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Current Trends in Organizational Change Management in Organizations

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Abstract. The article analyzes the current trends in the management of organizational changes. Implementation of changes is one of the main functions of management, which implies both formalization of organizational changes and change management. The article examines the profile of a specialist's competencies in the field of organizational change through education, the ADKAR – Prosci training model of change.

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Change management is a systematic approach to organizational transformation. It is also a distinct discipline within management science. This discipline includes a set of methods, guidelines, and principles that help implement changes within an organization.

What is meant by "change" in this context?

It refers to the addition, modification, or removal of something that can affect the company's structures. An increase in sales within a department is not a change. Growth does not alter processes. However, new regulations for sales managers or the implementation of a CRM system are considered changes.

Here are several examples of changes within a company:

- updating business processes and introducing new regulations;
- creating new positions that lead to a revision of established processes;
- implementing new IT products for management, such as CRM and ERP systems;
- establishing new departments;
- launching employee training systems.

The goal of change management is to increase the

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likelihood of success, reduce costs, and minimize employee stress. When managers study change management, they typically explore:

- change management models – general concepts describing how changes should be implemented;
- leadership guidelines for managers working with change;
- methods and techniques for working with employees affected by change – how to motivate and train them;
- recommendations and techniques for transforming corporate culture;
- methodologies for implementing technical changes, such as ERP systems. These focus less on technical aspects and more on organizational ones, including employee training and the preparation of regulations.

In most cases, changes are implemented by managers. This role may also be assumed by an HR specialist, a top executive, or a middle manager assigned to the project. To achieve success, managers undergo training in change management.

Three steps to change: Kurt Lewin's model

Kurt Lewin's model is one of the most widely used concepts in change management. According to Lewin, the success of change depends largely on the leader's personality – their motivation and ability to define a clear goal. The model consists of three main stages: unfreezing, movement, and refreezing.

1. Unfreezing

At this stage, the company recognizes the need for change. The initiator is typically a top manager – either the head of the company or a specific division.

At this stage, the leader:

- creates a vision of the future – what the company will look like after the changes;
- assesses the situation – identifies what exactly needs to change: increasing sales, dismissing ineffective employees, entering new markets;
- forms a reform team – a group of colleagues who become change leaders within their units. This team is built top-down, from executives to line managers and their subordinates;
- declares new principles and motivates employees. The leader highlights small successes achieved during transformation and openly discusses failures. Lewin advises against pretending everything is fine if the company is facing difficulties, as this undermines trust.

2. Movement

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This stage involves implementing innovations in practice. While the unfreezing stage focuses on understanding what and how to change, this phase requires a detailed plan.

The process includes two key elements:

- training employees in new skills (e.g., new sales scripts or software tools);
- creating an environment to reinforce change (e.g., temporarily adjusting sales targets, scheduling regular meetings, and testing knowledge of new systems).

3. Refreezing

At this stage, changes have already been implemented. The goal is to prevent regression and ensure employees continue using new practices and technologies. It is important to закрепить (formalize) these practices through policies and procedures, supported by motivation.

Additionally, results are monitored during this phase, and adjustments are made if necessary.

The ADKAR model

The **ADKAR** model was developed by Jeff Hiatt, Managing Director of Prosci Change. It focuses on employees affected by change and consists of five sequential steps:

Organizational change should begin with training employees who will implement it. Focusing on people and their needs – not just technical aspects – increases success rates.

ADKAR provides a practical framework for change agents to act purposefully, overcome adaptation challenges, and improve employee responses.

A – Awareness: understanding the need for change. Employees are informed why change is necessary.

D – Desire: willingness to support and participate in change. Employees must see benefits, such as advantages of new systems or regulations.

K – Knowledge: understanding what to do during and after change. Employees require training.

A – Ability: capability to implement change in practice – moving from theory to real application.

R – Reinforcement: sustaining change results. Changes must be supported and controlled. If an employee struggles, solutions must be found or decisions made. Performance is assessed on a scale from 1 to 5; scores of 3 or below require improvement before moving forward.

Preparing for change. Managers often focus solely on implementation and overlook employee adaptation. Some employees may resist changes so strongly that they consider

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leaving. Experienced HR specialists can prevent or resolve such issues by developing sound strategies, reducing fear, and minimizing turnover.

Advantages of entrusting adaptation to an HR agency:

- professional recommendations for introducing change;
- implementation of a systematic approach with detailed action plans and assigned responsibilities;
- ongoing support throughout the transformation process.

As a result, employee engagement increases, support for change improves, and implementation becomes more effective.

How to Ensure Employees Accept Change

Employees may resist even clearly beneficial decisions – both at early stages and after implementation. They may complete training but continue working “the old way.” Sometimes this requires revisiting decisions; other times, motivational work is sufficient.

Five key actions can help:

1. Explain “why.” Show how changes simplify work and increase value. If necessary, demonstrate financial benefits.
2. Involve employees. Encourage ideas, feedback, and participation.
3. Introduce rewards. For example, bonuses for early success.
4. Lead by example. Apply changes personally and share honest results.
5. Provide technical support. Without it, employees revert to old methods.

The tools themselves also matter. The easier they are to use, the less resistance arises. For example, end-to-end analytics tools can provide comprehensive performance data with minimal effort once integrated.

Thus, if business expectations diverge from reality and competitors are gaining ground, it may be time for major changes. The key rule: no chaos. Change must be managed to avoid wasted resources and continuous crises:

- Change management helps businesses adapt to crises, competition, and new technologies.
- The choice of model depends on business specifics: ADKAR strengthens individual motivation, while Kotter’s approach emphasizes leadership and teamwork.
- Team motivation is built on transparency, support, involvement, and leadership example.
- The effectiveness of change can be predicted through surveys, pilot testing, and analysis of resources and results.

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