

The Effectiveness of Change Management Models in Different Industries

Leesi Gabriel Gborogbosi^{1*}, Edwinah Amah²

¹Doctoral Student, Department of Management, University of Port Harcourt, Nigeria

²Department of Management, University of Port Harcourt, Nigeria

***Corresponding Author:** Leesii Gabriel Gborogbosi

Doctoral Student, Department of Management, University of Port Harcourt, Nigeria

Article History

Received: 05.05.2025

Accepted: 10.06.2025

Published: 26.06.2025

Abstract: This conceptual paper evaluates the efficacy of several change management models in various industries, focusing on how these models may be altered to meet the demands and difficulties of diverse sectors. As organizations encounter swift technological developments, changing market conditions, and dynamic workforce, effective change management is vital for successful transitions. The study evaluates the effectiveness of major change management models across industries like healthcare, finance, technology, and manufacturing, among others. The study emphasizes the need to align change strategies with specific sector characteristics to improve organizational performance, employee engagement, and long-term success. This study provides valuable information for companies seeking to execute effective and personalized change strategies by examining the nexus of industry dynamics, and the change management models. Comparative conceptual analysis method and theoretical adaptation are utilized for this study. A key finding is that no single change model works everywhere, and each has its sweet spot depending on the industry, the challenge, and the people involved. It is recommended that to make change stick, organizations should choose, or blend models based on what they are trying to fix and keep things going with training, honest conversations, and real support.

Keywords: Change Management Models, Kotter's 8-Step Process, ADKAR Model, Lewin's Model, Bridges' Transition Model, McKinsey 7-S Framework, Nudge Model.

INTRODUCTION

Background of the Study

Change has become more important in recent years due to faster technological advancements, altered market conditions, and the development of workforce dynamics (Hayes, 2014). When businesses address digital transformation and distance work, effective change management makes sure that employees quickly adjust to new processes, technologies, and organizational structures (Hayes, 2014). Change is a process that needs efficient implementation that hinges on introducing it thoughtfully, in stages, and with care, though often met with resistance (Hayes, 2014). Changes tend to be one thing that is consistent in organizations, quoting Heraclitus (Mutambara, 2022). However, change is not merely something that occurs—it must be managed. As a result, it is key to investigate the effectiveness of management of change models across various industries (Laig & Abocejo, 2021).

Organizational change comes in different forms. Transformational change flips the whole system, usually triggered by disruptive technologies or major shifts (Burnes, 2004). Incremental change focuses on gradual improvements, such as refining a customer service process (Anderson & Ackerman Anderson, 2010). Developmental change upgrades existing skill sets, such as through leadership workshops or digital marketing training (Cameron & Green, 2019). Remedial change is reactive and occurs when things go wrong such as financial losses or high employee turnover and requires corrective measures like restructuring or culture overhaul (Kotter, 1996). Understanding the nature of each type of change is essential in selecting the appropriate change management model.

Copyright © 2025 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

CITATION: Leesii Gabriel Gborogbosi & Edwinah Amah (2025). The Effectiveness of Change Management Models in Different Industries. *South Asian Res J Bus Manag*, 7(3), 333-343.

Purpose of the Study

The aim of this paper is to evaluate the effectiveness of various change management models across different industries. The focus is to analyze how these models are applied in diverse sectors and determine how they can be modified to meet the peculiar needs and difficulties of each industry.

Statement of the Problem

The reality is that change is tough, and what works for one organization may not work for another. This creates a problem: many organizations implement change management models without tailoring them to their specific contexts, leading to poor results. Industries such as healthcare, banking, and technology operate under different pressures, rules, and cultures. There is no one solution that fits all situations. Hence, there is a necessity to explore how change management models perform in different settings and what adjustments make them effective.

Aim of the Study

The aim of this study is to evaluate the effectiveness of various change management models across different industries. The focus is to dig into different change models, see how they play out across industries, and learn how to tweak them to fit each sector's unique needs and challenges.

Objectives of the Study

- To identify and evaluate the change management models across different industries.
- To examine how the unique characteristics of different industries (e.g., healthcare, finance, technology, manufacturing, energy) influence the effectiveness of specific change management models.
- To contribute to the knowledge of change management models across different industries

Significance of the Study

This study provides evidence-based insights to help decision-makers implement change more effectively. It identifies what change management models work best in specific industries and offers practical strategies for customization. This contributes to smoother transitions, reduced resistance, and faster adaptation to technological changes, market dynamics, or regulatory shifts. The study also addresses the human element of change such as understanding employee reactions and resistance and provides leaders with tools to manage the emotional side of organizational transformation.

LITERATURE REVIEW

Concept of Change Management

Change management is a organized approach that helps organizations change from a current state to an desired future state (Hiatt, 2006), aiming to implement lasting changes that improve performance and foster innovation (Hiatt, 2006). It addresses resistance to change, focusing on both technical aspects, like processes and strategies, and human factors, such as employee engagement and leadership (Kotter, 1996). The process ensures individuals understand the need for change, develop the required skills, and are motivated to adopt the new reality (Bridges, 2009). Effective change management minimizes disruption and enhances implementation efficiency, ensuring changes are accepted and sustained. It is essential for organizations adapting to market shifts, technological advancements, or regulatory change (Burnes, 2004).

Theoretical Framework

Table 1 presents a structured overview of the six change management models examined in this research. It includes change management model, foundational source of the model (authors of the model), theories underpinning the change management model, author(s) of the theories.

Table 1: Theoretical Foundations of the Six Change Management Models in this Paper

Change Management Model	Foundational Source of Model	Theories Underpinning the Model	Author(s) of the Theories
Kotter's 8-Step Process Change Model	Kotter (1996)	Lewin's Change Management Theory,	Lewin (1947)
ADKAR Model	Hiatt (2006)	Organizational Change Theory, Behaviorist Learning Theory	Lewin (1951), Skinner (1957)
Lewin's Change Management Model	Lewin, K. (1947)	Force Field Analysis, Social Psychology Theory	Lewin (1935), McDougall (1908), Ross (1908)
Bridges' Transition Model	Bridges (1991).	Grief and Loss Theory, Psychological Adaptation to Change, Human Developmental Theory	Kübler-Ross (1969), Folkman and Lazarus (1980), Erikson (1950).

McKinsey 7-S Framework	Waterman <i>et al.</i> , (1980).	Systems Theory, Contingency Theory,	von Bertalanffy (1968) Lawrence and Lorsch (1967).
Nudge Model	Thaler and Sunstein (2008)	Behavioral Economics, Libertarian Paternalism, Cognitive Psychology (Heuristics and Biases)	Thaler (1980), Thaler and Sunstein (2003), Kahneman and Tversky (1979)

Source: Developed by the Researchers.

Change Management Models

To examine change management models is the critical focus of this research. There are several change management models, such as Kotter's 8-Step Process, ADKAR Model, Lewin's Change Management Model, Bridges' Transition Model, McKinsey 7-S Framework and Nudge model (Tsarkos, 2024). Which are suitable for different industries; however, a model that is effective in one sector might not be as impactful in another. Therefore, this research discusses different change management models as they relate to different industries that are most appropriate for their application.

Kotter's 8-Step Process

John Kotter's change model emphasizes establishing urgency, building a strong guiding alliance, and crafting a compelling vision to drive change (Kotter, 1996). Conveying the vision broadly ensures alignment, while removing obstacles and celebrating quick wins builds team energy. Aggregating gains helps sustain progress and embedding new methods into an organizational culture supports long-term success. The model is especially effective in industries undergoing complex, large-scale transformations. Its focus on urgency, coalition-building, and cultural integration makes it suitable for sectors like healthcare, technology, and manufacturing.

Healthcare:

The healthcare industry is often subject to significant changes due to regulatory shifts, technological advances, and the constant need to improve patient care. Kotter's model is effective in healthcare organizations when implementing new technologies (like electronic health records), reconfiguring patient care models, or improving compliance with new health regulations. Creating urgency, forming coalitions, and communicating a compelling vision are key in driving buy-in from healthcare staff, ensuring smoother transitions (Erlingsdottir *et al.*, 2018).

Technology:

The tech industry is continuously evolving with the rapid pace of innovation, mergers, and acquisitions, as well as shifts to new methodologies such as Agile or DevOps. Kotter's model works well in helping tech companies manage large-scale changes like product launches, entering new markets, or adopting cutting-edge technologies. The emphasis on building coalitions and removing obstacles is particularly effective for tech companies with diverse teams working on complex projects (Van Veldhoven & Vanthienen, 2022).

Finance and Banking:

Banks and financial institutions frequently undergo change due to regulatory pressures, technological advances (such as digital banking), and market shifts (Amah & Baridam, 2012). Kotter's 8-Step Process can be instrumental in guiding these organizations through strategic transformations (Horrigan, 2023), whether introducing new financial products, merging with other institutions, or complying with evolving regulations. Leaders can use the model to create a sense of urgency around cybersecurity measures, digital transformation, or customer experience enhancements (Pollack & Pollack, 2015).

Retail:

In the retail industry, rapid changes in consumer behavior, e-commerce growth, and supply chain disruptions require businesses to adapt quickly. Kotter's model is ideal for helping retail companies drive significant management of change such as rebranding, expanding online presence, or restructuring their operations. The step involving the creation of short-term wins is particularly relevant, as it helps companies build momentum through early successes, such as improving customer satisfaction or optimizing inventory management (Van Veldhoven & Vanthienen, 2022).

Manufacturing:

The manufacturing industry often requires significant changes related to process improvements, automation, or transitioning to more sustainable practices (Gborogbosi & Onuoha, 2024). Kotter's model is useful in helping manufacturers implement Lean methodologies, adopt new technologies, or comply with environmental regulations. The structured approach helps manufacturing organizations gain buy-in from the workforce, especially in industries where resistance to change can be a challenge (Laig & Abocejo, 2021).

Energy and Utilities:

Energy companies, particularly those transitioning to more sustainable energy sources or integrating new technologies like smart grids, can benefit from Kotter's model. Creating a sense of urgency around climate change or regulatory requirements is vital, and the step-by-step process can help align stakeholders in an industry often resistant to rapid transformation (Dall-Orsoletta *et al.*, 2022). Kotter's approach also ensures that new practices are anchored in the organizational culture, and this is vital for industries dealing with long-term operational shifts.

ADKAR Model

The ADKAR model developed by Hiatt is a practical way to guide people through change (Hiatt, 2006). It breaks down the journey into five simple stages: first, people need to realize that change is necessary; then, they have to want to get involved; after that, it's about learning how to make the shift; then comes ability, putting the know-how into action, even when it's tough; and lastly, it is reinforcement, because without follow-through, old habits come creeping back (Paramitha *et al.*, 2020). What makes ADKAR stand out is that it puts people at the center by getting real buy-in so change lasts (Hiatt, 2006). The model fits many industries because, in the end, change lives or dies on how well people adopt it (Kotter, 1996; Paramitha *et al.*, 2020).

Healthcare:

The healthcare industry frequently faces changes such as new medical technologies, regulatory adjustments, or evolving patient care practices. The ADKAR model is highly relevant here, as the successful adoption of new systems (e.g., electronic health records or telemedicine platforms) requires healthcare professionals to not only understand the need for these changes but also to be trained and supported to use them effectively. Reinforcement is crucial to ensure that new protocols and systems are followed consistently (Grol & Wensing, 2004).

Finance and Banking:

The finance and banking sectors are constantly evolving due to regulatory changes, cybersecurity concerns, and the digital transformation of services (Amah & Baridam, 2012). The ADKAR model helps financial institutions ensure that employees are aware of why changes are necessary (e.g., compliance with new regulations or the shift to digital banking), equipped with the knowledge and ability to implement these changes, and supported over time so the changes become part of the organization's standard operations (Hiatt, 2006; Paramitha *et al.*, 2020). Reinforcement is key to maintaining compliance and security standards (Diener & Špaček, 2021).

Technology:

In the rapidly evolving technology industry, companies often implement new tools, platforms, or methodologies (e.g., Agile, DevOps) to stay competitive. The ADKAR model is valuable here because employees must quickly adapt to new ways of working. This model ensures that team members are fully aware of why changes are necessary, have the desire and knowledge to adopt new skills, and are provided with the resources to maintain and reinforce these changes as part of ongoing business operations (Cohn, 2010).

Manufacturing:

Manufacturing firms often implement process improvements, automation, or new compliance standards (such as Lean manufacturing or Six Sigma) to enhance efficiency and quality. The ADKAR model ensures that all employees, from the production floor to management, are aware of the need for these changes, receive appropriate training to adapt, and have ongoing support to embed these changes into the organization's culture and daily practices (Bhamu & Sangwan, 2014).

Retail:

The retail sector experiences frequent shifts due to market trends, customer expectations, and technological advancements, such as the rise of e-commerce. The ADKAR model is useful in guiding store employees, managers, and supply chain staff through these changes by ensuring they understand why digital transformation, customer data management, or changes in store layouts are happening, and by providing the tools and reinforcement needed to adapt to and sustain these new business practices (Verhoef *et al.*, 2021).

Energy and Utilities:

The energy and utilities sector is experiencing a significant shift due to technological advancements, sustainability efforts, and regulatory changes. Whether transitioning to renewable energy, implementing smart grid technologies, or improving safety protocols, the ADKAR model helps ensure that employees understand the rationale behind these shifts, are trained in new technologies, and maintain the changes over time (Dall-Orsoletta *et al.*, 2022).

Lewin's Change Management Model

Kurt Lewin developed the Lewin's Change Management Model which did not overcomplicate things Lewin (1947). It breaks change down into three clear steps: Unfreeze, Change, and Refreeze. First, you have got to shake people out of their routines. That is the 'Unfreeze' bit, helping folks realize that sticking to the old way just will not cut it anymore. Then comes the Change phase, where learning kicks in, and people start adjusting to the new normal. Finally, 'Refreeze', that is when the new habits settle in and become part of everyday life (Lewin, 1947). It is a flexible model and works well across industries, especially when big changes are in play.

Healthcare:

The healthcare industry is no stranger to change. Whether it is upgrading tech, meeting stricter health regulations, or simply trying to give better care, shifts are constant. Let us say a hospital wants to move from paper files to digital records. The 'Unfreeze' stage helps get everyone on board with the change. Then comes the training, lots of it. That is the Change phase. Eventually, the system becomes second nature, that is 'Refreeze' in action (Dahl, 2024).

Manufacturing:

Manufacturing evolves too. Think automation, new machines, or efficiency programs. But change does not always sit well with everyone, especially when jobs feel at risk. That is where 'Unfreeze' helps, by addressing fears early. The Change stage is all about hands-on learning, helping workers get used to new systems. And once the dust settles, 'Refreeze' kicks in to make sure the changes stick for good (Katz & Kahn, 1978).

Education:

Educational institutions frequently experience updates in curriculums, shifts in teaching method, and progressive change in the technologies for learning. Lewin's model supports the introduction of new educational strategies by helping both staff and students adapt and sustain these changes over time (Fullan, 2007).

Finance and Banking:

With rapid technological advancements and evolving regulatory frameworks, the finance sector can leverage Lewin's model to transition to new digital tools, such as mobile banking or blockchain technology. The 'Unfreeze' stage prepares employees for technological changes, while the 'Change' and 'Refreeze' stages ensure effective adoption.

Retail:

The retail industry must constantly adjust to changing consumer preferences and new technologies, such as e-commerce platforms. Lewin's model provides a framework for navigating these transitions, beginning with the unfreeze stage to communicate the need for digital transformation, followed by the change stage where new strategies are implemented and finally the refreeze stage to solidify and sustain these changes. (Cameron & Green, 2019).

Public Sector and Government:

Government agencies that undergo structural changes or introduce new policies can utilize this model to mitigate resistance among employees and stakeholders. For example, when implementing e-governance platforms, Lewin's model helps ensure smooth integration and acceptance of new procedures (Buchanan & Badham, 2008).

Bridges' Transition Model

When it comes to change, Bridges' Transition Model by William Bridges, zooms in on the emotional experience people go through Bridges (1991). His model breaks change into three parts. First, there is the "Ending" and that is when people should have to let go of the old ways. Then comes the "Neutral Zone" which is full of awkward adjustments. Finally, there is the "New Beginning" which is when people start to find their feet again, take on new behaviour, and get into the new roles (Bridges, 2009).

Healthcare:

Hospitals are always changing, new systems, new tech, new ways of doing things. But change can unsettle people, especially when it feels like everything familiar is slipping away. The Bridges' Transition Model helps healthcare workers work through those emotional challenges, from the discomfort of endings to finding some clarity and finally adjusting to the new tools or procedures (Schumann *et al.*, 2024).

Education:

Schools are no exception. Whether it is a curriculum shake-up or admin restructuring, transitions can throw off both teachers and students. Bridges' Transition Model gives room for the emotional adjustments. It helps everyone deal with uncertainty and eventually lean into new teaching methods or school policies without feeling lost in the strategies (Senge, 2006).

Finance and Banking:

Banks and finance teams are not immune to change, new rules, fresh technology, and stricter compliance. All these can all stir up stress and hesitation. Bridges' Transition Model recognizes that people don't just switch gears overnight. It gives them space to process, adjust, and move into those new systems with more confidence (Kotter & Cohen, 2012).

Technology:

In technology, change isn't occasional, but it is constant. One day you're using one tool, next day there's something else on the table. It's a lot to keep up with, and that can be overwhelming. Bridges' Transition Model helps teams sit with the uncertainty before they dive into the next big upgrade or platform (Denning, 2011).

Retail and Consumer Goods:

Retail moves fast. Customer tastes shift. Processes get updated. And the frontline staff like cashiers, merchandisers, and store managers feel every bit of the shifts in retail and consumer goods. Bridges' Transition Model makes space for their reactions. It helps them ease out of old roles and into new expectations without feeling like they're being left behind (Leybourne, 2016).

Public Sector:

Government jobs often come with sudden shifts from new leadership, policy changes, or budget cuts. That can make employees feel uncertain or even fearful. Bridges' Transition Model gives a framework to help civil servants manage the emotional ups and downs, so they can adapt without burning out (Cummings & Worley, 2014).

McKinsey 7-S Framework

Waterman and his team at McKinsey rolled out something that is still relevant today, the McKinsey 7-S Framework (Waterman *et al.*, 1980). It looks at seven key parts of an organization: strategy, structure, systems, shared values, skills, style, and staff (Waterman *et al.*, 1980). The idea is straightforward, that is everything needs to sync. When all seven elements are working in harmony, change does not feel like chaos. It feels like progress. The model is not just about system fixes or tweaking strategies. It digs into culture, people, and values (Hayes, 2014; Waterman *et al.*, 1980). Whether it is adapting to a tech overhaul, dealing with fresh regulations, or just keeping up with a fast-changing market, the McKinsey 7-S model helps things move smoothly. The framework balances operational gains and compliance during transitions (Hayes, 2014):

Healthcare:

Take healthcare, for example. It is always in motion, new tech popping up, laws shifting, and patients expecting more personalized care. For instance, let us say a hospital wants to improve patient outcomes. That is the strategy. But it does not stop there. The hospital also needs solid systems, like reliable electronic health records. And then shared values which is keeping patient care at the heart of everything. McKinsey 7-S Framework supports the development of staff skills (medical competencies) and leadership skills (Kotter, 1996).

Manufacturing:

In manufacturing, where efficiency and innovation are key, the McKinsey 7-S model helps guide companies through changes like automation, lean manufacturing, or shifts in the global supply chain. By aligning strategy, systems, and staff skills the framework ensures that shared values like safety and quality are upheld during operational improvements (Hammer & Champy, 2009). It helps manage the structural and procedural adjustments necessary for increased competitiveness (Tidd & Bessant, 2018).

Finance and Banking:

The finance and banking sectors are subject to constant regulatory changes, digital disruptions, and shifts in consumer behavior. The 7-S Framework helps align strategy for digital transformation (e.g., blockchain adoption) with organizational structure and systems (e.g., compliance software), while ensuring staff are skilled in new technologies (Lüscher & Lewis, 2008). It emphasizes shared values like trust and transparency, essential for customer retention and regulatory compliance during change (Hamlin, 2016).

Technology:

In the technology sector, where rapid innovation and competitive shifts are common, the McKinsey 7-S Framework ensures alignment between a company's strategy, structure, and systems (e.g., development platforms), and staff (e.g., innovation skills) (Waterman *et al.*, 1980). It also supports a leadership style that fosters creativity and collaboration, critical for remaining agile and responsive to market demands (Schein, 2010). The framework aids tech firms in harmonizing rapid product development, team capabilities and cultural values (Schein, 2010).

Retail:

The retail industry must continuously adapt to shifts in consumer preferences, technological advancements (like e-commerce), and supply chain dynamics. The 7-S model enables retailers to align strategy for customer engagement with operational structure (online vs. in-store), staff training, and shared values such as customer service (Kotler & Keller, 2012). For instance, adopting new customer relationship management (CRM) tools require that all organizational elements are in sync to maximize efficiency and customer satisfaction (Christopher *et al.*, 2013).

Education:

Educational institutions face regular reforms driven by technological advancements, policy changes, or shifts in teaching methods. The McKinsey 7-S Framework helps ensure that changes in curriculum strategy are aligned with systems (such as e-learning platforms), staff competencies, and shared values around educational goals. It also ensures that leadership styles support these transitions effectively, particularly when integrating new teaching technologies or methodologies (Fullan, 2007). This alignment is crucial for improving educational outcomes during times of change.

Public Sector:

Government agencies and public sector organizations, often tasked with implementing new policies or reforming services, can use the McKinsey 7-S Framework to ensure alignment (Waterman *et al.*, 1980), between their strategy (policy goals), structure (agency organization), systems (public service delivery), and shared values (such as public interest). This model helps manage large-scale reforms; ensuring staff are equipped to handle changes in leadership and operational systems (Brown & Osborne, 2012). For example, digitalization in the public sector requires alignment of leadership styles, staff skills, and systems to meet evolving public needs (Pollitt & Bouckaert, 2017).

Nudge Model

Popularized by behavioral economists, Thaler and Sunstein (2008), the Nudge model suggests that small, subtle interventions can guide behavior without forcing change. This approach is often applied in public policy and can also be effective in influencing organizational change by encouraging desired behaviors through well-designed nudges (Thaler & Sunstein, 2008). Nudge Model can be used just about anywhere, it is used mostly in fields, where getting people to change behaviour is critical such as:

Finance and Banking:

Finance and Banking institutions have used the Nudge Model to help people make smarter money choices like saving more, planning for retirement, or avoiding high-risk investments. One of the biggest wins is auto-enrolling people in retirement plans with an easy opt-out (Thaler & Sunstein, 2008).

Public Sector:

Governments love a good nudge. Instead of scolding or legislating every behaviour, they use subtle tactics to encourage the right moves such as reminders for tax filing, cleverly worded letters to boost recycling, or simple defaults that make vaccination the easy choice. It is about setting the stage, so people make better decisions without feeling pressured (Thaler & Sunstein, 2008).

Education:

In schools and universities, a few gentle nudges can go a long way. Want students to attend class more regularly or hit that assignment deadline? Frame things the right way and you'll see a difference. Educators too can be nudged toward new teaching methods, or even just reflecting on their classroom habits. It's less about mandates and more about gentle direction (Thaler & Sunstein, 2008).

Healthcare:

Now, healthcare is a big one. Here, the stakes are high, and the right nudge can literally save lives. Hospitals and clinics use subtle prompts to help patients stick to medication routines, ditch bad habits like smoking, or get moving more often. Even staff get nudged to have better hand hygiene, keeping up with records, or following safety procedures. No lectures, just quiet guidance. (Thaler & Sunstein, 2008).

Telecommunications:

In the fast-moving telecom world, change is constant such as 5G rollouts, system upgrades, new service offers. People do not always want change. That's where nudges come in. They help customers ease into new tech and guide employees through restructures or mergers. It might be a prompt during signup or a message that frames change in a positive light focusing on small things and big results. (Thaler & Sunstein, 2008).

Retail:

Retail and consumer goods companies can apply Nudge Model to influence purchasing decisions by making subtle changes in product placement. For instance, positioning healthier food options at eye level or using default choices in online shopping platforms can guide consumers toward more desirable purchasing behaviors (Thaler & Sunstein, 2008).

Intersection of Change Management Models and Industries

Table 2 is a structured comparative assessment of change management models across industries.

Table 2: Intersection of Change Management Models and Industries

Change Management Model	Industries Most Relevant To	Relevance
Kotter's 8-Step Process Change Model	Healthcare, Technology, Finance & Banking, Retail, Manufacturing, Energy & Utilities.	Emphasizes urgency, coalition-building, and a structured transformation process, making it ideal for industries undergoing large-scale change.
ADKAR Model	Healthcare, Finance & Banking, Technology, Manufacturing, Retail, Energy & Utilities.	Attention is placed on change adoption by individuals, ensuring the effectiveness of the model in industries where employee buy-in is critical.
Lewin's Change Management Model	Healthcare, Manufacturing, Education, Finance & Banking, Retail, Public Sector	For industries that are structured and process-driven, this model offers an easy three-phase steps namely, unfreeze, change and refreeze.
Bridges' Transition Model	Healthcare, Education, Finance & Banking, Technology, Retail, Public Sector.	Emphasizes the emotional aspects of change, making it useful for industries with significant workforce transitions.
McKinsey 7-S Framework	Healthcare, Manufacturing, Finance & Banking, Technology, Retail, Education, Public Sector	Aligns multiple organizational elements to drive change, suitable for industries requiring holistic transformation.
Nudge Model	Healthcare, Finance & Banking, Public Sector, Education, Retail, Telecommunication,	Uses subtle interventions to guide behaviour, making it ideal for industries where behavioural change is key.

Source: Developed by the Researchers

METHODOLOGY

This paper used comparative conceptual analysis approach to dive into well-known change models and looks at how they play out in real-world sectors like hospitals, banks, tech firms, manufacturing, education, telecom, and public sector. Using a mix of academic theories and real industry examples, we identified what each model does well and where it may not function effectively. Then using theoretical adaptation, we pieced it all together to suggest practical, sector-sensitive strategies. The focus is to help organizations match the right model to the right moments of change.

FINDINGS

The study analysed various change management models and their industry-specific applications. The key findings include:

- **Kotter's 8-Step Process Change Model** is widely used across industries to manage large-scale transformations by fostering urgency, coalition-building, and vision alignment. It is particularly effective in structured organizational changes, such as digital transformation in finance and automation in manufacturing.
- **The ADKAR Model** concentrates on distinct change and is instrumental in industries where employee adoption is critical, such as technology, healthcare, and education.
- **Lewin's Change Management Model** offers an organized three-phase method (Unfreeze-Change-Refreeze) that is effective for policy reforms, automation, and organizational restructuring across various sectors.
- **Bridges' Transition Model** underscores the psychological impact of change, making it useful for managing employee transitions in high-stress environments like finance, healthcare, and the public sector.
- **McKinsey 7-S Framework** integrates multiple organizational elements to drive change, making it valuable for ensuring alignment during strategic transformations in technology, telecommunications, and finance.
- **The Nudge Model** is effective for behavioural change interventions, influencing consumer behaviour, policy compliance, and employee engagement.

CONCLUSION

There is no one change management model that fits all situations when it comes to managing change. What works in a tech start-up won't necessarily work in a hospital or a public agency. Every organization has its peculiarities and that is why picking the right change model is a necessity. Change management models like Kotter's 8 Steps or McKinsey's 7-

S are great when organizations are tackling big change like a complete business overhaul. But when organizations are dealing with the people side of things, like the emotions, the hesitation, the day-to-day realities, then models like ADKAR and Bridges' Transition Model come into play. The Nudge Model, sneak in some behavioural science. It doesn't shout. It whispers, nudging people in the right direction without the drama. Its usefulness is more when organizations are trying to shift habits without pushing too hard. Most industries do not fit neatly into one model. Healthcare's tangled in regulations, tech is all about speed and innovation, and public services juggle policies and people. So, what's the move? Mix it up. Take a little from here, a little from there. Blend models to suit the situation. In the end, it's not just about managing change, it is about making it work and be sustained. And when organizations choose models that reflect their unique needs, they're not just surviving. They're growing, evolving, and bringing their people along for successful change.

RECOMMENDATIONS

1. Before jumping into change, organizations really need to take a hard look at what they're trying to change. Is it a full-blown overhaul? A people-centered initiative? Either way, choosing the right change model or a hybrid can make all the difference.
2. In places like hospitals or schools, where people are at the heart of everything, it makes sense to lean on ADKAR or Bridges' Transition Model. They focus on how folks process changes and understanding feelings, fears, and resistance.
3. Now, if a company's shaking up its whole setup, maybe changing leadership, merging departments, or rewriting its strategy, then the McKinsey's 7-S Framework is a solid bet. It ensures alignment of strategy, structure, systems, and even company culture.
4. What model is most suited for behaviour-driven spaces such as retail, and banking, efforts. The Nudge Model works best here. It is like planting small suggestions instead of giving orders. It is not loud, but it is smart.
5. When employees start pushing back, because they will, then that is when change leaders should bring in the Nudge Model. Organizations should use gentle reminders, and thoughtful tweaks to make the transition less bumpy and more human.
6. One last thing: change doesn't stick without reinforcement. Keep the learning going. Offer support, training, and check-ins so the change doesn't just happen, but it should last.

Areas for Future Research

1. The role of leadership styles in influencing the success of various change management models.
2. Case studies on hybrid applications of multiple change models within the same organization.
3. Evaluating employee resistance and emotional responses in different cultural contexts using the Nudge Model.
4. The effectiveness of management of change models in remote and hybrid work environments.

REFERENCES

- Amah, E., & Baridam, D. (2012). Adaptability and organizational effectiveness: A study of the Nigerian banking industry. *International Journal of Business and Management Tomorrow*, 2(3), 1-10.
- Anderson, D., & Ackerman Anderson, L. (2010). *Beyond change management: How to achieve breakthrough results through conscious change leadership* (2nd ed.). John Wiley & Sons.
- Bhamu, J., & Sangwan, K. S. (2014). Lean manufacturing: literature review and research issues. *International journal of operations & production management*, 34(7), 876-940.
- Bridges, W. (1991). *Managing transitions: Making the most of change*. Addison-Wesley.
- Bridges, W. (2009). *Managing Transitions: Making the Most of Change*. Da Capo Press.
- Brown, K., & Osborne, S. (2012). *Managing change and innovation in public service organizations*. Routledge.
- Buchanan, D. A., & Badham, R. (2008). *Power, politics, and organizational change: Winning the turf game*. Sage Publications.
- Burnes, B. (2004). *Managing change: A strategic approach to organisational dynamics* (4th ed.). Financial Times Prentice Hall.
- Cameron, E., & Green, M. (2019). *Making sense of change management: A complete guide to the models, tools and techniques of organizational change*. Kogan Page Publishers.
- Christopher, M., Payne, A., & Ballantyne, D. (2013). *Relationship marketing*. Routledge.
- Cohn, M. (2010). *succeeding with agile: software development using Scrum*. Addison-Wesley.
- Cummings, T. G., & Worley, C. G. (2014). *Organization development and change* (10th ed.). Cengage Learning.
- Dahl, O. J. (2024). Change Management in the Healthcare Practice. *Physician Leadership Journal*, 11(5).
- Dall-Orsoletta, A., Romero, F., & Ferreira, P. (2022). Open and collaborative innovation for the energy transition: An exploratory study. *Technology in Society*, 69, 101955.
- Denning, S. (2011). *The leader's guide to storytelling: mastering the art and discipline of business narrative*. Jossey-Bass.

- Diener, F., & Špaček, M. (2021). Digital transformation in banking: A managerial perspective on barriers to change. *Sustainability*, 13(4), 2032.
- Erikson, E. H. (1950). *Childhood and society*. W. W. Norton & Company.
- Erlingsdottir, G., Ersson, A., Borell, J., & Rydenfält, C. (2018). Driving for successful change processes in healthcare by putting staff at the wheel. *Journal of health organization and management*, 32(1), 69-84.
- Folkman, S., & Lazarus, R. S. (1980). An analysis of coping in a middle-aged community sample. *Journal of Health and Social Behavior*, 21(3), 219–239.
- Fullan, M. (2007). *The new meaning of educational change*. Teachers College Press.
- Gborogbosi, L. G., & Onuoha, B. C. (2024). Dynamic capabilities and strategic renewal of food, beverage and tobacco companies in Rivers State. *International Journal of Academic Management Science Research*, 8(10), 225–235.
- Grol, R., & Wensing, M. (2004). What drives change? Barriers to and incentives for achieving evidence-based practice. *Medical Journal of Australia*, 180(S6), S57–S60.
- Hamlin, B. (2016). HRD and Organizational Change: Evidence-Based Practice. *International Journal of Human Resource Development: Practice, Policy & Research*, 1(1), 7–20.
- Hammer, M., & Champy, J. (2009). *Reengineering the corporation: A manifesto for business Revolution*. Harper Business.
- Hayes, J. (2014). *The theory and practice of change management*. Palgrave Macmillan.
- Hiatt, J. (2006). *ADKAR: A model for change in business, government and our community*. Prosci.
- Horrigan, P. T. (2023). *Strategies for Supporting Blockchain Technologies to Enable Resilient Systems* (Doctoral dissertation, Walden University).
- Kahneman, D., & Tversky, A. (1979). *Prospect theory: An analysis of decision under risk*. *Econometrica*, 47(2), 263–291.
- Katz, D., & Kahn, R. L. (1978). *The social psychology of organizations*. Wiley.
- Kotler, P., & Keller, K. L. (2012). *Marketing management*. Pearson.
- Kotter, J. P. (1996). *Leading change*. Harvard Business Review Press.
- Kotter, J. P., & Cohen, D. S. (2012). *The heart of change: Real-life stories of how people change their organizations*. Harvard Business Review Press.
- Kübler-Ross, E. (1969). *On Death and Dying* (1st ed.). Routledge.
- Laig, R. B. D., & Aboejo, F. T. (2021). *Change management process in a mining company: Kotter's 8-step change model*. *Journal of Management, Economics, and Industrial Organization*, 5(3), 54-66.
- Lawrence, P. R., & Lorsch, J. W. (1967). *Organization and environment: Managing differentiation and integration*. Harvard Business School Press.
- Lewin, K. (1935). *A Dynamic Theory of Personality*. New York: McGraw-Hill.
- Lewin, K. (1947). Frontiers in group dynamics: Concept, method and reality in social science; social equilibria and social change. *Human Relations*, 1(1), 5–40.
- Lewin, K. (1951). *Field theory in social science*. Harper and Row.
- Leybourne, S. A. (2016). Emotionally sustainable change: Two frameworks to assist with transition. *International Journal of Strategic Change Management*, 7(1), 23–42.
- Lüscher, L. S., & Lewis, M. W. (2008). Organizational Change and Managerial Sensemaking: Working through Paradox. *Academy of Management Journal*, 51(2), 221-240.
- McDougall, W. (1908). *An introduction to social psychology*. Methuen & Co.
- Mutambara, A. G. (2022). The only constant in life is change-heraclitus. *Journal of Foresight and Thought Leadership*, 1(1), 1.
- Paramitha, T. A., Tobing, D. K., & Suroso, I. (2020). ADKAR model to manage organizational change. *International Journal of Research Science and Management*, 7(1), 141-149.
- Pollack, J., & Pollack, R. (2015). Using Kotter's eight stage process to manage an organisational change program: Presentation and practice. *Systemic practice and Action Research*, 28, 51-66.
- Pollitt, C., & Bouckaert, G. (2017). *Public management reform: A comparative analysis*. Oxford University Press.
- Ross, E. A. (1908). *Social psychology: An outline and source book*. Macmillan.
- Schein, E. H. (2010). *Organizational culture and leadership* (Vol. 2). John Wiley & Sons.
- Schumann, M., Peppler, L., Beck, P., & Schenk, L. (2024). Navigating transitions: a qualitative study of nursing teams' experiences of educational and cultural transitions in Germany. *BMC nursing*, 23(1), 725.
- Senge, P. M. (2006). *The fifth discipline: The art and practice of the learning organization* (2nd ed.). Crown Business.
- Skinner, B. F. (1957). The experimental analysis of behavior. *American scientist*, 45(4), 343-371.
- Thaler, R. H. (1980). *Toward a positive theory of consumer choice*. *Journal of Economic Behavior & Organization*, 1(1), 39–60.
- Thaler, R. H., & Sunstein, C. R. (2003). *Libertarian paternalism*. *American Economic Review*, 93(2), 175–179.

- Thaler, R. H., & Sunstein, C. R. (2008). *Nudge: Improving decisions about health, wealth, and happiness*. Yale University Press.
- Tidd, J., & Bessant, J. (2018). Innovation management challenges: From fads to fundamentals. *International Journal of Innovation Management*, 22(05), 1840007.
- Tsarkos, A. (2024). Navigating Change in Education 5.0: A Model for Successful Digital Transformation. In *Teaching and Assessment in the Era of Education 5.0* (pp. 256-280). IGI Global.
- Van Veldhoven, Z., & Vanthienen, J. (2022). Digital transformation as an interaction-driven perspective between business, society, and technology. *Electronic markets*, 32(2), 629-644.
- Verhoef, P. C., Kannan, P. K., & Inman, J. J. (2021). From Multi-Channel Retailing to Omni-Channel Retailing: Introduction to the Special Issue on Omni-Channel Retailing. *Journal of Retailing*, 97(3), 363-366.
- von Bertalanffy, L. (1968). *General system theory: Foundations, development, applications*. George Braziller.
- Waterman, R. H., Peters, T. J., & Phillips, J. R. (1980). *Structure is not organization*. Business Horizons, 23(3), 14–26.