


**THE ASCENDENCY OF THE PARADIGM SHIFT FROM ORGANIZATIONAL CHANGE MANAGEMENT TO CHANGE AGILITY**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 31 January 2023</p> <p><b>Accepted</b> 27 March 2023</p> <p><b>Keywords:</b></p> <p>Organizational Agility; Change Management; Change Leadership; Innovation; Change Agility; Change Models.</p> <div data-bbox="172 1064 478 1299" style="text-align: center;">  </div>	<p><b>Purpose:</b> Change can be bewildering, alarming, exhausting and risky but at the same time efficacious, productive, beneficial, and salutary. In the current, ever evolving work dynamics, change is the only constant. So, managing change is very important when it comes to any organisation. It is an inevitable process for both individuals and organizations. The main purpose of this study is to understand and analyze the impact of organizational agility in change management process for a successful transition.</p> <p><b>Theoretical Framework:</b> To keep pace with the demands of ever-changing technology, competition, and other socio-economic factors, it has become very important for organizations to act with agility when a change occurs. Moreover because of the current competitive trends, the main shift can be seen towards the agile paradigm. In our current expeditious work environment, it has become difficult to adopt and function with an existing change model with many steps.</p> <p><b>Design/Methodology/Approach:</b> Secondary data analysis method is used, which involves a thorough exploratory search of existing data available at varied sources. For the review and evaluation, content analysis was carried out for 115 manuscripts to exclude the irrelevant ones. But after applying inclusion and exclusion criteria 62 papers were selected and analysed, considering time frame, objectives, and related information.</p> <p><b>Findings:</b> Organizational agility helps in undertaking change in a faster way as it equips employees with required knowledge and skills to efficaciously navigate change, adapting them to thrive in rapid changing environment. Organizational change agility is the unification of organizational operations, attributes and employees using advanced technology.</p> <p><b>Research, Practical and Social Implications:</b> The study identifies the importance of agility in change management for a successful transition in any organizations. Though change management is a well-studied subject, the success rate of any change process remains low. Incorporating agility can help in overcoming many crucial problems faced by organizations due to its flexibility, transparency, speed, and proper training.</p> <p><b>Originality / Value:</b> This study is an inventive attempt to enhance the management practices in relation to change management of organizations, by incorporating agility factor. The findings may help and encourage organizations to consider these agility components and variables while adopting any transformation model for a successful change.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i4.1151">https://doi.org/10.26668/businessreview/2023.v8i4.1151</a></p>

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## A ASCENDÊNCIA DO PARADIGMA MUDA DO GERENCIAMENTO DE MUDANÇAS ORGANIZACIONAIS PARA A AGILIDADE DAS MUDANÇAS

### RESUMO

**Objetivo:** A mudança pode ser desconcertante, alarmante, exaustiva e arriscada, mas ao mesmo tempo eficaz, produtiva, benéfica e salutar. Na atual dinâmica de trabalho em constante evolução, a mudança é a única constante. Portanto, gerenciar mudanças é muito importante quando se trata de qualquer organização. É um processo inevitável para indivíduos e organizações. O principal objetivo deste estudo é compreender e analisar o impacto da agilidade organizacional no processo de gerenciamento de alterações para uma transição bem-sucedida.

**Estrutura teórica:** para acompanhar as demandas de tecnologia em constante mudança, concorrência e outros fatores socioeconômicos, tornou-se muito importante para as organizações agir com agilidade quando ocorre uma mudança. Além disso, devido às atuais tendências competitivas, a principal mudança pode ser vista em direção ao paradigma ágil. Em nosso atual ambiente de trabalho rápido, tornou-se difícil adotar e funcionar com um modelo de alteração existente com várias etapas.

**Projeto/Metodologia/Abordagem:** É utilizado o método de análise de dados secundários, que envolve uma pesquisa exploratória minuciosa dos dados existentes disponíveis em fontes variadas. Para a revisão e avaliação, foi realizada análise de conteúdo de 115 manuscritos para excluir os irrelevantes. Mas após a aplicação dos critérios de inclusão e exclusão, 62 artigos foram selecionados e analisados, considerando prazos, objetivos e informações relacionadas.

**Descobertas:** A agilidade organizacional ajuda a realizar mudanças de forma mais rápida, pois equipe os funcionários com o conhecimento e as habilidades necessárias para navegar pelas mudanças com eficiência, adaptando-os para prosperar em um ambiente em rápida mudança. A agilidade da mudança organizacional é a unificação de operações organizacionais, atributos e funcionários usando tecnologia avançada.

**Pesquisa, Implicações Práticas e Sociais:** O estudo identifica a importância da agilidade na gestão da mudança para uma transição bem sucedida em qualquer organização. Embora o gerenciamento de mudanças seja um assunto bem estudado, a taxa de sucesso de qualquer processo de mudança permanece baixa. Incorporar a agilidade pode ajudar a superar muitos problemas cruciais enfrentados pelas organizações devido à sua flexibilidade, transparência, velocidade e treinamento adequado.

**Originalidade / Valor:** Este estudo é uma tentativa inventiva de melhorar as práticas de gestão em relação à gestão de mudança das organizações, incorporando o fator de agilidade. As descobertas podem ajudar e incentivar as organizações a considerar esses componentes e variáveis de agilidade enquanto adotam qualquer modelo de transformação para uma mudança bem-sucedida.

**Palavras-chave:** Agilidade Organizacional, Gerenciamento de Mudanças, Liderança de Mudanças, Inovação, Agilidade de Mudanças, Modelos de Mudanças.

## LA ASCENDENCIA DEL CAMBIO DE PARADIGMA DE LA GESTIÓN DEL CAMBIO ORGANIZACIONAL AL CAMBIO DE AGILIDAD

### RESUMEN

**Propósito:** El cambio puede ser desconcertante, alarmante, agotador y arriesgado, pero al mismo tiempo eficaz, productivo, beneficioso y saludable. En la dinámica de trabajo actual, en constante evolución, el cambio es la única constante. Por lo tanto, la gestión del cambio es muy importante cuando se trata de cualquier organización. Es un proceso inevitable tanto para los individuos como para las organizaciones. El objetivo principal de este estudio es comprender y analizar el impacto de la agilidad organizacional en el proceso de gestión del cambio para una transición exitosa.

**Marco Teórico:** Para mantenerse al día con las demandas de tecnología en constante cambio, competencia y otros factores socioeconómicos, se ha vuelto muy importante que las organizaciones actúen con agilidad cuando se produce un cambio. Además, debido a las tendencias competitivas actuales, el principal cambio se puede ver hacia el paradigma ágil. En nuestro actual entorno de trabajo expedito, se ha vuelto difícil adoptar y funcionar con un modelo de cambio existente con muchos pasos.

**Diseño/Metodología/Enfoque:** Se utiliza el método de análisis de datos secundarios, que implica una búsqueda exploratoria exhaustiva de los datos existentes disponibles en diversas fuentes. Para la revisión y evaluación se realizó un análisis de contenido de 115 manuscritos para excluir los irrelevantes. Pero después de aplicar los criterios de inclusión y exclusión, se seleccionaron y analizaron 62 artículos, considerando el marco temporal, los objetivos y la información relacionada.

**Hallazgos:** La agilidad organizacional ayuda a emprender el cambio de una manera más rápida, ya que equipa a los empleados con los conocimientos y habilidades necesarios para navegar con eficacia el cambio, adaptándolos

para prosperar en un entorno de cambio rápido. La agilidad del cambio organizacional es la unificación de las operaciones, atributos y empleados de la organización mediante el uso de tecnología avanzada.

**Investigación, Implicaciones Prácticas y Sociales:** El estudio identifica la importancia de la agilidad en la gestión del cambio para una transición exitosa en cualquier organización. Aunque la gestión del cambio es un tema bien estudiado, la tasa de éxito de cualquier proceso de cambio sigue siendo baja. La incorporación de la agilidad puede ayudar a superar muchos problemas cruciales que enfrentan las organizaciones debido a su flexibilidad, transparencia, velocidad y capacitación adecuada.

**Originalidad / Valor:** Este estudio es un intento inventivo de mejorar las prácticas de gestión en relación con la gestión del cambio de las organizaciones, mediante la incorporación del factor de agilidad. Los hallazgos pueden ayudar y alentar a las organizaciones a considerar estos componentes y variables de agilidad mientras adoptan cualquier modelo de transformación para un cambio exitoso.

**Palabras clave:** Agilidad Organizacional, Gestión del cambio, Liderazgo del Cambio, Innovación, Agilidad del Cambio, Modelos de Cambio.

## INTRODUCTION

“Change Management” is a systematic approach of dealing a company’s transition or transformation for achieving its goal whereas “Change Agility” is the competency to recognize and grab opportunities for competitive advantage (McKinsey, 2015). Currently, organizations encounter more changes than before (Conner, 1992). Organizational agility has been much understudied as it doesn’t fit into our pre-existing concepts and models. So, it is important to understand the need to integrate the agility concept to existing change models for a better efficacy, having a paradigm shift from change management to change agility. Though the topic change management is well studied and intensively discussed, the successful ratio of any applied change is below 30%. As per Harvard’s Business Review 70% of all changes fail (Managing Change and Transition, 2003). When it comes to change, due to unexpected and unavoidable circumstances like pandemic, it is very important to have a paradigm shift from change management to change agility.

Prior systematic research and literature reviews indicates that the organizational agility and change management deals with operational and organizational aspects of transition. However, there isn’t enough information regarding the strategic aspect of change as well as its positive outcome when you incorporate agility to change. With the valuable knowledge offered by all prior studies, an attempt has been made here to compile the characteristics of both agility and change to make a conceptual model of change agility. This is done to understand and guide researchers and business leaders to handle the transition in a proper and successful way during change. In general, a comprehensive conceptual framework has been derived to close the gaps found in prior studies. Such comprehensive conceptualizations are beneficial to formulate the knowledge about a subject of interest in a meaningful way (Doty and Glick 1994) and hypothesize about the differences and similarities between concepts (Beaulieu et al., 2005).

The main objective of this paper is to (a) analyse the effect of organizational agility in management in an organization and (b) to analyse the effect of shifting from organizational change management to change agility. After analysing the existing papers, a gap in the literature was found connecting agility and change management for a successful transition or transformation.

## LITERATURE REVIEW

Organizational change differs as per organizational rules and vision. Various types of organizational changes are identified as per their differences in organizational functions, members, leadership, leader's role, and resources apportioned ([Huber, et al., 1993](#)). The changes can be of local, continuous, evolutionary, episodic, radical, and aspiring ([Porras and Silvers, 1991](#); [Romanelli and Tushman, 1994](#)). Change models are theories, concepts and methodologies that provide a pathway to the organizational change.

The foundation of change management was paved in 1940's with the work of [Kurt Lewin, 1947](#)). Though Lewin's model was developed on early 1940's it still holds importance today and is considered as the foundation for many models. His model is very simple and is basically based on three stages; unfreezing, change and freezing and gives attention to the importance of the interdependence of departments in an organization. Another much adopted and appreciated change model by many organizations is "eight step change model" by [John Kotter \(Leading Change, 2014\)](#). It is an easy step by step model, which takes you through the entire process of change, starting from analyzing and planning, to managing and sustaining change in eight steps. This model emphasis more on employee involvement and acceptance. Kotter's model discusses about changes, more in depth and it provides a clear description and guidance to entire process.

The ADKAR model by ([Jeff Hiatt \(Jan 2006\)](#)) is another model which has been developed after studying change patterns of 700 organizations from 59 nations. This model is a 5-step relevant tangible framework that is goal oriented or outcome oriented and shows an easy and holistic way of handling change. ADKAR model helps in dealing with the people aspect of change management, thus aiming to reduce resistance. The main steps of this model are awareness, desire, knowledge, ability and re enforcement. In organizational change management studies, it mainly focusses on flexible changes that occurs incessantly ([Kraatz and Zajac, 1996](#)) and the radical change for any amelioration can be revolutionary ([Gersick, 1991](#); [Romanelli and Tushman, 1994](#)). An agile environment is what an organization requires during

this revolution, as it can be rapid and unplanned with a lot of uncertainties. So even the existing studies implies on change agility in some processes though it has not been studied or researched much.

As per [Kippenberger, T. \(2000\)](#), there are two change theories. Theory E and Theory O, where Theory E stands for monetary worth, which is the hard approach. Theory O is the soft approach mainly used in case of organizational or employee level. Theory E mainly aims at maximizing shareholder value, and it manages change from top to bottom. In this, the consultants analyze problems and design solutions. Employees are mostly motivated through financial incentives. The main goal of Theory O is to generate organizational competencies and embolden employee engagement.

Intending to identify the “fly or die” state of a change process it is important to study the DICE factors ([Harold L. Sirkin, Keenam, P. & Jackson, A., 2005](#)) which stands for duration integrity, commitment, and effort. These factors determine the future of change and main potential of it as it initiates a real two-way communication at multiple level and gives emphasis to duration. The main frameworks of organizational changes are functional, organizational, procession and socio-cultural ([Tim M. Lowder, 2009](#)). He had suggested that a change controller must take on multifaceted archetypal aspect which is inclusive of both technical and employee approach to instill a flexible work environment to determine triumphant execution.

At the elemental stage, organizational agility is divaricated into two segments, flexibility, and adaptability ([Holsapple & Li, 2008](#); [Highsmith, 2010](#)) and there is no quintessential formula for developing an agile firm in a concrete way ([Alzoubi, 2011](#)). The constantly changing technologies and global competitions have made agility a business imperative for the survival of organizations and it is more of the significance of fetching than just surviving ([Alzoubi, et al, 2011](#); [Williams, Worley & Lawler, 2013](#)) Agility integrates processes, characteristics, people, and culture of an organization to sustain with significance. Agility is turning globally significant but decisions in relation to it should be made as per organization’s position in the market ([Doz and Kosonen, 2008](#)). McKinsey’s 7-S framework ([Robert H. Waterman, Jr. and Tom Peters, 1980](#)) mainly considers seven elements for the organizational change such as: strategy, structure, systems, shared values, skills, style and staff. It helps in analyzing the current state of your organization and helps in facilitating an organizational change and implementing new strategies. But this model is very time consuming as it requires organizations to do a lot of prior research and makes it difficult for rapid change situations.

William Bridges transition model ([Managing transitions, 1991](#)) emphasis more on transition rather than change, while [Kubler -Ross grief model \(1969\)](#) consists of five stages of grief, depicting different levels of emotions. Bridge model highlights three stages of transition while a change happens; Ending or letting go stage, the neutral zone, and the new beginnings. This model only deals with how to guide employees skillfully and compassionately while a change occurs, intending to reduce resistance. Kubler-Ross model is mainly used while downsizing where it is significant to work with empathy. Both these models are just a part of the change process and is incomplete on its own. These models cannot be used in all types of changes as well.

### **Theoretical Background: Nature, Purpose, Pattern of Change and Agility Change Management: Nature, Approach and its Interlinks**

Change Management is a methodical approach of handling transition or transformation of an organizational goal, procedures, and technologies. It is a collective term for all approaches to prepare, plan, analyze, implement and review plans helping employees, teams, and organization for achieving goals. As per Harvard's Business Review 70% of all change initiatives fail ([Managing change and transition, 2003](#)).

There are both internal and external forces that lead to change. Internal forces are mainly due to change in management, continual corporate revamping, coalitions, obtainment, mergers, joint ventures, strategic partnerships, and divestitures - Shifting demographics or career ownership responsibility. Other important forces are Re-engineering and newer technology, Cost Cutting, competitive innovation, Shortages of talent and downsizing, decentralization, and growing stake holder drive. Main external forces what leads to a change in organization are socio-economic, demographic, environmental, constitutional, governmental, and competing strength. Change types also differs as per influencing factors. As per circumstances, changes can be inconstant, incremental, continual, and unevenly gradational or continuous. Inconstant changes are mainly due to unanticipated changes in strategies, structures, or cultural difference or because of all three ([Grundy, 1993](#)). This can be due major internal issues or external shock. As it does not involve any continuous change processes, it is believed to be cost effective. Whereas, on contrary agile organizations proposes continuous changes and upgradations. It helps in keeping up with the expeditiously changing environment. In incremental change, a part of an organization deals with one problem or one objective separately ([Burnes, 2004](#)). The

smooth incremental change occurs in a slow and systematic way, whereas in unevenly incremental change, the relative peacefulness is accelerated by the speed of change.

As per change type, organizations chose different types of approaches, such as, planned, emergent, contingency, and choice. Mostly used approaches are planned and emergent. Planned approach explains the different stages through which an organization undergoes to achieve a desirable state from an unsatisfactory state ([Eldord II and Tippet, 2002](#)). This approach explains the entire processes of change and proposes of discarding previous behaviour, processes, culture, and structures before adopting a new behaviour or approach. This approach had been adopted to work with Lewin's three step model. Although this model was held to be highly effective, it had some shortcomings too as it is impractical in expeditious transformational changes ([Burnes, 2004](#); [Senior, 2002](#)). Another issue with a planned approach is that it is mainly for organizations that work under unchanging state as it is completely pre-planned ([Bamford and Forrester, 2003](#)). So, this approach can't handle any change situation due to crisis. Emergent approach explains change as a continual and flexible course, adapting to the dynamic and uncertain situations of change. This emergent approach forms the foundation for change agility as it works on the same principle.

[Michael E. Porter's \(1979\)](#) five forces mainly focus on industrial challenges, new entrants, power of suppliers, power of customers and threat because of substitute products. This model can be used in strategic business management to uplift competitive dominance, as it mostly measures competition potency, appeal, and advantage of an organization or industry. Though Porter's Five Forces model is widely adopted by many organizations, it is not free from drawbacks. This model is mainly for short term changes and companies that aren't heavily impacted by all "five forces" of this model makes the "five force assessment" impractical. This assessment is difficult to apply in individual company as the framework is designed for broad industries.

Change management is interlinked with organizational development, which is interdisciplinary, which includes Sociology, Psychology, Communication, Cultural Anthropology, Economics, Political Science and Neuro leadership. So, any changes to be made should be interdisciplinary creating something across the boundaries. As it deals with the realms of different disciplines, managing a change is very complex and thus it often results in failure. Change can be unplanned and unpredictable like in pandemic times. But these can have a tremendous impact on community and government ([Susanto, Y., Gunadi, Wicaksono, A.,](#)

[Murliasari, R., & Sampe, F. \(2022\)](#) and most of the challenges are mitigated through emotional resilience and crisis management ([Marirajan Murugan, & Natarajan, P. M., 2022](#)).

### **Organizational Change Agility**

Change Agility is not something which can be analyzed, planned, and executed overnight. Though agility emphasis on the time taken by an organization to analyze, develop and implement a plan, it starts with sensing a need and preparing the employees for the change by employee training and planning. Currently, it is one of the most discussed business concepts and as per consultants like McKinsey, change agility is the potentiality to recognize and seize opportunities for competitive advantage. [Meinhardt et al. \(2018\)](#) affirms about the major effect of a progressively potent business domain that proposes agility as a differentiation strategy. Prior academic research on organizational agility confirms a positive effect on its performances ([Inman et al. 2011](#); [Vickery et al. 2010](#)). Agile organizations generate 37% more revenue and 30% more profit than non-agile companies ([Glenn 2009](#); [Wang et al, 2014](#)).

Though the key factor to be considered while developing agility is the responding time to strategic opportunities found, it's not an unplanned or instant process. The main constituents for agility are employee training and short interval reviews, planning in coordination with risk management, iterative project management practices, technological leverage, and proper communication with employees irrespective of hierarchy and their active involvement.

[Vokurk and Fliedner \(1998\)](#) defines agility as the capability to supply competitive and superior products with brief preparedness in differing magnitude. Furthermore, this supports the perspective of [Goldman, Nagel, and Preiss \(1995\)](#) that agility has different aspects and to look over agility is an endless quest. Leadership and management hold a great role in agile transformation and is the critical success factor ([Ebrahim et al. 2018](#)). The inadequacy in leadership and management along with unclear vision and implementation model can form major obstacles in realizing organizational agility ([Ahlback et al. 2017](#))

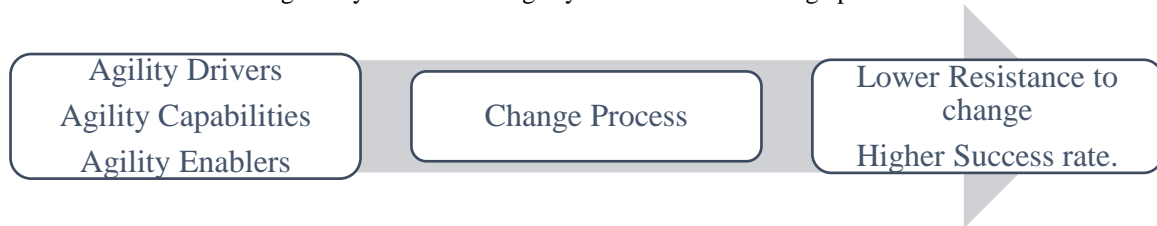
Agility consists of an assemblage of aspects ([Sarker et al, 2009](#)), but lacks ambiguity on the compilation. [Zhang and Sharifi \(2000\)](#) suggests that even similar type of organizations faces different types of conflicts. Mix of competencies needed is heterogenous as per change level. It shows there is a necessity to reanalyze the main fundamental elements of organizational agility. The small companies seem to stabilize faster than big conglomerates. [Glenn \(2009\)](#) describes three traits of the agile organization as innovation, guidance, and consistency in



execution. [Kidd \(1994\)](#) suggest a connection between agility and innovation, explaining innovative capability as the main antecedent for competitive advantage in an organization.

Change drives more change. But while introducing any change, stopping current operations can be fatal. So, while implementing any change management model it should not bring any hindrance to current operations.

Fig1: Key elements of Agility associated with change process

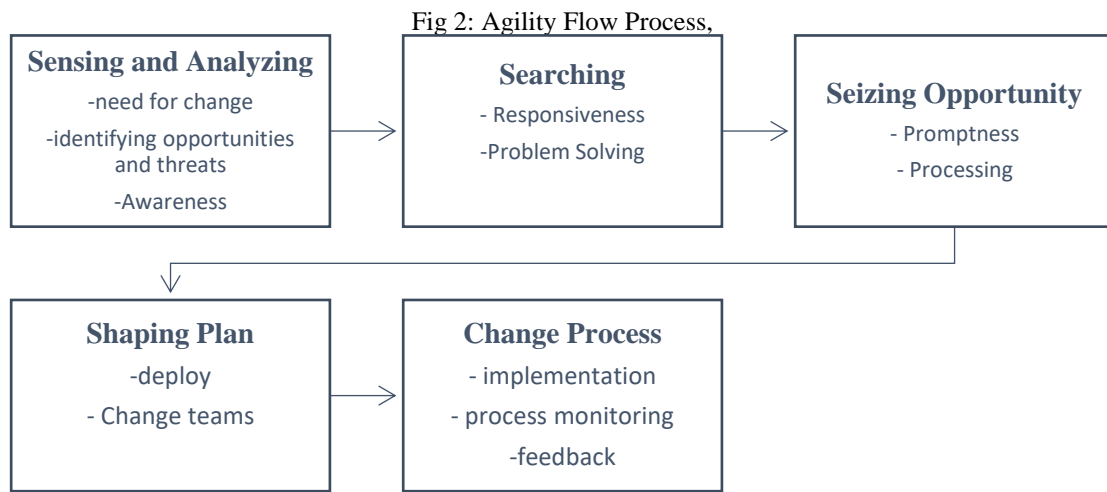


Source: Prepared by the authors (2022)

The empirical study done by [Sharifi and Zhang \(1999-2000\)](#) explains about a concept with three interlinked core areas of agility: drivers, enablers, and dimensions. Agility drivers can be both internal and external drivers. Internal drivers are executive board, organization size and work process, while external drivers are technical developments, roaring trade, and socio-economic demands. Agility drivers are the driving force that helps organizations to respond to change effectively and rapidly to attain sustained success.

Agility capabilities are the abilities required to react to a change such as speed, responsiveness, nimbleness, and flexibility. It is explained as the imperative competencies required by an organization to emphatically proceed with any transitions for having its dominance ([Zhang and Sharifi, 2000](#)). Agility Enablers are mainly the technical items, tools or methods which support the development of business at multiple levels. Agility enablers are employed as an advantage ([Nejatian et al., 2018](#)) and enable the comprehension of agility capabilities.

**Agility Flow**



Source: Prepared by the authors (2022)

Change Agility flow shows how an organization responds to change in a step by step systematic and agile way, helping it to thrive through the process. It is designed to help in controlling strategic, personnel and operational changes through methodological steps.

**Types of Changes and Agility Operational Systems**

Change model pattern differs as per the change types. Many internal and external factors can lead to an organizational change. For example, organizational change implementation can be due to organizational restructuring, mergers, acquisitions, succession planning, market instability, technology upgradation or changes, competition, natural and unplanned disasters like pandemic and many others. Depending on the causes of change, it can be either reactive or proactive. The change can occur in different levels- individual employee level, team level and organizational level.

Fig 3: Types of Changes

Organisational	Transformational	Personnel	Unplanned	Remedial
<ul style="list-style-type: none"> <li>•re structuring</li> <li>•large scale</li> </ul>	<ul style="list-style-type: none"> <li>•Structural</li> <li>•quantum change</li> </ul>	<ul style="list-style-type: none"> <li>•Mass hiring &amp; layoffs</li> <li>•lack of talents</li> </ul>	<ul style="list-style-type: none"> <li>•natural disasters</li> <li>•unpredicted</li> <li>•pandemic</li> </ul>	<ul style="list-style-type: none"> <li>•Reactionary</li> <li>•Performance oriented</li> </ul>

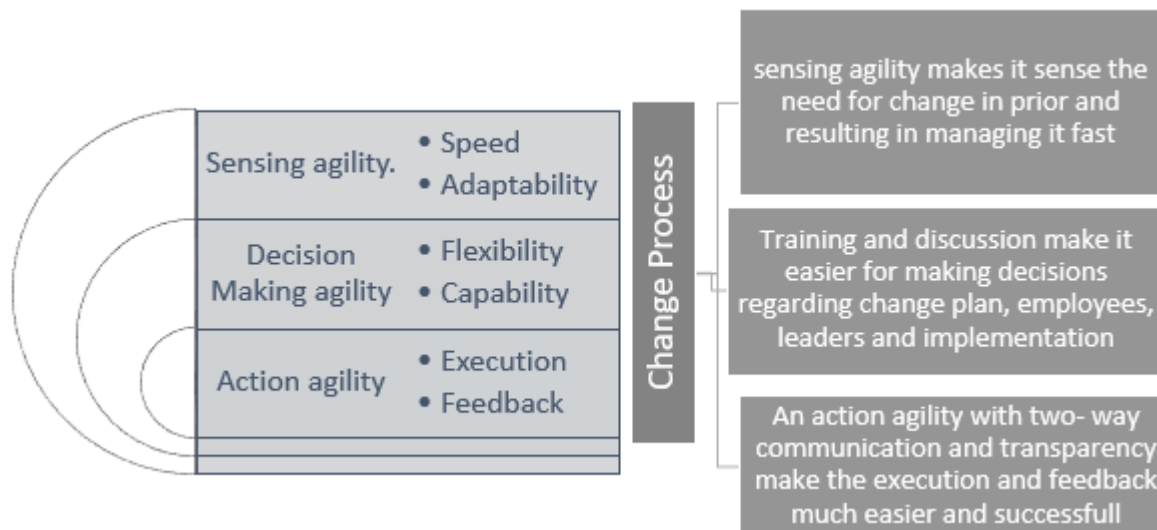
Source: Prepared by the authors (2022)

So, as per the above reasons, changes can be classified as organizational, transformational, personnel, unplanned and remedial. Irrespective of the type of changes, agility operational systems mainly focus of four elements – Time, Leadership, Collaborative work mode and Strategy development. As agility is a continuous process, it keeps employees well trained and ready for changes.

### Conceptual Model of Change Agility

The conceptual model of change agility helps in improving its comprehensibility, creating a better understanding in incorporating it, to the current change model of an organization. As per the compiled and categorized data in relation to change management and agility, the key findings have been compiled to develop a holistic conceptual model. This focus mainly on the relationships and interdependencies of all variables integrated together. The main elements to be considered for a paradigm shift to change agility are innovation, empowerment, vision, and strategies, change type, communication, structural fluidity, and tolerance for ambiguity.

Fig 4: Conceptual model of agility integrated change process,



Source: prepared by the authors (2022)

In Sensing agility phase, it helps in sensing the upcoming opportunities and acting up on it. Decision making agility helps in understanding the capability and current positioning of an organization. And finally in Acting Agility phase, the selected change model is executed, and feedbacks are collected. The dependent variables are the outcome of change management process, such as, increased employee motivation, morale, organisational performance, and

productivity, leading to competitive advantage, better ROI and low attrition rate. Incorporating these key elements with the change management model can bring out better responsiveness from the employees due to its two-way communication and flexibility resulting in less resistance and higher success rate. So, the conceptual change agility model can provide leaders with a structured framework making it easy to implement and monitor.

## **MATERIAL AND METHODOLOGY**

Secondary data analysis method is used, which involves a thorough exploratory search of existing data available at varied sources. A wide range of published research articles and papers were reviewed to study the existing models and processes of the concept: change management and organizational agility. “Multiple exclusion” criteria is used to filter data as per relevance. As per methodological inclusive criteria, the search has included works with both qualitative and quantitative research methods ([Petticrew and Roberts, 2006](#)).

For the review and evaluation, content analysis was carried out for 115 manuscripts to exclude the irrelevant ones. But after applying inclusion and exclusion criteria 62 papers were selected and analysed, considering time frame, objectives, and related information.

### **Data Analysis**

A methodical way of data analysis assures absoluteness and intersubjective decipherability of the results and is the final stage in the SLR operations. Studies have been done in chronological order and for a descriptive analysis following variables have been considered: year of publication, author, subject relevance, research methodology, field of study, and objectives. For the advancement of a comprehensible analytical inception, concept advancement phases have been followed as per [Podsakoff et al. \(2016\)](#). This requires a clear methodological procedure: Starting with a comprehensive literature review, then deriving main elements of the concept and lastly integrating all the elements to develop conceptual model or framework ([Podsakoff et al. 2016](#)). An adaptable reasoning array ([Finfgeld-Connet, 2013](#)) have been dogmatically framed to summarise literature reviews and to lay out a detailed analysis ([Fisch and Block, 2018](#)).

## RESULTS AND DISCUSSION

### Descriptive data analysis

Among the publications reviewed and analysed, Change Management articles are approximately 82% whereas organizational agility constitutes 17% and articles combining both the concept seems to be very less (less than 1%). Most of the articles are based on studies conducted on these topics independently. So, it gives less possibilities for any comparative analysis based to available literature.

The first recognizable work on change management was published in 1947 and agility was published in 1994. Theoretical – conceptual studies constitute the main part of the previous research. It mainly constitutes of quantitative research, case studies and mixed method research design. Most of the articles are either about change management or organizational agility not the combination of both. Research on agility enablers constitutes less than 20%. Most of the reviewed articles were not geographic specific. Majority of the “change management” papers available are related to IT and banking industries as they keep upgrading as per market demand.

## CONCLUSION

Though different change models are already available and implemented globally it is hard to find organizational agility incorporated to any models. Due to different shortcomings of current change models most companies tried to do it combining two or three models which in turn consumes a lot of time. In most of the cases, transparency is less, and lack of downward communication creates a lot of insecurities among employees creating a problem with employee retention. So, it is very important to assimilate organizational agility and change management for better transparency and efficacy for enhanced productivity leading to competitive advantage. Though variables of the conceptual change agility model are not new, the framework made by integrating it with existing change models appear to be more responsive in change processes. Though the agile transformation style may vary as per the organization type, vision or change type the conceptual model may help managers or leaders to lead their companies towards great success with change agility.

As the study is carried out using secondary data analysis, it is difficult to ascertain the accuracy and reliability of sources. Measuring the authenticity and quality of the existing literature is very challenging. Though change management is an old subject, change agility is relatively a new topic, making it difficult to find data. This study suggests further research works to empirically test the conceptual frameworks that have been developed. Further studies

can be done on how agility influence the current change models of organizations or its effect on change process success rate. Future studies can also analyse and test regarding the transitional models and its effectiveness regarding employee performance and productivity. It can also gain an in-depth understanding of the antecedents of strategic change agility by integrating other relevant factors (eg: dynamic capabilities) and expanding it to other important theoretical constructs

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