate critical mass for workers' changes. This needs more than just buy-in or passive consent that changing course is appropriate. It requires leaders ready to take accountability for reform in all ways they affect or manage. Property is also best developed by engaging people in identifying8ng problems and creating alternatives. It is strengthened by a mixture of monetary benefits and rewards (financial compensation) and psychology (camaraderie, sense of mutual destiny). Often organizations develop 'plan and install' terms that are guided by key change players and develop central strategies. Middle and line administrators are also included in Phase 3 of the transition initiative in order to complement the comprehensive development plans.

#6 Practice Targeted Communication

The successful ideas are as strong as the willingness of the institution to recognize, implement and execute on them. Too many, politicians who reform make the error of thinking that most people accept the problems, see the desire to change and see the new path so plainly. The best initiatives for progress promote key messages by constant, timely, inspiring and practical guidance. Both outbound and inbound communication. It is designed to provide staff with the correct details, to request their advice and suggestions and to search their emotions for what they have learned. Change systems also need several redundant networks to overcommunicate. Communications must however be timely, organized, coherent and informal. The greatest leaders of transformation talk from the core and show a profound sense of personal responsibility. They say a coherent narrative and see storytelling as a central responsibility in the phase of transition.

#7 Explicitly Address Culture

Community of the company is a mix of mutual heritage, explicit principles and convictions, and traditional attitudes and behaviour. Change projects also involve the effective modification, creation (in new enterprises or in several acquisitions, retention (in story-telling or manufacturing enterprises), or merging (in merges or acquisitions of major enterprises) in community. Culture as extensively as any other area should be discussed. This needs a cultural/organizational diagnosis to establish a baseline, define a specific state or desired community and develop concrete strategies to transform. When the vision and thought around the community of interest is over, leaders will evaluate the existing culture in order to recognize the barriers to overcome and to find ways to speed up the creation of a new culture. Lead the new way to do business and discover ways to socialize, model and reward certain behaviour. Attacking a a center of thinking, action, power or personal identity is also a successful way to start changing culture.

#8 Assess the Cultural Landscape Early

Successful transition plans accelerate and intensify as they fall, making it crucial to consider and take into consideration culture and conduct at any stage of the company. Companies sometimes err either too late or not at all in evaluating society. Comprehensive cultural diagnoses may evaluate organizational preparation to adapt, highlight major challenges, determine cultural influences that promote or hinder change, and recognize leadership and resistance targets. They define the basic principles, attitudes, habits and perceptions to be considered for sustainable transformation. They function as the main feature for the design of core aspects of transformation, such as the new direction of the company, and the construction of facilities and programmes.

#9 Prepare for the Unexpected

No shift schedule has been totally scripted. People will respond in unpredictable ways, predicted resistance waves will fall, and the outside world will change. Effective change management involves a continual re-evaluation of the effects of transition and the readiness and desire of the organization to embrace the next development surge. Supported with real facts and decision-making that raise and address problems, reform makers will then make the requisite decisions to retain traction and contribute to outcomes.

#10 Speak to the Individual and the Institution

Change is both a personal and a systemic journey. It really happens to one individual and one group at a time. People (or teams of individuals) need to know how their job will improve, how they are to be judged, how their work will change, and what progress or loss they will anticipate before or after the change programme. Be as frank and explicit as you may. People may respond to what they hear and see. Engage citizens in the phase of transition. Given extremely noticeable rewards as a drastic strengthening for improvement. The approval or removal of those who are in the path of reform confirms the dedication of the organization.

4.   Conclusion

The use and promotion of a high level of creativity is obviously important to any organisation who wants to become a smart company, but most businesses must first focus their expertise and technical strengths in terms of the development and improvement of their senior and middle management. Efforts to make fundamental transformations are likely to struggle without the necessary transformation in skills. The scope of this review paper was to review existing literature on change management. Different aspects of change management including different concepts of changes, types of changes, challenges to change management, and about a dozen models of change management models were discussed in the context of today's fast-paced technological and market developments. The concept of change leadership was also discussed at length and it was found that both critical to fostering organisational resilience in a crisis is leadership and relational relationships. In this work, we examine several organizational transition models that have received a great deal of attention from both practitioners and academics. The authors of the paper see this as a weakness of their research, and they suggest that a more thorough literature analysis would help convince readers that the conclusions they reach are correct.

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