The Impact of Change Management on the Development of Business Sphere

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Abstract: Most companies are faced with the urgency of change in their daily operations; however, and start transformation processes: re-engineering, digitalization, change management. This is especially relevant in modern business development conditions when constant changes are considered critical for a company to adapt to changing market requirements and the global economic situation. This study discusses some of the main theories and approaches to change management. It attempts to evaluate the impact of change and change management in achieving strategic goals and objectives from the business's viewpoint. Specifically, a comparison of vital and basic models, assumptions of change management, consider the factors that cause changes. For this, a literature review was conducted. The article describes the main differences between the change models. The analysis led to the conclusion that it is impossible to pick up an optimal approach to change management. Every approach to change management attracts attention to various aspects of this problem, but at the same time, they do not exclude but complement each other..

1. Introduction

Nowadays, the business environment is driving change at a high level. The inevitability of change has made most companies adapt and start transformation processes. Change cannot be avoided when it occurs. Any change initiatives and efforts should align with the strategic goals and objectives to ensure organizational

success. It means that change management executes an essential role in superintendence and responding to change effectively, as well as the counter of resistance to any change. Undoubtedly, changes can have both positive and negative consequences for the business, and therefore, the need to manage the change has become a pressing issue. This study discusses some of the main theories and approaches to change management. It also attempts to evaluate the impact of change and change management on achieving strategic goals and objectives from the business's viewpoint. Specifically, a comparison of vital and basic models, assumptions of change management, consider the factors that cause changes. International research by McKinsey shows that 70% of transformations fail. 39% of failures are explained by the resistance of employees to changes, 33% by the lack of support for changes from the managers, and only 14% by inadequate resources and other reasons. Thus, the corporate culture is a key factor in making changes (Andrey Shapenko, 2017). The article attempts to systematize knowledge in change management and the main models related to this issue. To achieve this goal, an analysis of the literature on this topic was carried out, oriented approaches, and the models based on which effective change management is carried out.

2. Methodology

Methodologically, this article is a comprehensive literature review that explores, criticizes, and synthesizes representative material on key variables in effective change management. Essential research findings have been incorporated into the literature, and new concepts have been developed on this topic that can be empirically tested in future research. The methodological and theoretical basis of the article is scientific research by Kotter, J.P., Lewin, K. Michael Beer, and Nytin Norhia and others. Search Code: TITLE-ABS-KEY ("Change Management " OR " Change management models, " AND "Approaches" OR " Business Transformation " OR Organizational Change "). The main information base of the study was data from EconBiz, Emerald Insight, McKinsey & Companies. In the process of writing the article, Kazakh and foreign periodicals were also analyzed. Information sources on the Internet, official websites of international organizations also served as sources of additional information.

3. Theoretical Backgrounds

3.1 What is change management? Comparison of definitions

Nowadays, change is synonymous with standard business practice, and business needs to change to develop and be competitive. There is a large body of literature from several disciplines about change management and what makes it succeed. It is a complex topic with many contradictions (A. Anyieni, 2016). Though the term change management did not discourse much before the 1990s, other term "organizational" had been used, yet shared almost similar meaning to change management (Farias & Johnson, 2000; Worren, Ruddle, & Moore, 1999). The exact term of 'change management' was only concretized later in the 1960s and developed since then (Cooperrider & Sekerka, 2006). Though none of the earlier-mentioned literature stated precisely who coined the term 'change management' during the time, most scholars back then, and now, think of Kurt Lewin (1951).

Although Lewin first published the model in 1947, it is still extremely relevant and is based on other new models (Newstrom and Davis, 1985). This three-stage model has been the dominant framework for many years (Todnem Bai, 2005). Since its inception, the theory reviewed and adapted, separating steps for more precise steps. Behind, For example, Bullock and Batten (1985) developed a four-stage model: exploration, planning, action, integration.

He conceptualized the theory in two main ways. The first way considers change as a rational, strategic process; that is, the organization adopts a new course of action and adapts to the change. The second approach views change as an evolutionary selection when organizations usually resist changes around them (Flood & Fennell, 1995).

Moran and Brightman (2001) characterized change management as "the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers." Haitt and Creasey (2003: 10) point out that it is important to manage people in a changing environment so that business change is successful and the desired business results are achieved. According to Fincham and Rhodes (2006: 525), "change management is the leadership and direction of the process of organizational transformation, especially with regard to human aspects and overcoming resistance to change." Anyieni, Bcom, and Campus (2013) further argue that change management means planning, initiating, realizing, controlling, and stabilizing change processes on both corporate and personal levels. Nickolas (2006) argues that the task of managing change includes its impact on people, and many managers find this difficult. Change may cover such diverse problems as strategic direction or personal development

programmers for staff. Strategic, technological, and structural changes, as well as changes in attitudes and behaviors, are all aimed at competitiveness and viability.

There is one common feature among different authors, all of them agrees that change requires a transition from a familiar situation to a new one, and this affects people (human resource), processes (re-engineering, digitalization) and organizations (strategy) in different ways.

Changes that occur in organizations can be caused by both external factors and pressure within the organization. Internal factors include technology, operational changes and processes, strategy, organizational structure, changes in management decisions, internal policies, etc.

External factors that affect an organization can be economic, political, social, cultural, technological, legal, and environmental forces (Lynn, 2001). The same internal factors that influence and lead to the success of an organization inevitably characterize the organization's relationship with the external environment in these broad areas. For example, an organization with a clear understanding of its mission can better explain itself to the world and can join the positive elements in each area. Leaders who learn and communicate what they have learned in their organization can also learn from the organization's external environment and communicate successfully with it, resulting in a constant exchange of ideas for the benefit of both the organization and its environment.

Pressures for change are created from both inside and outside the organization. Organizations must forge ahead on these forces to survive. Some of these are external, arising from outside the company, whereas others are internally arising from sources within the organization. Companies can also experience internal forces of change, which can often be related to external forces but are significant enough to be considered separately. Internal forces of change arise from inside the organization and relate to the internal functioning of the organization. They might include low performance, low satisfaction, conflict, or the introduction of a new mission, new leadership.
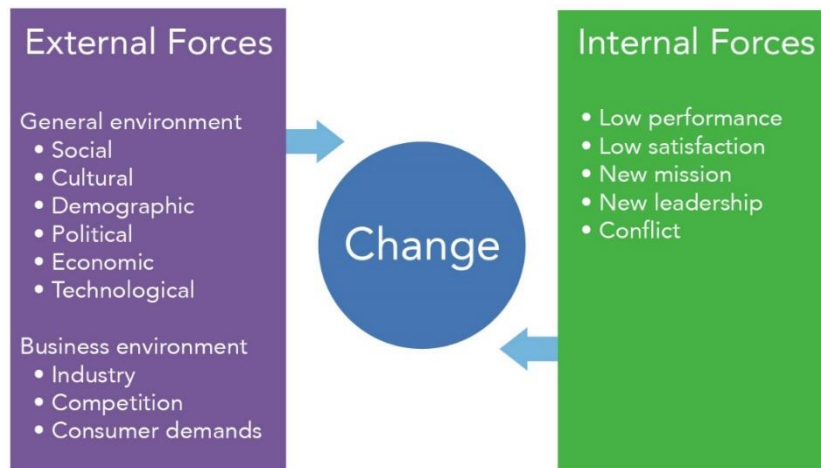
Figure 1: External and internal forces, Lumen Learning (2017)

Karmarkar (2004) pointed out the positive direct relationship between organizational change and the achievement of an organization's strategic goals. His research highlights the importance of careful planning to ensure that corporate goals and objectives are met, as well as the ability to achieve a competitive advantage.

3.2 Change management approaches

The belief that all changes in the company impact the fundamental, auxiliary processes and even the workers are essential to the philosophy of change management. The idea suggests that a reproducible model of successful change can be developed and that there are particular processes and resources to adopt change effectively. A high-tech organization can achieve the following competitive advantages with efficient change management:

1.The development of a unified organizational approach to change, involving the use of the required resources to create a unified organizational approach to change, system of targets.

2. Reduction of resistance to transition, which leads to the prevention of a decrease in efficiency and disputes.

3. Consistency and continuity of improvements, rapid learning, the capacity to constantly enhance hanged introduction processes and the implementation of a plan for organizational development (M. Teczke, R. Bespayeva, 2017).

By the type of changes, two fundamentally opposite approaches to management can be distinguished: revolutionary and evolutionary (M. Teczke, R. Bespayeva, 2017).

A revolutionary approach (re-engineering) - involves a fundamental change in processes, calling into question the established methods and foundations, thereby achieving an optimal state of affairs. The application of the method is justified only in situations, the solution of which requires extreme methods.

The second approach - evolutionary - is based on systemic improvement aimed at increasing the efficiency of the company by changing the established norms and values. The implementation of evolutionary development is based on a change in the structures and processes underlying activities organization. The classification of change management methods can be based on the theory of temporal change. Approaches are considered from this point of view: "changes as a project "and" changes as a constant part of the component." As a project, one approach regards transition. In this case, it is presumed that the changes are a one-time activity with clearly specified project start and end dates, with a straightforward and transparent outcome. The technique is used when there are major shifts in the strategy of the organization.

The benefit of the project is its concreteness, which focuses on critical management activities. The drawbacks of the approach include the possibility of a discrepancy between the goals of the implementation of the plan and the objectives of the change management project, and the probability that at the completion of the project, the organization will not be ready for further transformations and an evolutionary continuation of the development process: to do so it is important to initiate a new project.

The second approach to change management is that the company and its staff build the capacity and ability to change. This work is carried out on an ongoing basis, without time limits and independent of particular programs. This method is aimed at the long-term growth of the business and is not a solution to any particular issue but an investment in human capital development. The key danger, in this case, is the lack of a link to specific business issues. When skills grow, and there are no changes (M. Teczke, R.Bespayeva, 2017)

1)   A more fundamental, commitment arranged and measure centered way to deal with the administration of authoritative change empowers cooperation between pioneers, chiefs and staff in the usage of innovation and business measure changes. To accomplish this joint effort, four related approaches should be attempted (H. Hornstein, 2004):Participative leadership - is a set of organizational values and leadership behavior that can increase the commitment of people to their organization and its goals. As a result, the relationship between employees and management is improved and the gap that often exists between leaders / managers and their employees.

2)   Empowerment - is characterized regarding building up the authoritative conditions that help high staff inclusion in change activities, sharing "suitable" dynamic obligations among the board, chiefs and staff, and sharing of intensity as proper for the conditions. the center of strengthening is worker contribution, mutual dynamic, rearranged authority and control, and expanded authoritative adaptability and versatility.

3)   Systems Thinking - associations are dynamic frameworks whose parts sway and are affected by both outside and inside impacts. This implies that the littlest intercession will have unforeseen impacts on different pieces of the association. The shared characteristic of language, mental model and approach is ensured by guaranteeing that staff, the board and pioneers work in a coordinated and collective style. In any case, all together for an association to see long haul advantage, it is important that it be set up to give on-going energy and assets to looking after advancements, and to change itself by embracing rehearses that seem to have not been recently used, e.g., proceeded with improvement of the change agents, more more consistent information exchange with all staff (H. Hornstein, 2004).

4)   The eight-step change process is created by John P. Kotter incorporates participative authority, strengthening and frameworks thinking, and proposes that powerful change is to a great extent reliant on guaranteeing that the suitable administration and backing measures, strategies, structures and frameworks are set up. this model will be discussed in more detail in the next chapter.

In summary, the high staff inclusion in the change activities, sharing "appropriate" decision-making responsibilities and sharing of intensity as proper for the conditions appear to be the foundational elements of the approach to managing organizational change. Collaborative leadership is the main segment of active and contributing associations.

3.3 Change Models and Frameworks

To date, the theory of organizational change offers a large number of different models of change management that allow you to develop a common ideology and concept of change and are an excellent practical guide. The most interesting and useful are: Lewin's model of change, the theory of E and the theory of O organizational changes, and Kotter's model. This section provides information on the indicated change models and is based on the extensive literature in this area.

3.3.1 Kurt Levin's model of changes

Lewin's change model is one of the first models of organizational change and can be called classical.The three-step approach by Kurt Lewin suggests that understanding change involves an awareness of the concept of stability. The factors that "push" for change and the forces aimed at maintaining stability, he called,

respectively, "motivating" and "limiting" forces. If these forces are equal, the organization remains stable. The model is a sequence of three stages of the change process, as illustrated by Fig. 2.
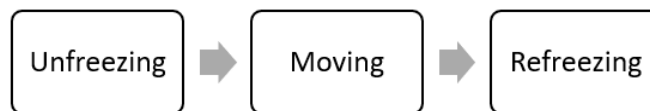

Figure 2: Lewin's Change Model Source: Adapted from Lewin (1951)

Lewin suggested a way of looking at the overall process of making changes. He proposed that organizational changes have three steps:1. "Unfreezing." The first step involves unfreezing the current state of affairs. This means defining the current state, surfacing the driving and resisting forces and picturing a desired end state (E. Cameron, M. Green, 2019). Some thing must be done to break existing practices. Most organizations are extremely committed to the old ways of doing things and reject any attempts at change, so radical steps are required to provide members with information about the current state of Affairs that they ignored or did not consider. It is necessary to justify the need for changes and describe in detail the proposed methods of reform.

2. "Moving." The second step is about moving to a new state through participation and involvement. At this stage, planned actions are performed to change the behavior of employees or departments.

3. "Freeze." The third focuses on refreezing and stabilizing the new state of affairs by setting policy, rewarding success and establishing new standards (E. Cameron, M. Green, 2019).Activities aimed at the consolidation of new organizational practices. Ignoring this step may lead to the return of previous working methods. It is necessary to convince the staff of the organization of the effectiveness of new methods, promoting the benefits of the new system.

The three-step approach to change requires investment in significant resources, as well as research-based knowledge of conditions that can facilitate the stages of "Unfreezing, "Moving," and "Refreezing." Levin (1951) offers a General scheme for studying the stages of development of the organization, leaving the details to the discretion of the conducting individual changes. Despite its apparent simplicity, the model Levin marked the emergence of a new direction in the theory of organizational change — the creation of change management models, each of which, in one way or another, is based on this "classical" model. (Lewin, 2010). It is also argued that Lewin's theory focused on the magnitude of change while ignoring the speed of change hence not applicable in radical processes (Quinn, 1980-1982). Quinn opines that it is often a question of time before incremental change results in comprehensive transformations. Of note is the fact that Lewin's

change model focuses on behavioral changes from diverse angles such as group, organizational and societal change (Dickens and Watkins, 1999), but to the contrary applicability of rapid and transformational changes only work best in situations that demand major structural adjustments (Cummings & Worley, 1997). The other argument established was that Lewin's theory ignored the role played by politics and power as far as conflicts in organizations are to be discussed (Dawson, 1994); Hatch, 1997); Wilson, 1992). However, this criticism has been lambasted with the argument that Lewin tackled religion and racism in his theory; therefore, there is a slim chance that power and politics were given a blind eye (Bargal et al. 1992, p.8). The other criticism was derived from Lewin's idea that top-down management systems worked best for change implementation, unlike the bottom-up system of management (Dawson, 1994); Wilson, 1992). Lewin also maintained that the change process was catalyzed by the need and desire to effect such a change. To achieve success, every stakeholder had a part to play in the process regardless of being a manager or a leader.

3.3.2 Theory E and O of organizational change.

Every business's change initiative is unique and s there are two archetypes, or theories, of change. These archetypes are based on very different and often unconscious assumptions by senior executives—and the consultants and academics who advise them—about why and how changes should be made. Theory E is change based on economic value. Theory O is change based on organizational capability. Both are valid models; each theory of change achieves some of management's goals, either explicitly or implicitly (N. Nohria,M. Beer, 2020).Theory E and Theory O are not mutually exclusive. For example, reducing occupancy costs (Theory E) while increasing flexible work policies (Theory O) are not at odds with each other; they are complementary strategies

The managers who follow the "E theory" apply rather hard methods as a rule, dwelling upon changes fulfillment up and down and attaching importance to the creation of certain structure, which means that mechanistic approach is applied.

The followers of "O theory" – are mostly oriented to the staff training and development, changes of corporation culture and the changes up and down. The characteristics of these theories are presented in Table 1.

Characteristics	"Theory E" (authoritarian style of management)	"Theory O" (democratic style of management)
Changes Goal	Income Rise (economic goals)	The Development of organizational changes
Leadership	Is spread according to the principle up and down	All Links are Involved
The Object of Changes	The Structure and System ("hard" elements)	Organizational structure ("soft" elements)
Changes Planning	Programmed Planned Changes	Spontaneous Changes (the reaction to possibilities which occur)
Changes Motivation	Financial stimulus	The Combination of Different stimulus
The Consultants Part	Consultants apply ready technologies and decisions	Staff Involvement into the decision-making process
According to an approach to organizational changes fulfillment in the system of company management	The Formation of Measures for Organizational Changes in the System of management of higher link of managerial staff	All Management Links Involvement to form the measures concerning organizational changes in the system of company management

Table 1. Theory E and O, Michael Beer and Nytin Norhia (2000)

3.3.3 Kotter's 8-Step Model

Kotter's 8-step change model (date) is a popular framework for successful organizational change implementation that is used in many industries. Kotter's change model emphasized the importance of a holistic approach to change, and the probability of successful implementation of organizational changes is only 30%.

Although employees will see progress, leaders must be prepared to face opposition from within the organization.

The way forward is by formally addressing the opposition and highlighting the contradictions in the resistant idea that the new practice is intended to overcome (Hultman, 2003). Dinesh Venkateswaran (2014) examined the eight steps taken by Kotter to handle change, and he pointed out a variety of problems that occur. In step one, Kotter begins with the formation of a feeling of urgency without mentioning the vision. Dinesh claims that individuals are unlikely to abort the status quo and welcome transition when the future is not guaranteed. He objects that it just produces a 'false urgency' instead of a real urgency' argument. He also pointed out that while phase three talks about an optimistic vision, it is entirely out of the

question appropriate in organizations. However, the theory does not understand that there is no fixed parameter to legitimize a vision. (D. Venkateswaran, 2014) It is also the duty of the leadership to estimate the vision set based on a shared understanding with the coalition team. While it focuses primarily on rolling out your changes everywhere, Kotter's model is essentially a top-down approach. This is likely because much of Kotter's experience came from working with large companies, but it can nevertheless be a problem for companies relying on more collaborative customization. The employees don't have input or the choice to share thoughts before strategic vision creation. Another drawback happens if a stage is skipped or executed erroneously. This influences different advances and leaves the association and venture group to defer or relapse. As a result, there

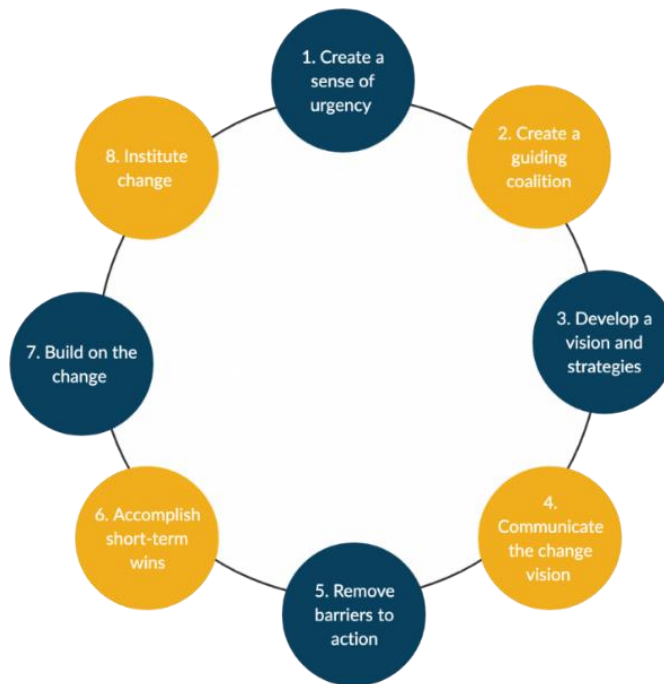could be wasted time and effort (B. J. Galli, 2018).

Figure 2: Kotter`s 8-Step Model (Source: Adapted from Kotter 1996)

3.4 FINDINGS

To date, the theory of organizational change offers a large number of different models of change management that allow you to develop a common ideology and concept of change and are an excellent practical guide. The most exciting and useful is the K. Levin model of changes, the theory of E and the theory O organizational

changes, and Kotter's model. K. Levin's model of changes is one of the first models of organizational change and can be called classical.

Lewin identified three stages of the change process: "defrosting,» movement, "freezing." This model has had a significant impact on the further development of the theory of organizational change. According to some experts, almost all subsequent models are based on the Levin model, detailing the proposed three stages of change..

Theory E and Theory O are two polar approaches to organizational change, representing two different strategies for the process of change. Theory E proceeds from the primacy of financial goals and focuses on their effective achievement, taking into account the company's shareholders' constant pressure. O theory considers an organization a self-developing system and is more focused on the organization's employees' corporate culture, goals, and motivations. The choice of an approach depends on several factors, including:

•the nature and scale of the problem facing the organization,

•the personal characteristics of employees,

•the nature and content of work in the organization,

•the value orientation of management and leadership style.

As mentioned earlier, change management develops from the current state to the desired state. Table 2 shows the overall change process management modelsб their strengths and weaknesses:

Point	Lewin's change management model	Theory E and O of organizational change	Kotter`s change management model
Strength	The model is suitable for cases where a business needs to change dramatically in order to be successful. It also does a great job of spotting hidden bugs that were taken for granted as there are need to analysed every aspect of what you are changing	The choice of an approach depends on several factors, including: the nature and scale of the problem facing the organization; the personal characteristics of employees; the nature and content of work in the organization; the value orientation of management and leadership style	The first few phases of Cotter's theory are fantastic - they set the stage for success by creating a sense of urgency and convincing everyone why change is needed. This gives your team the incentive it needs to implement the change, and enough people are working to implement it, and this should quickly become standard practice

Point	Lewin's change management model	Theory E and O of organizational change	Kotter`s change management model
Weaknesses	Due of the scale of the defrosting process, the Levin model can be difficult and time-consuming to implement, meaning that the use of the model is often only needed for in-depth analysis and overhaul. Massive changes (for which this model is suitable) are fraught with the risk of employee churn, as their workflow will be radically different from the previous one	The model cannot be executed efficiently in a short time or in a short period of time. You will not have the necessary knowledge to evaluate every element of your company, and therefore need to allocate additional time and resources to build an overview and evaluate viable changes	While it focuses primarily on rolling out your changes everywhere, Kotter's model is essentially a top-down approach. This is likely because much of Kotter's experience came from working with large companies, but it can nevertheless be a problem for companies relying on more collaborative customization. Not suitable for a small company
Motivation	Must use organizational incentives that support, not lead the desire for people to make change real	Must use financial incentives that support, not lead the desire for people to make change real.	Must use cultural-organizational incentives that support, not lead the desire for people to make change real
Drivers	Lewin emphasized the importance of preparing individuals for change (unfreezing) and reinforcing the need for change (freezing). Sponsorship would certainly play a part in this.	the internal team, not the consultants, must drive the change. Consultants can assist, guide, and support, but the vertical leadership team must drive the change.	The guiding coalition and volunteer army are important steps in Kotter's process. They both play crucial sponsorship roles.
Approach	Involving the people in the process, allowing them time to shift, and talking to external stakeholders (e.g., employee organizations) if required	Top-down: the employees do not have input or the option to share ideas before strategic vision creation	Top-down: the employees do not have input or the option to share ideas before strategic vision creation
Leadership	Defined as the influence of certain individuals in the group to achieve common goals. A well-planned change process requires defining a vision and motivation	Must be participative top-down, so that the top leaders quickly develop the goals and encourage middle layers of management to adopt them, and middle management works influence upward	Need a strong leadership culture. The leaders need to develop a well-designed plan

Point	Lewin's change management model	Theory E and O of organizational change	Kotter`s change management model
Focus	Except technology which was hardly (unfreezing, discussed, human and strategy were somehow move and act, reflected in those strategies. This signifies that and refreezing) these aspects are main ingredients for all changes before, now and then	Must be on changing the organization design and culture to embrace new methods and thought models, including the successful integration of financial and operations metrics	The model proposes transforming organizations must create an artificial void for establishing a sense of a change to be accepted and driven by the people
Process	Given the absent of technology, changes per se were static. The results of change could thus be predicted; the methods to manage change do not vary, and hence planning has a critical role in the management of change	A combination of planned/programmatic change with opportunistic capture of emergent practices	The need to create short-wins can actually increase the sense of true urgency and actually accomplishing these goals does much to cement the change initiative

Table 2. Strength and weaknesses. Completed by the author on the basis of sources considered

Lewin's model requires deep analysis and process improvements. By uncovering the roots of your methods and completely changing processes and practices where necessary, you can change an organization at a critical time in its life cycle. Lewin's ideas are valuable when analyzing the change process at the start of an initiative. His forcefield analysis and current state/end state discussions are extremely useful tools. However, the model loses its worth when it is confused with the mechanistic approach, and the three steps become 'plan, implement, review'.

Theory E and O of organizational change`s model is suited for those, who want to know how they can change for the better. Having created an overview of how consistent and effective various elements of the company are, there are needed leaders and good employee support. Then proceed to analyze the current situation and develop changes to solve the problem model combines a number of key elements management model of organizational change together in a neat process.

Kotter's theory is great as a checklist, but lacks the necessary actionable instructions to be taken as a step-by-step process. Smaller companies depend much more on cementing every employee as a champion of each change, meaning that there is a need to pay more attention to their feedback. Kotter`s model should be supplemented with other approaches or at least elements of them to make up for its shortcomings. Kotter's eight steps are an excellent starting point for those interested

in making large or small-scale organizational change. The model places most emphasis on getting the early steps right: building coalition and setting the vision rather than later steps of empowerment and consolidation. Change is seen as linear rather than cyclical, which implies that a pre-designed aim.International research by McKinsey shows that 70% of transformations fail. 39% of failures are explained by employees' resistance to changes, 33% by the lack of support for changes from the managers, and only 14% by inadequate resources and other reasons. Thus, the culture of the company is a critical factor in making changes (Shapenko A, Filippova M, 2017).

Many organizations wishing to implement changes effectively should consider transitioning the present system or state to the desired future state, thereby maximizing resources and minimizing time costs, making it profitable for the organization (Hotho, 2008). The following key areas can be considered to ensure its success:

1) An adequate definition of the problem and an assessment of the urgency of the need for change should be made to understand the current situation in the organization and determine what changes are necessary for solving the identified problem.

2) Imagine the desired future state of the organization by creating a realistic picture of the ideal company situation after applying the change and effectively communicate the vision to all participants of the change, and developing effective mechanisms to ensure a smooth transition of changes from the old state to the new state. It also requires a high level of stability in the change process, such as ensuring and coordinating change efforts to achieve organizational goals and objectives.

3) Changes should be made systematically and organized image. Effective transition is essential and should include consideration of effectiveness in the allocation of resources, ensuring that planned changes performed, the person entrusted with the responsibility to manage such change can do it, and make sure that planned changes are coordinated from the top to the lowest level, to all organizations are well aware of the direction of change. Leaders in an organization must initiate change with enthusiasm and serve as role models in addressing change.

4) Effective management of the growth of resistance to change the level of participation of people in the change effort. Leaders play a major role in initiating change and share your vision for change. The higher the resistance level, the more likely it is to be challenging to implement the change. Appropriate strategies should be applied to minimize the degree of resistance.

5) Proactive change management is also an effective means of maximizing flexibility to adapt to changes in the future and can be seen as a creative approach to working with the dynamics of changes. This is possible with the help of the HR Department and all participants.

Conclusion

According to the reviewed material, it should be noted that there is no one ideal specific version of change management. The choice of an approach should be based on consideration of real conditions, as well as on the integration of several models.

Thus, it is necessary to assess the specific situation and the desired result for the correct implementation of changes and learn how to manage changes based on the approaches and models appropriately considered. A unique role is given to the consideration of digitalization processes. All of these models have a unique approach to change management, emphasizing different aspects of the problem. Therefore, these models should be considered in terms of complementarity, not opposites. Because of its complexity, change management requires knowledge of different points of view, differentiation of models, and approaches. The purpose of the article was to contrast these approaches, which allows to see the differences and similarities in the views presented.

The considered theoretical aspects are presented in appropriate sequences, structured at the level necessary for a qualitative understanding of their content. The study of the proposed material will contribute to the formation of a sufficiently complete understanding of the current state of change management. However, it should be recognized that many aspects of change management can be studied from an alternative perspective, which is characteristic of the dynamics of societal development.

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