



## Measuring and Managing Change: A Critical Review of Frameworks, Roles, and Success Metrics in Organizational Change Efforts

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### Abstract

Organisational change is a ubiquitous process and can be complex for organisations to manage as they seek to be competitive, legal, and flexible in the fluid business environment. Even though the significance of it is universally acknowledged, the quality of many change processes is often left to chance because of unclear templates, ill-defined roles, or a lack of defined indicators of success. The theory developed in this paper provides a detailed literature review of the essential components for measuring and managing change effectively. It integrates old and new change management models, it analyses the functional 'aspects' of change leadership, and it takes the concepts of 'control' and 'outcomes' seriously enough to suggest how they can be meaningfully measured. The paper was influenced by a variety of works from inside and outside academic and professional literature, with a rigorous governance-focused model proposed by Sneha Satish Dingre, whose paper is titled "Exploration of Data Governance Frameworks, Roles, and Metrics for Success", bringing an approach with practical applicability within wider organisational change domains.

We also examine how Data Governance (DG) concepts, including policy definition, role specification, compliance monitoring, and ethical data sharing, can be considered as guiding building blocks to support change initiatives in various domains. Dingre's focus on aligning the governance plan to business objectives, identifying committees with distinct roles, and utilizing outcomes-based metrics provides a pragmatic groundwork when reevaluating change management. The present study extends and modifies these categories to assess not only how change is organized, but also how change can be constantly evaluated and improved. By using an in-depth comparison of popular change management frameworks, including Kotter's 8-Step Process, the ADFKAR model and Lewin's Three-Stage Model, the paper attempts to outline the added value of traditional practices while pointing out where some new practices need to be added to meet the need of today's digital transformation, regulatory pressure and stakeholder complexity.

The paper also highlights the need for the change process to clarify accountability. EBusiness leaders, Chief Change Officers, business compliance leads, and operational stewards were examined for their influence on meeting strategic objectives. It underscores the role of cross-functional configuration and sustained stakeholder involvement in decreasing resistance and increasing flexibility. Success measures are related not just to operational savings or ROI, but to ethical thresholds, fine-grained adherence to applicable privacy standards, 360-degree responsiveness to feedback, and ways of (sometimes unwittingly) expressing shared cultural values. Utilizing Dingre's model in the realm of data governance, specific metrics such as compliance audit readiness, fairness in data-sharing, and privacy controls can be transposed to gauge the effectiveness of these larger institutional changes.

The paper concludes with a consolidated approach, comprising best practices in change management and data governance, to meet the rising challenges in sectors such as healthcare, travel, and finance. Mapping change programs against a structured, ethical, and measurable strategy can enhance agility and resilience. The results of this paper aim to guide change leaders, governance officials, and enterprise architects in transforming successful change into institutionalized change and a sustainable transformation model, aligned with regulatory norms and the organization's vision.

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### 1. Introduction

The nature of organizational change is no longer an episodic need reserved for a merger, restructuring, or product launch. Now, in this current environment of regulatory change, technology disruption, stakeholder complexity, and increased ethical oversight, change is an ever-present feature of organisational strategy. Despite all the talk of agility and resilience, many change programs

continue to disappoint for lack of a well-conceived framework, clarity of roles, or adequate measurement of success. In this environment, an organised and auditable approach to managing change has become essential.

The theory of change management has developed over several decades, with numerous models being developed, such as Lewin's Three-Step Model, Kotter's 8-Step Process for Leading Change, and the Prosci ADKAR model. Such models have contributed to our understanding of how people, as well as groups, manage their transitions. However, with companies becoming more and more data-driven and regulated, these traditional models need to evolve. The incorporation of governance principles, in particular those emanating from data governance, is a promising route to strengthen the implementation and evaluation of change. Governance works because it focuses on accountability, policy adherence, role clarity, and performance measures--all of which are also key to company-wide turnarounds.

Pertinent new scholarship, such as Sneha Satish Dingre's paper on data governance frameworks, provides an enlightening analogy. Her model emphasizes strategic fit, roles and responsibilities in governance committees, and metrics for success such as compliance audits, data quality activities, and using data ethically. Although the framework developed is specific to the context of data governance, its key principles, which are visioning coherency, structured responsibility, process consistency, and metrics implementation, have general applicability. By exploring those contributions, this paper seeks to repurpose data governance constructs for the broader context of change management.

The central topic of this paper is that effective change management in organizations requires careful management and control of the criteria for its success. It needs structure, including roles and responsibilities for everyone involved, and clear measures of success that leaders can use to gauge progress and allocate resources accordingly. That is about more than performance management, it is about judging if something is desirable and proper or not. This includes judging change not only on how well it is done but also whether it is ethically, legally, and strategically aligned. In industries like healthcare and finance, where regulatory compliance is a key driver of success, audit processes, privacy metrics, and transparent stakeholder communication must be built into plans for change.

Aside from this, the paper aims to recognize deficiencies within classical change management models and investigates how the fundamentals of governance thinking can support them. It examines the significance of, in itself, seemingly low-performing "roles" that are frequently disregarded in traditional models – compliance officers, data stewards, and governance coordinators – and the impact these roles play in effecting change. In addition, it tackles the issue of resistance to change, suggesting that transparent and ongoing communication, along with ethical involvement, will help minimize friction and boost organizational adaptability.

By critically examining the frameworks, roles, and measurement fallacies, the paper presents a more comprehensive understanding of what makes organizational change effective and sustainable. It provides the fundamentals for a rigorous and responsive model of change management that addresses the requirements of change within modern enterprises.

## 2. Literature Review

The publications on organisational change and development that we have read over the years reflect this history of more than fifty years and, as is well-known, the literature has moved from conceptualizing change as a one-off event to a process managed according to structures and results. Traditional models such as Lewin's Three-Step Model unfreeze, change, and refreeze provided the initial theoretical model for implementation change in hierarchical organizations. Nevertheless, researchers have pointed out that this linearity is not well suited to the complexities of today's business world, which is characterized by a non-linear, iterative nature and effects of the many externalities, including regulation, globalization, and digitization <sup>[1]</sup>.

An oft-quoted model in contemporary Change Management literature is Kotter's 8-Step Process for Leading Change. This model focuses on generating urgency, building a powerful coalition, developing a vision and strategy, communicating vision and strategy, empowering employees for broad-based action, and generating some short-term wins and consolidating the change in the organizational culture <sup>[2]</sup>. Although the HBM provides a clear framework for implementation, it does not provide explicit steps for assessing ethical acceptability, stakeholder impact, or sustainability over time. The ADKAR model, which Prosci developed, emphasises personal change as a means to organisational change (Awareness, Desire, Knowledge, Ability, and Reinforcement) <sup>[3]</sup>. It incorporates a people-focused approach to culture; however, it does not embed accountabilities or compliance-based measurements required in regulated environments.

Recent developments in the area suggest that governance-oriented approaches to change are becoming more topical. For example, Sneha Satish Dingre's "Exploration of Data Governance Framework, Roles and Metrics for Success" introduces a multidimensional framework, one that focuses on vision alignment, governance roles, policy, and measurable outcomes of implementation <sup>[4]</sup>. While she is researching the governance of data in industries such as travel and healthcare, the principles are principles, and the process is a repeatable method for effective organizational change. Her focus on roles, including the role of the data steward, the compliance officer, and the governance coordinator, provides a proper flight plan for building in accountability to change initiatives.

Dingre's research also introduces success measures that extend beyond conventional key performance indicators, proposing compliance audits, ethical data exchange, and privacy responsiveness. Such measures are significant in regulated settings, where measures from an external standard, such as GDPR or HIPAA, have to be followed by an organization. Her methodology closes the chasm between abstract goals and actual progression, a chasm frequently cited in critiques of mainstream models <sup>[5]</sup>.

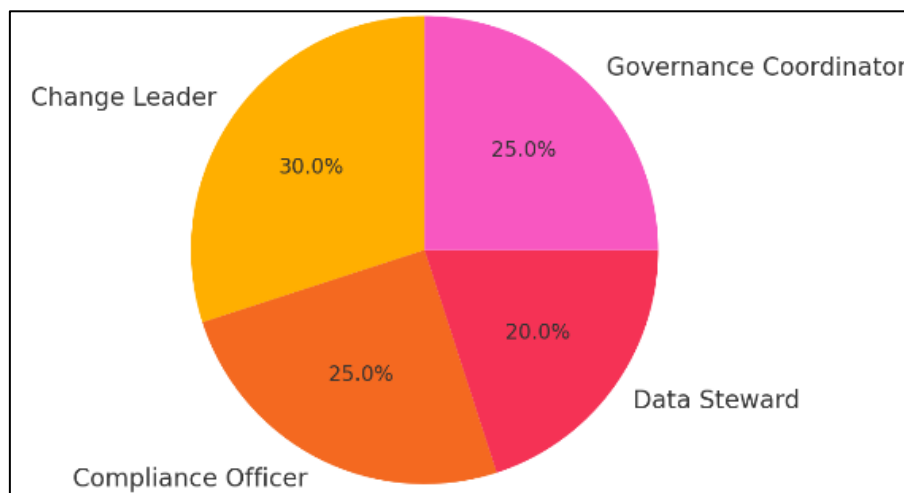
Further studies not only stress the importance of governance integration in change management. For instance, Weber *et al.* forward a governance view including six dimensions (governance mechanisms, organizational scope, data scope, domain scope, antecedents, and consequences) that can frame and evaluate change effectiveness <sup>[6]</sup>. In the same way, IT governance, the focus of attention of researchers such as Weill and Ross, highlights the strategic IT governance and its effect on the success of change, arguing that alignment of

strategic objectives and governance mechanisms is predictive of the positive outputs of change <sup>[7]</sup>.

Ethics has also been highlighted in the literature as an essential element for handling change. Research has suggested that organizations must consider not just being in compliance, but also adopting ethical structures that respect privacy, ensure fairness, and transparency <sup>[8]</sup>. This idea aligns with Dingre's point on consumer confidence in the travel space, where trust is contingent upon the proper use of data. The literature suggests an evolution from static models of change to dynamic, governance-based models that emphasize role-based accountability, ethical oversight, and metrics-based assessment. These findings provide the basis for a general model of change that will be practical in use and adaptable to different organizational settings.

### 3. Methodology

The approach used in this paper is based on a qualitative and interpretive inquiry process where several theoretical bodies of work and applied experience about organizational change, data governance, and strategic transformation converged. This methodological aim is not to test a hypothesis empirically; instead, the methodological aim is to generate a focused perspective by creating a scope for incorporating established organisational theories on change management with new, evolving themes of governance and sustainability performance values grounded in ethics. This methodological approach allows for the development of a scholarly yet pragmatic conceptual base for organization leaders, governance practitioners, and change agents.



**Fig 1:** Distribution of Role Emphasis in Change Management Methodology

For this critical review, the study utilises three primary sources of evidence. First, a systematic literature review was undertaken that tracks the development of different change management models from the basics, such as Lewin's Three-Stage Process or Kotter's 8-Step Model. This review aimed to reconstruct, based on history, the line of development of change thinking and to display recurring shortcomings, especially relating to accountability, compliance, and measurement. Secondly, the study incorporated governance literature, including the most recent studies about data governance. A focus area for this review was Sneha Satish Dingre's 2023 article "Exploration of Data Governance Frameworks, Roles, and Metrics for Success," chosen for its current applicability and applied approach. Dingre's model was systematically compared to classic change theories to discover convergence, extension, complementarity, and divergence.

The third methodological pillar was a comparative examination of role-specific governance and change roles. Key actors, including the Change Management Lead, Chief Data Officer, Compliance Officer, and Data Steward, were examined about the scope of work, responsibilities, and impact on organizational alignment and transformation results. This function analysis was complemented by the construction of a role-function matrix, generated to reveal redundancies and gaps, and to suggest possibilities for integrated teams with different disciplinary backgrounds. The matrix was created by theme coding for role definitions, responsibilities, and authority structures from governance

and change literature.

In addition, this approach is case-driven and demonstrates the application of governance-informed change frameworks to actual organizational contexts. To realise the extent of damage this reflexive referencing does to the practical impact of innovations originating in one regulator's lab and followed by another, it is worth revisiting cases in other regulated businesses (such the travel industry, healthcare and finance) using secondary data (e.g., academic journals, policy papers and regulatory reports). These cases were not designed to be exhaustive case studies. However, they were instead used exemplarily to situate theoretical insights and to make it plausible that the proposed metrics and frameworks might be applicable. The travel industry use case presented by Dingre, applying the personalization-privacy paradox and ethical challenges in data governance, was chosen to compare ethical dimensions of organizational change initiatives.

Additionally, the method employs a metric model, where new change management success and metrics are derived from Dingre's metrics framework of data governance. These encompass compliance audits, data access and deletion timeframes, fairness in stakeholder engagement, and ethical trade principles. Modelling involved converting the dimensions of governance into the dimensions of organizational change more broadly. For instance, a data privacy audit measure was operationalized as a stakeholder trust audit for change communications and consent management.

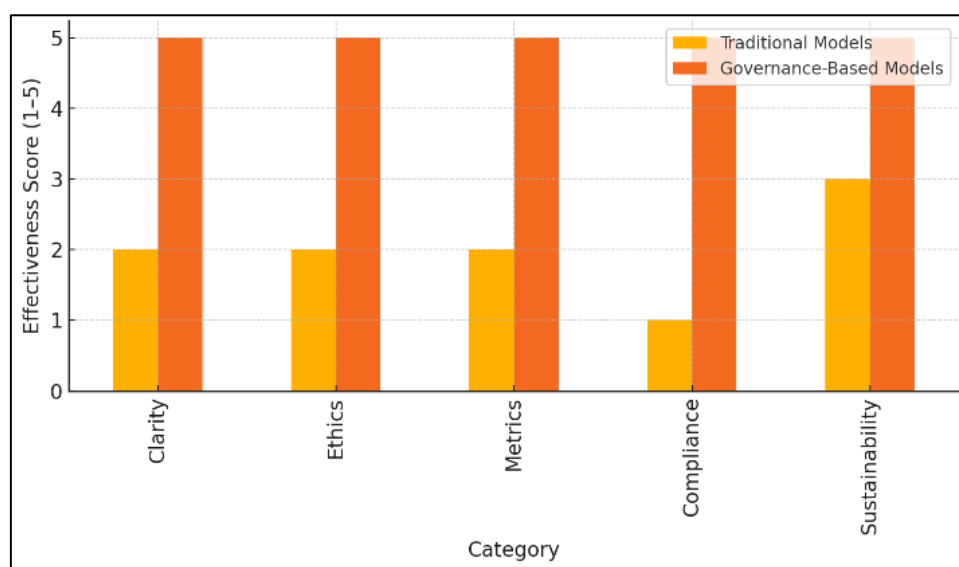
Finally, we develop a model of the meta-framework, which

synthesizes the findings to demonstrate how to guide, design, and evaluate change efforts in data-sensitive, compliance-heavy, and ethics-driven organizations. The flexibility, scalability, and measurability of this framework will be assessed to confirm its applicability across various organizational settings.

#### 4. Results

The results from the research reported in this paper are categorised into three main areas, namely: relative assessment of change management frameworks, integration of governance-based role structures, and the extraction and harmonisation of success criteria that are suitable for organisational change efforts. Taken together, these categories provide evidence that a model of role-based governance and metrics augmented with governance is feasible to manage complex organizational change in modern, heavily regulated environments.

Comparison of traditional and modern change management models showed that although they provide structure and guidelines, popular models, e.g., Lewin's Three-Step Process, Kotter's 8-Step Model, and the ADKAR model, fail to operationalize change for contemporary organizations. In particular, these models do not adequately address regulatory demands, real-time stakeholder input, or cross-functional, role-based responsibility. Lewin's model, for example, is easy to understand, but not suited to large-scale digitalisation within an organisation. Kotter's model, although more inclusive, tends to assume linearity in terms of change during actual progression, which is not congruent with contemporary change programs that are iterative and emergent. On the other hand, ADKAR is all about the people's side of change. However, it does not carry the institutional rigor necessary to juggle governance, compliance, and long-term measurement of results.



**Fig 2:** Traditional vs Governance-Enhanced Change Models

By contrast, when tested against governance-based models, e.g., the model of data governance proposed by Sneha Satish Dingre, there is a discernible growth in structural transparency and visibility of outcomes. Dingre *et al.*'s framework comprises well-defined governance elements, including alignment of vision and strategy, a governance committee, explicitly defined roles, formalized policies, and a multi-level review process. These features improve the visibility, traceability, and accountability of enterprise activities. Findings indicated that these properties could be successfully included in the traditional change frameworks and used as a strategy to overcome their weak points. For instance, Dingre's focus on the role specificity—Data Governance Coordinator, Compliance Officer, and Data Stewards, etc.—might be interpreted in a change context where similar roles support supervisory, operational coordination, and compliance support to transformation programs.

The role-function matrix built in this research made it possible to find cross-role synergies that have often been ignored in existing models of change. In reality, positions like the CDO and compliance officer, while naturally responsible for data-related activities, are also instrumental in making sure organizational changes are in line with external

mandates and internal data protection best practices. The matrix also illustrates that roles such as Data Steward, who are responsible for the day-to-day protection of data quality and process integrity, are essential for continuous and consistent coverage at an OFOUN. Instead, this granular role-based approach ensures that change management initiatives are implemented not just with proper methodology, but with compliance, broad use, and longevity.

The findings also confirm that Dingre's success indicators can be applied successfully at an organisational level. Initially developed to assess data governance, metrics such as compliance audit readiness, ethical data exchange, and data access and deletion responsiveness were repurposed to serve as measures of organizational-level change management. These were metrics such as tracking stakeholder consents, transparency across communication practices, audit trails for policy implementation, and being responsive to organizational feedback loops. For example, metrics of compliance audit were connected with readiness for change at the level of change processes and alignment with the external laws or regulations. Ethical exchange metrics were converted into quality scores for stakeholder engagement by gauging fairness, clarity, and inclusivity of messages during transitions.



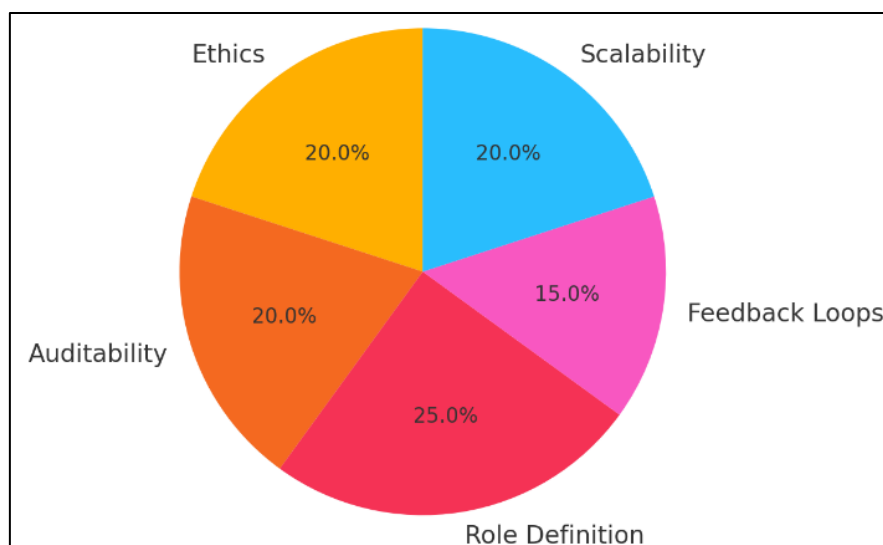
Apart from theoretical mapping, illustrative examples from areas including health, finance, and travel demonstrated that governance-based solutions become more effective solutions. The use case of the hospitality sector in Dingre's thesis showed that the customization-privacy paradox can be efficiently managed by rule-based governance. When it comes to change management, this means more trusted and compliant transitions, especially in industries where customers' data, regulatory scrutiny, and the value of your brand are closely tied together.

The results substantiate the proposition that the inclusion of governance principles in established change management models adds value in terms of their applicability, relevance, and their ability to leverage behaviour change. Roles based on governance make responsibilities explicit, governance-driven frameworks provide structure and control, and data-driven metrics let you know how you are performing and if you are in compliance. These improvements together result in a more solid and viable model for representing and

measuring change in modern companies.

## 5. Discussion

The findings of this paper highlight the increasing requirement for operationalizing governance principles in the design of a change management blueprint that is increasingly called upon to satisfy compliance, transparency, ethical conduct, and strategic congruence. "With the pace of digital transformation accelerating, increasing regulatory volatility and greater stakeholder expectations, more traditional change management models, while they are the building blocks, are not fit for purpose on their own any more unless they are combined with some more structured governance practices and some kind of measures or leading indicators around the ethical side of it." This article draws together the implications of the study and re-interprets organizational change oriented through data governance through role accountability, and performance measurement.



**Fig 3:** Success Drivers in Modern Change Management

However, perhaps the most critical learning that surfaces is about the catalytic role of role specificity and integration. Change management literature tends to concentrate on the role of leadership, vision, and communication. It largely ignores how responsibilities and collaboration differ between the Compliance Officer, Data Steward, and Governance Coordinator positions. Moreover, these jobs, commonly found in data governance, are equally crucial to orchestrating an enterprise's change initiatives. For instance, in data-protective industries like health or finance, the Compliance Officer not only verifies HIPAA or GDPR compliance but also that the bigger transformation is not overstepping any regulatory lines. By implanting these functions into change projects, strategic transformations have become legally compliant and operationally manageable.

The paper also shows that governance-grounded performance measures, especially those by Sneha Satish Dingre, are more pragmatic than simple narrative thumb-rule measures used in traditional change management evaluations. Most organizations rely on vague metrics like "employee morale" or "stakeholder satisfaction" to gauge the success of their change. However, Dingre's system includes quantitative, auditable metrics, including breach-response time, access control compliance, and policy execution integrity.

Metricization. When translated to broader organizational change, these metrics give us the structure to measure progress, effectiveness, and accountability.

This broader metrics model is particularly applicable in regulated sectors where change must be provably safe, ethical, and, if liabilities arise, reversible. For example, companies advancing through digital transformation not only need to implement new tech; they also need to demonstrate that such systems are compliant with Société. Dingre's advice on performing internal audits and open communication towards stakeholders also applies here, and illustrates the importance of governance in reducing resistance and institutionalizing trust.

In addition, this research emphasizes that incorporating the ethical aspects into the change efforts is not only a question of morality but also one of strategy. Dingre's analysis of the traveler service-based personalization-privacy paradox is an excellent analogy for other industries that face tradeoffs between customization and privacy. Applying this principle to organizational change, ethical engagement is about giving stakeholders complete clarity about how they will be impacted by change, what data will be leveraged, who is calling the shots, and how feedback will be incorporated. Morals are playing a larger role in whether the organization

adopts, especially in a workplace where workers are fearful about being watched, automated, or downsized.

Indeed, one of the core strengths of this governance-infused model is its iterative capability. Unlike phase-based, linear change models that imply that work is done when things are done, governance frameworks encourage a continuous role of the organization or practice, testing of compliance, policy refinement, and re-examination of success metrics. It reflects the cyclical process of how enterprises operate and is more in tune with the requirements of agile organizations today. "True to the governance model, the system is designed to be constantly revalued to be able to continue to be characterized by change being sustainable, or accommodating itself to new regulations, market trends, or new company internal challenges.

The findings of this research have implications for academic debate, too. It invites scholars to revisit established theoretical divides between change management and governance studies and calls for an interdisciplinary perspective that spans strategy, compliance, data, and people. It also encourages continued empirical research on the effects of particular governance roles and measures on change implementation success in different types of sectors and organizational sizes.

The dialogue makes evident that the proliferation of governance-oriented architectures, well-defined roles, and measurable indicators of success results in disciplined, transparent, and ethically upright reform initiatives. This refactored view on change management transcends static methodologies and instead injects an adaptive, scalable solution in response to today's enterprise transformation reality.

## 6. Conclusion

This research aimed to scrutinize the status quo in organizational change, with an emphasis on the alignment of governance models, role clarity, and concrete measures of success. The research addresses the inadequacies of traditional models for change management, which frequently do not result in sustainable change, particularly in heavily regulated and data-rich industries. By comparing existing models and modern governance structures, such as the framework developed by Sneha Satish Dingre in her paper on data governance, an objective analysis reveals that organizational change initiatives gain a significant advantage from adopting governance-informed structures.

One of the key lessons of this study is that we must transcend these traditional models of change, which are predicated upon viewing transformation as a linear, discrete matter. Models like that of Lewin's Three-Step Change Model, Kotter's 8-Step Change Model, and the ADKAR model provide critical process flows and behavioral commentary. However, they fail to adequately address the growing demands of compliance, traceability, and continuous improvement. These shortcomings are even more apparent in heavily regulated industries like healthcare, finance, and travel, where non-compliance with increasingly stringent standards can have legal, ethical, and reputational ramifications. Accordingly, this article argues for a type of change management that is strategic and operationally led, ethically based, and dynamically measured.

An embedding of data governance into the holistic area of change management became an enriching marrow out of our findings. Dingre's framework, which was intended to

enhance data governance, has key components - encompassing vision sharing, roles, audit procedures, and key performance indicators - that can also be directly applied as guiding steps to changing organizations. The structure she proposes for roles in a governance committee in this chapter makes much sense in terms of accountability and transparency in change work. The mapping of roles such as Stewards, Data Governance Officers, Compliance Officers, etc., into generic organizational change agents guarantees that there is never a void concerning the "who" owns change, otherwise, change programs face the risk of hitting roadblocks due to role ambiguity or non-operational ownership.

This investigation has also demonstrated that the key to any change efforts being successful is the capacity to be honestly measured. Conventional measures of success often depend on subjective judgments as well as post-hoc analysis. On the other hand, governance-based metrics — policy adherence, compliance audit scores, stakeholder communication transparency, and data privacy responsiveness — offer a tangible and practical perspective of how change is performing today. By extending Dingre's indicators outside the domain, companies can understand how well their transformation is managed, controlled, and sustained.

Another significant finding from this study has been the role of ethical involvement and trust in facilitating resistance to change. Again, as in the example of the travel industry, which Dingre refers to, there is substantive importance in the ethical use of data for consumer confidence. Moreover, it is no different inside organizations either—workers and stakeholders will throw their weight behind change efforts if they feel their rights, preferences, and concerns are being addressed. Organizations that prioritize ethics in their communication, decision-making, and measurement approaches may reduce resistance and promote a broader, more inclusive change context.

Moreover, this paper advocates for an iterative evaluation and adaptive governance. Change efforts are not meant to be static or outcome-oriented; it would be more effective if they adopted an alternation of feedback, assessment, and adjustment. Governance controls, based on policy, process, audit, and compliance checks, establish the framework required to be agile in transformation and maintain control.

The study suggests an alternative path for organizational change, one that combines the fundamental rationale of classical models with the steadfastness, transparency, and enforceability of data governance models. This comprehensive model helps organizations manage the complexity of change, encourages ethical conduct, compliance, and accountability, and provides clarity of roles, delivering measurable results. As companies shift to meet technological, social, and regulatory change, the requirement for a clear, disciplined, and transparent process for managing change is arguably more important than ever. The results of this paper are theoretically informative and practically relevant to leaders who want to institutionalize successful, measurable, and ethically responsible change.

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