


Chapter 13

Change Management as a Driver of Long-Term Organizational Viability: Conceptual Review

Emrah Koparan

 <https://orcid.org/0000-0001-9131-9794>

Amasya University, Turkey

ABSTRACT

This study conceptually explores the intricate relationship between change management and sustainability within organizations. In an era marked by rapid global transformation, effectively managing organizational change is essential to achieving sustainability objectives. The study highlights the inevitability of change and its critical role in driving organizational transformation. It examines key aspects such as change processes, types of change, influencing factors, resistance, and strategies to overcome obstacles. Prominent models, including Kurt Lewin's Three-Step Model and the McKinsey 7-S Framework, are analyzed for their contributions to understanding and guiding change initiatives. This conceptual review suggests that successful sustainable transformation requires a planned, systematic, and participatory approach. Crucial elements such as leadership in change, strategic communication, and active employee engagement are identified as fundamental drivers of sustainable organizational success.

INTRODUCTION

The accelerating pace of global change and the growing complexity of contemporary environments require organizations to reconsider not only their internal structures but also the ways in which they engage with external stakeholders and broader societal forces. Technological advancements, digitalization processes, intensifying international competition, escalating climate-related risks, and persistent social inequalities collectively reshape organizational practices while transforming prevailing assumptions about value creation. Within this evolving context, change transcends its former status as an unavoidable condition and emerges as a strategic priority

DOI: 10.4018/979-8-3373-6466-7.ch013

that organizations must consciously orchestrate. Consequently, the capacity to manage change effectively has become essential for cultivating organizational resilience, fostering innovation, and ensuring long-term sustainability.

In recent years, sustainability has undergone a significant conceptual expansion, shifting away from its earlier, predominantly environmental focus. It is now understood as a comprehensive framework that integrates economic performance, social well-being, and governance quality. Rather than representing a single-domain concern, sustainability embodies an interconnected set of principles that range from the responsible management of natural resources to the promotion of social equity and the pursuit of balanced economic development. Embedding these principles into organizational practice demands more than operational refinements; it calls for profound cultural shifts and substantial structural reconfiguration within institutions.

The transition toward sustainability can only be achieved when an organization establishes a clear and coordinated method for managing change. Meeting sustainability objectives requires a thorough reconsideration of current strategies, operational routines, and business models. Guiding this transition demands an approach to change that involves broad participation and strong leadership support. Addressing resistance to change, fostering active employee participation, and internalizing new norms are essential conditions for embedding sustainability at the organizational level.

This study aims to conceptually explore the multifaceted relationship between change management and sustainability. First, it examines the nature, types, and processes of organizational change. Next, it discusses potential sources of resistance to change and corresponding management strategies. It then analyzes organizational change models through well-established theoretical frameworks such as Kurt Lewin's Three-Step Model and the McKinsey 7-S Framework. The study also considers how organizations can guide change in ways that advance sustainable transformation, underlining the importance of leadership, communication, and broad stakeholder participation.

In this regard, the study aims to provide both scholars and practitioners with an integrated view of how change management approaches can be designed to advance sustainability objectives.

THE CONCEPT OF CHANGE

Over time, multiple academic traditions have approached the idea of change from their own vantage points, resulting in varied conceptualizations across contexts. Despite the differences in perspective, one point of consensus prevails: change is inevitable and continuous. It lies at the heart not only of individual life but also of social, organizational, and epistemological structures.

The ancient Greek philosopher Heraclitus laid the philosophical foundation for understanding the nature of change with his famous assertion, "The only constant is change." According to him, everything in the universe is in a perpetual state of flux. He illustrated this idea with the metaphor, "You cannot step into the same river twice," symbolizing the continuous transformation of both individuals and their surroundings. This metaphor still provides a timeless perspective and underscores the ontological nature of change (Russell, 2004).

Change plays a vital role not only at the personal level but also within larger social systems. The socio-economic transformations that accelerated after the Industrial Revolution became increasingly complex with the rise of the information society. Toffler (2008) described this period

30 more pages are available in the full version of this document, which may be purchased using the "Add to Cart" button on the publisher's webpage: www.igi-global.com/chapter/change-management-as-a-driver-of-long-term-organizational-viability/401443

Related Content

Organizational Intervention Plan for Automation SMEs: Case Study Gisitca

José G. Vargas-Hernández and Ángel Daniel Rodríguez Ortega (2018). *Radical Reorganization of Existing Work Structures Through Digitalization* (pp. 75-96).

www.irma-international.org/chapter/organizational-intervention-plan-for-automation-smes/191428

Mitigating Deviant Workplace Behavior Risk Through Ethical Leadership Communication: Promoting Employee Voice Behaviors

Stephanie N. Suerth (2025). *International Journal of Responsible Leadership and Ethical Decision-Making* (pp. 1-18).

www.irma-international.org/article/mitigating-deviant-workplace-behavior-risk-through-ethical-leadership-communication/378874

Following Through the Good and the Bad?: Building a Positive Change Culture With Authentic Followers

Joseph Crawford, Sarah M. Young and Matthew Wayne Knox (2022). *Leadership and Followership in an Organizational Change Context* (pp. 242-271).

www.irma-international.org/chapter/following-through-the-good-and-the-bad/287648

Embracing Organizational Trauma: Positive Effects of Death Experiences on Organizational Culture – Three Short Case Studies

Mike Szymanski and Erik Schindler (2017). *Organizational Culture and Behavior: Concepts, Methodologies, Tools, and Applications* (pp. 1526-1542).

www.irma-international.org/chapter/embracing-organizational-trauma/177639

The New Marketing Realities and the Major Marketing Forces: Strategies and Initiatives

Pratap Chandra Mandal (2023). *Journal of Business Ecosystems* (pp. 1-14).

www.irma-international.org/article/the-new-marketing-realities-and-the-major-marketing-forces/320484