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John Jango

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Leadership and management of change: introduction to navigating organisational change

John Jango

Graduate School of Business (GSB),
University of Zambia,
Lusaka, Zambia
Email: johnjango@yahoo.co.uk

Abstract: This literature review provides a comprehensive analysis of current research and scholarly articles pertaining to change leadership and management (Van Dijk, 2009). It explores various concepts, theories, and best practices relevant to organisational change. Effective change leadership and management are highlighted as essential for successfully navigating complex and challenging changes (Jones, 2013). The review delves into theoretical frameworks and models designed to guide the understanding and implementation of change (Jacobs, 2016). These conceptual tools offer valuable insights for practitioners and academics in analysing, planning, and executing change initiatives. Furthermore, this literature review contributes to a deeper understanding of change leadership and management concepts, theories, and best practices (Errida, 2021). It offers valuable perspectives for ongoing research projects and practical applications in the field. By synthesising existing knowledge, this review aims to inspire and inform individuals engaged in change leadership and management, fostering greater success in organisational transformations.

Keywords: change leadership; change management; organisational change; transformational leadership; change theories; change models; change strategies.

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Biographical notes: John Jango has an experience in computers and networks engineering, business management and corporate governance. He is an organisational change practitioner with five years of expertise in change management strategies, leadership in organisational transformation.

1 Introduction

The primary aim of this manuscript is to conduct a thorough and comprehensive analysis of existing research and academic articles concerning change management and leadership. This manuscript seeks to explore the concepts, theories, and best practices related to change leadership and change management within the context of organisational change by synthesising these sources (Sensuse, 2020).

Within the literature, effective change leadership and change management are underscored as crucial for successfully navigating and facilitating organisational

transformations (Brown, 2023). It is recognised that change, in any form, can be complex and challenging, necessitating proficient administration and strategic management approaches to achieve desired outcomes (Gill, 2002). The primary purpose of this review is to shed light on the multifaceted nature of change leadership and management and their pivotal roles in driving and sustaining successful organisational change initiatives.

The manuscript also provides a structured and comprehensive analysis of existing research and academic articles pertaining to change management and leadership, specifically within the context of organisational change. In this endeavour, we intend to achieve three key objectives:

- 1 *Conceptual exploration:* Our first objective is to thoroughly explore the foundational concepts, theories, and best practices associated with change leadership and change management. By synthesising these sources (Sensuse, 2020), we seek to establish a solid theoretical foundation for understanding the complexities of change within organisations.
- 2 *Empirical evaluation:* In addition to conceptual exploration, we will critically assess and evaluate secondary data sources that contribute empirical insights to the discourse on change leadership and management. This evaluation is pivotal in substantiating our theoretical findings with real-world evidence and practical examples, thereby enhancing the applicability of our insights.
- 3 *Practical implications:* The comprehensive analysis of existing research and empirical data in the field of change management and leadership yields several practical implications for organisations and practitioners:
 - *Effective leadership development:* The findings underscore the critical role of transformational leadership in driving successful organisational change. Practitioners should prioritise leadership development programs that emphasise visionary thinking, effective communication, and stakeholder engagement to facilitate smooth change processes.
 - *Strategic change management:* Our examination of change management strategies highlights the importance of comprehensive planning, resource allocation, and continuous monitoring. Organisations should adopt a strategic approach to change management, with an emphasis on addressing resistance to change and promoting employee engagement.
 - *Change leadership in curriculum development:* The leadership principles discussed in the manuscript can be applied to curriculum development (Fantazy and Madichie, 2015). Educational leaders in the MENA region may need to champion changes in the curriculum to ensure it meets regional requirements.
 - *Change management in educational institutions:* Change management is often a critical component of introducing new teaching materials and methodologies in educational institutions. When publishers decide to standardise or adapt textbooks, it can require significant changes in the way courses are taught and managed. Faculty members and administrators may need to manage resistance to these changes among both students and staff (Fantazy and Madichie, 2015).

- *Change leadership*: Change leadership is essential when implementing new educational strategies, including the adoption of textbooks. Leaders in educational institutions, such as deans or department heads, play a crucial role in leading and guiding the adoption of new materials. They must provide vision, support, and direction to ensure successful transitions
- *Tailored approaches*: It is evident from our analysis that there is no one-size-fits-all solution to change management and leadership. Organisations should tailor their approaches to change based on the specific context, culture, and challenges they face. Flexibility and adaptability are key.
- *Research-informed practice*: Practitioners and change leaders should stay informed about the latest research in the field. Our analysis emphasises the value of empirical evidence and research-backed strategies in guiding change initiatives. Organisations that integrate research findings into their practices are more likely to achieve successful outcomes.

1.1 Recommendations for further research

In this analysis, we identified areas where further research can contribute to a deeper understanding of change management and leadership:

- *Longitudinal studies*: Future research should consider longitudinal studies to track the long-term impact of change initiatives and the evolving role of leadership in sustaining change over time.
- *Cross-cultural analysis*: Exploring the cultural factors that influence change management and leadership effectiveness in diverse global contexts can provide valuable insights for multinational organisations.
- *Innovative technologies*: With the increasing role of technology in change processes, research into the impact of digital tools and platforms on change management strategies is warranted.
- *Employee-centric approaches*: Investigating strategies to enhance employee engagement and mitigate resistance to change, with a focus on employee well-being, can be a fruitful avenue for research.

The analysis offers actionable insights and recommendations for organisations seeking to enhance their change management and leadership practices. By applying these findings and considering avenues for further research, practitioners and researchers can contribute to more successful and sustainable organisational change initiatives.

Lastly, we aim to draw practical implications from our analysis. By identifying key themes such as theoretical frameworks, leadership's role in driving change, effective change management strategies, and factors influencing change, we will offer actionable insights for practitioners and researchers alike. Our goal is to provide valuable guidance for those engaged in navigating and managing organisational changes.

The manuscript will be structured to align with these objectives. We will begin with a comprehensive exploration of theoretical concepts, followed by an empirical evaluation of secondary data sources. Finally, we will synthesise our findings and draw practical implications to contribute to the field of change leadership and management.

Through this structured approach, we intend to provide a clearer and more coherent narrative for readers, ensuring that they can follow our line of reasoning and understand the objectives we aim to achieve in this manuscript.

The examination encompasses various key themes, including theoretical frameworks and models, the pivotal role of leadership in driving change, effective change management strategies, factors influencing change, challenges, and best practices. These themes have been identified through a comprehensive review of relevant literature.

Additionally, this manuscript delves into the role of leadership in driving change (Abbas, 2010). It scrutinises the characteristics and actions of effective change leaders, focusing on their ability to inspire, motivate, and guide individuals and teams through the change process. Through a review of the literature, this manuscript provides insights into the significance of visionary thinking, effective communication, and stakeholder engagement in successful change management.

Furthermore, the manuscript investigates a range of change management strategies developed to facilitate a smooth transition from the current state to the desired future state (Mwangi, 2017). It explores the importance of comprehensive planning, resource allocation, and continuous monitoring in minimising resistance to change initiatives and maximising their adoption. The manuscript also considers the factors influencing change, such as organisational culture, communication processes, and the attitudes and behaviours of individuals involved.

Throughout the review, the challenges and obstacles commonly encountered in change management and change leadership are addressed (Alavi, 2017). These challenges range from resistance to change to the necessity for effective communication and employee engagement. The manuscript offers recommendations and insights into the most effective approaches for managing these challenges and increasing the likelihood of successful change outcomes.

In conclusion, the findings and insights presented in this literature review contribute to a deeper understanding of change leadership and management concepts, theories, and best practices. They offer valuable perspectives for ongoing research projects and practical applications within the field. By drawing upon the collective wisdom of current literature, this manuscript aims to inform and inspire those involved in change management and change leadership, ultimately promoting greater success in navigating organisational changes.

In addition to examining concepts, theories, and best practices related to change leadership and change management within the context of organisational change, this manuscript explicitly focuses on the evaluation of secondary data sources. The assessment of secondary data plays a pivotal role in providing empirical support and insights to the broader discussion of change leadership and management. Through this evaluation, we aim to analyse and synthesise existing research findings and their relevance to current organisational change initiatives.

2 Background

Companies must undergo organisational change in order to thrive, adapt, and remain competitive in today's rapidly changing business environment (Kotter, 2014). Organisations must be able to effectively lead and manage change initiatives in order to overcome the difficulties and complexities of implementing and maintaining change

(Hinerfeld, 2017). This original copy means to give a complete foundation on the subject of initiative and the executives of progress, explicitly zeroing in on presenting the idea of exploring hierarchical change. Considering change management in the banking sector we can see that it often involves implementing new strategies, technologies, or processes to adapt to evolving economic conditions, regulations, or customer demands. Treasury management is a critical function within banks, and changes in how it is managed can have broader organisational implications (Sabri et al., 2015). Effective change management is essential to ensure that these changes are implemented smoothly and that the bank can adapt to evolving conditions while maintaining regulatory compliance and meeting customer needs.

2.1 The requirement for authoritative change

The need for organisational change is driven by numerous internal and external factors (Brown, 2023). Globalisation has made interconnected advertises and expanded rivalry, expecting associations to be coordinated and receptive to showcase shifts. Innovative headways have upset ventures, requiring variation to new apparatuses, cycles, and plans of action. Organisations must constantly innovate in order to keep up with shifting consumer preferences and market trends. Also, inward factors like hierarchical development, consolidations and acquisitions, and changes in authority might set off the requirement for change (Jones, 2013).

3 Figuring out authority in change

Administration assumes a vital part in driving and working with hierarchical change (Kotter, 2014). According to Burnes (2004), effective leaders communicate the need for change, cultivate a shared vision of the desired future state, and inspire and motivate employees. They have key reasoning abilities to expect market drifts and distinguish potential open doors for development. Powerful correspondence is fundamental in drawing in representatives, tending to worries, and encouraging a need to get going. In addition, leaders must deal with ambiguity and unpredictability, make well-informed choices, and offer direction throughout the change process (Rosen, 2019).

3.1 Change management's role

According to Idogawa (2023), a structured method for planning, implementing, and monitoring change initiatives is known as change management. It provides the framework and procedures for assisting individuals, teams, and organisations in achieving their desired future state. Methodologies for managing change, such as the ADKAR model and the Prosci methodology, provide useful tools and methods for dealing with resistance, effectively communicating, and ensuring the successful implementation of change (Akingbola, 2019).

- Leadership and change management can work together: For an organisation to undergo successful change, leadership and change management must work together (Gill, 2002). According to Burnes (2004), effective change leadership inspires employees and aligns them with the organisation's objectives by providing the vision

and direction for change. However, change management ensures that individuals and teams are supported throughout the transition by providing the framework and procedures for implementing and maintaining change. To ensure the success of change initiatives, leaders and professionals in change management must collaborate and work together (Brown, 2023).

- The provokes and obstructions to change: Organisational change is frequently met with resistance and difficulties. Employees may be reluctant to embrace change due to a lack of understanding of the change rationale, fear of the unknown, or concerns about job security. Cultural barriers like ingrained behaviour and norms can also hamper change initiatives. In order to address these challenges, engage employees, and reduce resistance, effective change leadership and change management strategies are essential (Akingbola, 2019).

3.2 The advantages and results of effective change

Organisations can reap numerous benefits from effective change management and leadership (Kotter, 2014). According to Adil (2014), increased productivity and performance are correlated with employee commitment to the change initiative and increased employee engagement. Companies are able to quickly adapt to changes in the market and take advantage of new opportunities as a result of effective change (Brown, 2023). Effective change execution can prompt an upper hand in the commercial centre, as associations are better prepared to address client issues and beat their opponents. This manuscript's goals are to provide a comprehensive overview of leadership and change management, investigate pertinent theories and models, talk about best practices, and offer practical insights and suggestions for successfully navigating organisational change. This manuscript aims to better comprehend the concepts, theories, and best practices of change leadership and management by combining previously published research and academic articles. It tries to give significant experiences and direction to specialists, scientists, and authoritative pioneers looking to drive fruitful change drives and work with hierarchical changes.

This manuscript provides a solid foundation for the subsequent sections, which will examine specific leadership and change management strategies, frameworks, and practical considerations. It aims to help individuals and organisations navigate the complexities of organisational change and drive successful transformation initiatives with useful insights and advice.

3.3 Purpose of the study

The purpose of this study is to delve deeply into the intricacies of navigating organisational change by thoroughly investigating and examining the realms of leadership and change management. Within this context, the study seeks to explore the various ideas, hypotheses, and best practices that are integral to change administration and change management, and to elucidate their pivotal role in facilitating effective organisational transformations. By conducting an exhaustive analysis of the existing literature, this research aims to furnish invaluable insights and recommendations that can guide future studies and practical applications in this dynamic field.

In particular, this study aspires to achieve the following key objectives:

- *Comprehensive understanding:* To provide a holistic understanding of the concepts of 'change leadership' and 'change management', including their precise definitions, foundational principles, and the underlying theoretical frameworks that inform these domains.
- *Integration of leadership and change management:* To investigate the intricate interplay and integration of leadership and change management within the context of navigating organisational change, accentuating the pivotal role of collaboration and synergy between these two critical facets.
- *Theoretical frameworks and models:* To differentiate and scrutinise the diverse theoretical frameworks and models that has been formulated to guide and elucidate the practices of change leadership and change management.
- *Effective change leadership:* To scrutinise the traits and behaviours exhibited by effective change leaders and to elucidate the pivotal role that leadership plays in propelling and facilitating organisational change.
- *Change management strategies:* To research and analyse various change management strategies, techniques, and tools employed in the planning, execution, and monitoring of change initiatives, taking into consideration their effectiveness and relevance in different organisational settings.
- *Factors influencing change:* To identify the factors that exert influence on change processes, such as organisational culture, communication processes, and employee attitudes, and to explore strategies for addressing these variables to promote successful change outcomes.
- *Challenges and solutions:* To engage in a comprehensive discussion on the challenges and obstacles commonly encountered in the realms of change leadership and change management, while also offering best practices and recommendations for overcoming these hurdles and maximising the likelihood of successful change implementation.
- *Practical insights:* To provide practical insights and recommendations tailored for professionals and organisational leaders involved in change initiatives, grounded in the findings and analysis derived from the extensive literature review.

In essence, the overarching aim of this study is to contribute substantially to the existing body of knowledge pertaining to change leadership and change management. It seeks to accomplish this by furnishing a comprehensive overview of the subject matter and by offering valuable insights that are relevant to both academic researchers and practitioners engaged in the intricate and ever-evolving landscape of organisational change. Through this research, we endeavour to enhance the understanding of the dynamics and nuances associated with change leadership and management, ultimately fostering more effective and successful organisational transformations.

- *Technology adoption and change management:* Managing this change effectively is crucial to ensure a smooth transition and minimise disruptions to job performance.
- *Training and skill development:* Tax agents may need training and skill development programs to effectively use e-filing systems. Change management practices often

include providing training to employees to enhance their competencies with new technologies (Hashim et al., 2022).

- *Resistance to change:* Some tax agents may resist the adoption of e-filing due to concerns or challenges related to technology. Change management strategies may be employed to address and mitigate resistance, facilitating the acceptance of new tools and processes.
- *Organisational culture:* Change management can involve fostering a culture of innovation and adaptation within the organisation to embrace technological changes.
- *Competitive advantage:* Successful adoption of change management agents with a competitive advantage can be employed to position the organisation and its employees for a competitive edge in the market.

4 Methodology

- *Research strategy:* This study employs a rigorous methodology that revolves around conducting an exhaustive literature review of existing research and scholarly articles related to change leadership and change management. The primary aim is to establish a comprehensive foundation of knowledge on these subjects and provide valuable insights for both practitioners and researchers.
- *Data sources identification:* The initial step in our methodology involves the identification of suitable data sources. We will systematically search academic journals, books, conference proceedings, and reputable online databases known for housing relevant literature. To ensure a comprehensive search, we will employ a combination of keywords and search terms closely associated with change administration, change management, organisational change, and related concepts.
- *Inclusion and exclusion criteria:* To maintain the quality and relevance of the collected data, predetermined inclusion and exclusion criteria will be meticulously applied. Only scholarly articles and research papers that have undergone rigorous peer review and have been published within a specific timeframe will be included. Any sources that do not directly pertain to the research topic or fail to meet our stringent quality standards will be excluded.
- *Data extraction:* Once the relevant literature has been identified, the pertinent information and findings from each selected source will be extracted and meticulously organised. This process involves the extraction of critical concepts, theories, frameworks, methodologies, and best practices related to change management and leadership.
- *Data analysis:* Our data analysis is twofold, comprising both conceptual analysis and empirical evaluation.
- *Conceptual analysis:* We initiate the analysis by qualitatively examining the selected articles to identify and categorise key concepts, theories, and best practices in the field of change management and leadership. This phase involves thematic coding and concept mapping to construct a comprehensive theoretical foundation.

- *Empirical evaluation:* Subsequently, we transition to the empirical dimension, focusing on studies and research that offer real-world insights into the practical application of change management and leadership theories. A quantitative analysis of relevant data points, including statistical techniques, will be employed to assess the robustness of empirical findings.
- *Synthesis and implications:* Following the completion of both the conceptual and empirical analyses, we proceed to synthesise the findings. This synthesis aims to provide a holistic view of the current state of knowledge in the field, emphasising overarching themes, challenges, and opportunities within change management and leadership. Practical implications and recommendations derived from this synthesis will cater to the needs of both practitioners and researchers in the realm of organisational change.
- *Limitations and future research:* Recognising the limitations of this literature review, we will delineate and examine areas where research gaps exist. These identified limitations will serve as a springboard for future research directions and studies, ensuring that the body of knowledge continues to evolve and expand.

In essence, this methodological approach strives to offer a comprehensive and well-rounded perspective on change management and leadership within the context of organisational change. By rigorously examining both theoretical and empirical aspects, this study aims to contribute valuable insights that are actionable and pertinent to the field.

5 Findings

- *Role of leadership:* Numerous studies have underscored the pivotal role of leadership in successfully navigating organisational change. Effective leaders provide a clear vision, inspire and motivate employees, and instil a sense of urgency for change. They play a crucial role in communicating the necessity for change, aligning stakeholders, and propelling the change process forward.
- *Importance of change management:* Research consistently emphasises the significance of structured change management frameworks and methodologies in facilitating successful change initiatives. Implementing processes such as planning, communication, stakeholder engagement, and monitoring increases the likelihood of achieving desired change outcomes while minimising resistance.
- *Employee involvement and communication:* Findings highlight the importance of involving employees early in the change process and fostering transparent communication. Employee commitment to change is strengthened when they have opportunities to provide input, express their concerns, and receive training. Effective communication is essential in making transitions smoother.
- *Overcoming resistance:* Resistance to change is a common challenge during change initiatives. Research suggests that leaders and change managers can develop strategies to address and mitigate resistance by understanding its root causes, such as

job security concerns. Involving employees in the process, clear communication, and providing support can aid in overcoming resistance.

- *Need for adaptive leadership:* Managing change often involves navigating complexity and uncertainty. Adaptive leadership, characterised by flexibility, learning from experience, and adjusting strategies accordingly, is crucial for effective change management. Adaptive leaders encourage others to embrace change and make informed decisions in dynamic environments.

6 Limitations

- *Generalisability:* Many studies in the field focus on specific contexts, organisations, or industries, potentially limiting the generalisability of findings. The applicability of research results to different settings should be approached with caution.
- *Methodological limitations:* The use of self-report surveys, case studies, or qualitative interviews in research may introduce biases and limitations. Respondent perceptions and social desirability biases can impact self-report measures. While case studies offer in-depth insights, they may not capture the full complexity of change initiatives in diverse organisational settings.
- *Measurement subjectivity:* Evaluating the effectiveness of change management and leadership can be subjective. Different studies may employ varying measures or models to assess success, making comparisons challenging. Additionally, the interpretation of leadership effectiveness and change outcomes can vary among researchers, practitioners, and stakeholders.
- *Time constraints:* Organisational change is a dynamic process that unfolds over time. However, many research studies are constrained by limited timeframes for data collection and analysis. Longitudinal studies covering the entire change process offer deeper insights but require substantial time and resources.
- *Publication bias:* Positive outcomes and successful change initiatives may receive more attention in published research, potentially leading to publication bias. Negative or unsuccessful results may be underrepresented. Researchers and readers should be cautious of this bias and seek a balanced perspective by considering both published and unpublished sources of information.

Acknowledging these limitations is essential for a nuanced understanding of the research findings and their practical applications. Furthermore, addressing these limitations in future research can contribute to a more comprehensive and accurate understanding of leadership and change management in the context of organisational change.

7 Discussion

This section, comprehensively analyse and interpret the key ideas and insights presented in the manuscript, ‘introduction to navigating organisational change’. Building upon the findings of our literature review, the primary objective is to explore the implications and

practical applications of change leadership and management within the context of organisational change.

The literature review has unequivocally emphasised the critical role of leadership in driving and facilitating organisational change. This primary finding, corroborated by notable scholars such as Kotter (2014), and Burnes (2004), underscores that effective leaders play pivotal roles in change initiatives. They create compelling visions for change, inspire and motivate employees, and instil a sense of urgency. Leadership's importance extends to strategic thinking, effective communication, and adept handling of ambiguity and uncertainty. The literature review leaves no room for doubt that strong leadership is a linchpin for change initiative success.

The literature has placed significant emphasis on the significance of change management in guiding and facilitating organisational change. Change management offers a structured approach encompassing planning, implementation, and monitoring of change initiatives (Burke, 2023). It equips organisations with processes, tools, and strategies to mitigate resistance, manage risks, and ensure the effective adoption of change. It is evident that effectively navigating organisational change necessitates the seamless integration of both change management and leadership.

The discussion delves into the common challenges and obstacles organisations encounter during change initiatives. These hurdles encompass employee resistance, fear of the unknown, lack of buy-in, and cultural barriers. The literature review underlines the importance of change leadership and change management in addressing these challenges and surmounting obstacles to successful change execution (Burke, 2023). We reinforce the notion that leaders and change management professionals can enhance the likelihood of achieving successful change outcomes by fostering employee engagement, encouraging transparent communication, and providing adequate support.

Furthermore, the discussion explores the potential benefits and outcomes of successful change initiatives. Organisations that adeptly lead and manage change often experience amplified employee engagement, heightened performance, enhanced innovation and agility, and a competitive edge in the market. The literature review offers real-world case studies and tangible examples to illustrate how organisations have navigated change successfully and attained positive results.

Culpan and Gursoy (2009) discuss the strategic changes made by multinational corporations (MNCs) in the Turkish automotive industry in response to changing business environments. He provided valuable insights into how MNCs in emerging markets can respond to changing business environments through strategic adjustments and adaptation. These principles align with the core concepts of change management and the role of leadership in guiding organisations through transitions and transformations.

8 Research gaps

Although this literature review has offered valuable insights into the field of leadership and change management, it has also identified specific research gaps that merit further exploration in future studies:

- *Role of emotional intelligence in change leadership:* Although the literature underscores the significance of leadership traits in driving change, further research is needed to explore the role of emotional intelligence in change leadership.

Understanding how leaders' ability to comprehend individuals on a deeper level influences their capacity to navigate and manage emotions during change can provide valuable insights into effective change leadership practices.

- *Management of change and employee resistance:* While the literature acknowledges employee resistance as a common challenge in change drives, a more in-depth examination of strategies to address and overcome resistance is warranted. Future research can delve into how change management approaches can be tailored to address specific types of resistance and enhance employee engagement throughout the change process.
- *Management of change during digital transformation:* With the increasing prevalence of digital change initiatives, there is a need for research specifically focused on change management processes in this context. Exploring the unique challenges and best practices associated with implementing digital changes can offer practical guidance to organisations undergoing digital transformations.
- *Change's long-term sustainability:* Despite many studies concentrating on the initial stages of change implementation, there is a dearth of understanding regarding how organisations can sustain change over time. Investigating the role of leadership, organisational culture, and practices of continuous improvement in long-term change sustainability is essential to discern the factors contributing to ongoing success.
- *Cultural factors in change leadership:* While the literature frequently underscores the importance of considering organisational culture in change initiatives, a more in-depth examination of cultural factors and their impact on change leadership is necessary. Research can explore how leaders can effectively navigate cultural differences and leverage cultural values to facilitate successful change.

Addressing these research gaps can enrich our understanding of leadership and management of change and provide practical insights for organisations and leaders grappling with complex change environments. Future studies can explore these areas to enhance our knowledge and inform evidence-based practices in the field of organisational change.

9 Recommendations

Based on the analysis and findings presented in the manuscript, "Leadership and Management of Change: Prologue to Exploring Organisational Change", we propose the following recommendations to enhance the understanding and application of effective leadership and management practices in driving successful organisational change:

- *Invest in leadership training:* Organisations should prioritise leadership development programs that focus on enhancing leadership competencies and skills within the context of change. This includes nurturing leaders who can effectively communicate a compelling vision, inspire and motivate employees, and navigate the complexities of change. By investing in leadership development, organisations can cultivate a robust leadership pipeline capable of effectively driving and facilitating change initiatives.

- *Cultivate a change-embracing culture:* It is imperative for organisations to foster a culture that welcomes and encourages change. This entails creating a work environment where employees are not only open to change but also actively contribute new ideas and continuously strive for improvement.

Leaders must champion a culture of learning, experimentation, and risk-taking, wherein mistakes are perceived as valuable learning opportunities. By nurturing a culture that embraces change, organisations can cultivate an environment that is more open to change and better equipped to navigate organisational transformations.

- *Emphasise stakeholder engagement and communication:* Effective change initiatives hinge on stakeholder commitment and transparent communication. Organisations should proactively involve key stakeholders, including employees, customers, and partners, throughout the change process. This involves seeking their input, addressing their concerns, and involving them in decision-making. Prioritising regular and open communication ensures that all stakeholders are well-informed about the change and aligned with its objectives.
- *Utilise a systematic change management approach:* To plan, execute, and monitor change initiatives, organisations should adopt a systematic change management approach. This entails leveraging established change management methodologies, frameworks, and tools to effectively manage resistance, mitigate risks, and ensure the successful adoption of change. By implementing a structured change management strategy, organisations can increase the likelihood of achieving desired changes.
- *Foster a culture of continuous learning and improvement:* Given that change is a dynamic and ongoing process, organisations should embrace a mindset of continuous learning and improvement. This involves conducting post-change evaluations to assess the effectiveness of change initiatives and identify areas for enhancement. Lessons learned from each change effort should be documented and shared across the organisation to guide subsequent initiatives. By nurturing a culture of continuous learning and improvement, organisations can enhance their change capabilities and bolster the prospects of successful organisational transformations.

It is crucial for organisations to consider these recommendations within the context of their unique organisational culture, industry dynamics, and specific change challenges. By putting these recommendations into practice, organisations can improve their change leadership and management practices, successfully navigate organisational change, and position themselves for long-term success in today's dynamic business landscape.

10 Conclusions

In conclusion, effective leadership and management of change are imperative for organisations to navigate and thrive in today's constantly evolving business landscape. This manuscript has provided an in-depth exploration of the subject of leadership and management of change, with a particular focus on introducing the concept of navigating organisational change. Through a comprehensive analysis of existing research and scholarly articles, key insights and recommendations have been unveiled.

The literature review has underscored the criticality of having effective leadership and change management for successful organisational transformations. It has elucidated the interplay between leadership and change management, demonstrating how they complement each other to provide the vision, direction, and structure necessary for successful change execution. The review has also identified the challenges and barriers organisations face during change initiatives, underscoring the need for change leadership and change management to address these challenges.

The findings have illuminated several crucial themes and best practices, including the role of leadership in driving change, the importance of change management methodologies, and the integration of leadership and change management in navigating organisational change. Furthermore, the literature review has shed light on the benefits and outcomes of successful change, such as improved performance, heightened employee engagement, and competitive advantages.

However, it is essential to acknowledge the limitations of this research. The literature review may not encompass every possible source, and there may be additional research that could further enhance our understanding of leadership and management of change. Additionally, when implementing the findings and recommendations, it is important to consider the unique context and particulars of each organisation, which may necessitate tailored approaches to leadership and change management.

Future research should focus on addressing the identified research gaps and limitations by exploring diverse organisational contexts, conducting empirical studies, and assessing the long-term impacts of leadership and change management. Case studies and action research should also be employed to test and refine the practical applications of the findings, offering organisations actionable insights for effective change implementation. Effective leadership and management of change are essential for organisations to successfully navigate the complexities of organisational change. By distilling the key concepts, theories, and best practices in this field, organisations can enhance their change capabilities and increase the likelihood of achieving successful outcomes. In an ever-changing business environment, organisations can adapt, thrive, and remain competitive through continuous learning, stakeholder engagement, and a structured approach to change.

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