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DISSERTATION HELP

# **Navigating Change: Strategies and Leadership for Organisational Transformation**

## **1. Introduction**

Any organisational change must be implemented to catch the bottlenecks and risks. This analysis examines internal and external components, including a competitor's low adherence, budget insufficiency and inability to accomplish the mission goals. Success relies on getting people on board, listening to them, and applying suitable game plans. Department rooms can drive the successful implementation of change by filling in the gaps in the facility and crafting tactically adjusted plans.

## **2. Main Body**

### **2.1 Critical Analysis of Business Challenges and Risks**

The adoption and execution of new reform programs in organisations are accompanied by complex issues and hourly risks that should be handled before they worsen. Nevertheless, this paper's critical gaze focuses on the challenges and risks of change implementation. It talks about interior and exterior territories, bringing about changes. Finally, it delves into the barriers to the aware change implementation process.

#### **2.1.1 Identification and Discussion of Key Business Challenges and Risks**

Among the fundamental difficulties associated with affected groups in the change programs is stakeholder opposition. It generally derives from anxiety about an uncertain future, fear that one's personal control is taken away, or concerns about losing job security. The solution to this problem is using the right communication medium, employee engagement, and change management to ensure all the junior to senior-level employees buy into the policy (Perea *et al.*, 2020). Also, the disparity with routine workflow is a significant obstacle encountered during implementing change initiatives. Implementing new working procedures, tools, and styles can be accompanied by a production decrease, an increased number of errors and employee dissatisfaction without proper management. Organisations are expected to adequately respond to changes and provide a seamless succession of the change process by being methodological and meticulous in planning and managing disruptions (Sabjanics, 2024). Other critical issues are resource shortages and budget constraints. While organisations may have adequate financial and technological infrastructure, a limited skilled workforce can impede the successful implementation of reforms and hinder long-term quality outcomes. Effective resource allocation, budget management, and strategic planning are essential for controlling change and ensuring its execution.

### **2.1.2 Analysis of Internal and External Factors Influencing Change Initiatives**

Internal factors such as the culture, the event's existence, and the workers' moods influence the success of change. Culture may be a barrier or enabler, depending on how fast organisations can adapt, how open they are to innovation, and their willingness to take risks. Good leadership that brings clarity of vision encourages communication, and is committed to change are crucial elements that will see changes implemented and establish conducive avenues for innovation and growth (Almeida, Duarte Santos and Augusto Monteiro, 2020). External factors like market fluctuation, changing rules and regulations, and competition in the sector can also affect change. Organisations with an eye for keeping their noses just above the waterline in a dynamic and competitive market space must account brilliantly for what makes customers tick during an era of technological advancement and trendiness. In order to forecast and react appropriately, missing the unique chances and risks of external factors can lead to the decline of the organisation and its sustainability.

### **2.1.3 Evaluation of Potential Barriers to Successful Change Implementation**

Implementation of organisational change may fail for several reasons, such as undermining change management, conflicting targets of middle-level management, and insufficient alignment of individual and organisational goals (Purnomo *et al.*, 2024). Change management involves a set of competencies that imply the combination of skills with knowledge and processes necessary for achieving sustainable and prosperous change. Organisations must create a culture that supports and understands the need for flexibility in resisting change. It also needs to develop competencies that can conduct change processes expertly. Regarding crucial middle management functions, aligning strategic goals with replicable operational plans lies at the core of how the change is executed. The resistance from middle managers and the fear of change may, in the end, block change initiatives. However, if the change implementation process is well planned, good communication and key leaders are involved, change can be easily facilitated. Empowering middle managers as change agents and providing them with the necessary support and resources can motivate them to lead change efforts successfully. Moreover, ensuring alignment between organisational goals and individual objectives is vital for building staff motivation and commitment to improvement. Effective communication, performance management, and employee involvement strategies are essential for garnering support and addressing opposition to change.

## **2.2 Application of Change Tools, Techniques, and Philosophies**

The deployment of the organisational change often depends on successfully utilising change management tools, approaches, and tools. The following session addressed various change management tools, looked at their effectiveness in the process of organisational transformation, and showed case studies or examples of those tools.

### **2.2.1 Overview and Discussion of Change Management Tools, Techniques, and Philosophies**

Change Management approaches include a broad spectrum of strategies and tools applied amid the surrounding complexities of change. We develop and apply the appropriate frameworks, such as Kotter's 8-Step Change Model, Lewin's Change Management Model, ADKAR Model of Prosci and agile methodologies like Scrum and Kanban. Also, stakeholder analysis, communication planning, training and development, and performance evaluation are some strategies that are widely employed as part of these initiatives. The philosophies at the heart of change management, such as leanness management, Six Sigma, total quality management (TQM) and theory of constraints (TOC), serve as guiding principles and frameworks which aim at weaving together improvement and transition within organisations (Errida and Lotfi, 2021). These philosophies call for process optimisation, customer focus, data analytics- effectiveness, employee empowerment and change management to drive sustainable change and accomplish organisational excellence.

### **2.2.2 Examination of Effectiveness in Facilitating Organisational Change**

The efficacy of management change tools, mechanisms, and paradigms in fostering organisational change are also factors such as the kind of change, organisational culture, top-level management support, and employee readiness (Javanparast *et al.*, 2018a). Successful solution deployment often sees positive outcomes, can deal with problems, and eventually benefits organisations when solutions are applied accordingly. For example, Kotter's eight-step change model offers some framework grounded on the factors of being motivational, bringing together people and leveraging the power of workers (Joseph Galli, 2018). Similarly, Lewin's Change Management Model involves three steps: unfreezing, the initial stage of change; change implementation, the second stage; and refreezing, which is aimed at the transitioning of individuals and organisations into the change, introduction of interventions and establishing new behaviours and practices. Current case studies where these tools and techniques are used have an immediate impact because they provide evidence of their value. For example, a case study showcasing a software development company's adoption of Agile methods highlights how iterative and

collaborative approaches to change management enhance agility, innovation, and responsiveness to customer needs.

### **2.2.3 Case Studies or Examples Illustrating Application**

Change management techniques and tools were utilised in an organisation such as General Electric (GE) under the leadership of Jack Welch to the extent that the organisation became sleek and highly efficient. Welch has improved several programs, including Six Sigma, operation management, and "workout" sessions, to accelerate the cultural transition and set the "boundaryless" behaviour to increase collaboration and innovation. The key factors that brought GE to the position of a global leader in different areas were the success of initiatives that cut operational costs, improved quality, and allowed sustainable growth for the company (Dörfler and Stierrand, 2021). In addition, Toyota's lean management method has become a standard thanks to the introduction of lean management techniques, which have revolutionised the automotive industry. By utilising practices like Just-In-Time (JIT) production, Total Productive Maintenance (TPM), and Kaizen, Toyota accomplished several goals like waste lowering, enhancing productivity and also quality improvement. Lean has gone on to redefine productivity and competitiveness benchmarks globally to the point where it has revolutionised the manufacturing process most companies use today (Pasmore *et al.*, 2019).

### **2.3 Qualities of a Change Agent or Leader**

Organisations are journeying with multiple challenges and obstacles that need to be overcome. The crucial role of effective change managers and leaders is to act as navigators of change, guiding the organisation towards success. Through this talk, the qualities and characteristics of such leaders are explored; it then touches on their roles in ensuring change is realised, and obstacles of resistance are eliminated; and finally, the considerations necessary for good change leaders are examined.

#### **2.3.1 Exploration of Qualities and Characteristics**

An excellent change agent or leader possesses many skills and traits that give them the power to persuade and inspire others, as well as to handle and deal well with uncertainties and enable him to lead successful change initiatives. Some essential qualities include:

**1. Visionary Leadership:** The change champions have a clear picture of the betterment and can forcefully express it in a fascinating manner that will stir the others to participate in the change action (Issah, 2018).

**2. Communication Skills:** Effective communication, which helps get the buy-in, build trust, and manage the stakeholders during the change process, is an essential service. A good change leader will be good at oral and written communications and maintain the principle of clarity and detail.

**3. Adaptability:** A change agent shows flexibility and adaptability; he does not step away from unexpected situations and opposition but tries to find an option to keep progress moving forward (Oreg and Berson, 2019).

**4. Emotional Intelligence:** Leaders with high emotional intelligence understand and empathise with the emotions of others, fostering a supportive and inclusive environment where individuals feel valued and heard (Issah, 2018).

**5. Resilience:** Change initiatives often encounter setbacks and obstacles, requiring resilience and perseverance from leaders to navigate through adversity and maintain momentum (Issah, 2018).

**6. Collaboration and Empowerment:** Effective change leaders empower others to contribute to the change effort, fostering a collaborative culture where diverse perspectives are welcomed and valued (Oreg and Berson, 2019).

### **2.3.2 Analysis of Role in Driving Change and Overcoming Resistance**

Change agents or leaders are critical in driving organisational change by providing direction, alignment, and momentum throughout the change process. They serve as champions of change, inspiring and mobilising others to embrace new ways of thinking and working. Additionally, change leaders facilitate the removal of barriers and obstacles, providing support and resources to empower individuals and teams to succeed. (Robbins and Davidhizar, 2020) In overcoming resistance, change leaders actively listen, address concerns, and provide a rationale for change. They create a sense of urgency and importance around the change initiative, emphasising its benefits and opportunities for individuals and the organisation. Moreover, change leaders foster a culture of openness and transparency, encouraging dialogue and collaboration to address resistance constructively (Catania *et al.*, 2021).

### **2.3.3 Discussion of Considerations for Successful Change Leadership**

Success or failure of change leadership depends upon expert planning, correct execution and proper assessment.

**1. Stakeholder Engagement:** Change managers must actively involve all the stakeholders at the organisational levels, listening to their views, addressing their concerns and securing their support in the change initiative (Leithwood, Harris and Hopkins, 2020).

**2. Change Management Framework:** Putting a change management framework feature together offers an action map that embraces planning, executing and evaluating change initiatives for the organisation's success, hence the implementation of the strategy (Rosen *et al.*, 2018).

**3. Leadership Development:** Human capital investments of the leading development programs allow change leaders to obtain appropriate skills. Learning and abilities are needed to succeed in the change initiatives and contribute to developing an improving culture (Rosen *et al.*, 2018).

**4. Organisational Culture:** Transformational leaders comprehend the norms within the organisation they lead and use the existing culture to support and integrate also the desired behaviour, thus strengthening the organisational culture of innovation, collaboration, and resilience (Rosen *et al.*, 2018).

**5. Continuous Learning and Improvement:** Change leadership is evolutionary and continuous, a process through which leaders develop and adapt to new environments. Education reform leaders should engage in firsthand contact with the environment, evaluate results, and adjust the system regularly to bring immediate improvements and development (Leithwood, Harris and Hopkins, 2020).

### **3. Discussion**

This section concludes the previous body, identifying the main hindrances of stakeholders' resistance, workflow interference and resource limitations. Comparative analysis favours various change management methods, showing that successful leadership is an inseparable part of the process, which embraces the culture of innovation and resilience without difficulties.

#### **3.1 Synthesis and integration of findings from the main body sections**

The key insights of business challenges and risks during change implementation programs emerged during the critical analysis of this project. Initially, the risk of rejection from stakeholders, which is caused by the uncertainty and the belief that the workplace can be threatened, is the major problem. Efficient communication, joint actions, and strategic change management became the main instruments to deal with this problem and secure people's involvement. Besides, the deformation of existing workflows and processes needs reckoning, emphasising the importance of planning with the method in mind as a means by which productivity losses and dissatisfaction of employees are minimised. Hence, the inadequacy of resources and the limitations to budgetary allocation necessitate efficient resource allocation for strategic and fiscal planning (Perera *et al.*, 2020).

Frequently, opponents pose diverse and complex objections from concerns about job security, lack of authority, or uncertainty about the future. These issues must be addressed through transparent communication, collaboration, and a common goal for the transition. Without the actual buy-in from all stakeholders within the organisation, there would be the likelihood of significant resistance to the change initiatives, which would increase the delay or compromise the outcomes (Almeida, Duarte Santos and Augusto Monteiro, 2020). Another challenge is making it through the broken old processes and workflows during the change process. Employees may be reluctant to adapt to new working routines and risk being told in a flood of new systems or technology. Companies should support this circumstance with training, resources, and counselling to enable employees to fit into the changing environment efficiently. Moreover, clarifying communication that pinpoints the need for the change and elucidates the expected benefits can allay the concerns and give the staff a positive outlook towards the change process (Errida and Lotfi, 2021).

### **3.2 Comparative analysis of different approaches and strategies for managing change**

The comparison among distinct tools, modalities, and facets of managing change can thematically show the different methods or ways that enable organisational development. Many models, such as Kotter's 8-Step Change Model, Lewin's Change Management Model, and the ADKAR model from Prosci, offer a structured methodology for guiding organisational change. Models like this allow for a profound step-by-step understanding of how to begin and continue change by underling key requisites such as raising awareness, mobilising for collective movements and persistence (Javanparast *et al.*, 2018). However, the Agile methodologies also do light up the dynamic and iterative ways of predictive development, which they are known for their key characteristic: Computation and adaptation to the environment context very fast (rapid) change. Whereas the agile philosophy is built on flexibility, teamwork, and continuous improvement, thus companies can be updated more quickly to the dynamic environment and their customers' needs.

Additionally there is lean management, six Sigma, total quality management (TQM) and the theory of constraints (TOC) whose key principles serve optimization of the process. These ideologies have been founded on a system of process optimization, client orientation, data-driven decision making, and continuous education and development. On one side, they are complementary instruments; on the other hands, they possess both positive and negative aspects (Pasmore *et al.*, 2019). Employee involvement in the process, leadership support, and facility



readiness are key to the effectiveness of these strategies in the transformation of organizations. Say for example, a highly centralized organization is unlikely to can agile methodologies due to its definition. Moreover, a firm with a quality focus could find Six Sigma and TQM a more appropriate tool for centralizing tasks (Issah, 2018). Thus, ascertainment of the organizational analysis is actually the basis for selecting the pathway for conducting the change management in organizations in an effective manner.

### **3.3 Reflection on the implications of the discussed concepts for organisational change initiatives**

The idea that organisational change is driven by strong change leadership, highlighted by reflecting on the discussed concepts, can be seen as the critical role of effective change leadership for change initiatives. This principle highlights that the ultimate success of change acts relies on such types of leaders who have a variety of qualities and features. Among the qualities are visionary leadership to bring about shared vision, sophisticated communication skills to maintain trust, the ability to adapt in uncertain situations, resilience to struggle through setbacks, collaboration to build a group to thrive, and finally, the ability to empower others. (Oreg and Berson, 2019). Furthermore, it is highlighted that change management should be an integrated approach involving all fields. These factors are constituency engagement that makes stakeholders buy in and accept the changes, the adoption of a structured change management framework which is responsible for guiding the process, investment in leadership development programs aimed at equipping the leaders with the skills, understanding and leveraging organisational cultural for supporting change as well continuous learning and improvement to fit in the emerging situations. Organisations that want to master the complexity of change management can review these implications and enlist strategic change management approaches to help them deal with this (Catania *et al.*, 2021). The manifestation of capabilities such as innovation, adaptability, and agility in the process stems from those efforts, which eventually results in sustainable goal setting.

### **4. Conclusion**

To summarise, the key to change management programs is a comprehensive understanding of their main challenges and risks. Lack of coordination, process disruptions, and resource availability become the main barriers. Through this solution, engagement of stakeholders, and foresight a good plan will be formulated as well, handling an internal and external aspect of the change is also key, as a matter of fact. Organisational culture, type of leadership, dynamics of the

market, etc. are the most important aspects that will determine whether the changes are successful or not. A comparison of different change management approaches that analyze the crucial prerequisites of organization and its requirements must be deliberated. Whether these are Kotter's 8-Step Change Model or Agile management methods and philosophies that are Lean, each of these approaches is crucial for the company to take root to where it should land. On the other hand, the success of these approaches depends on factors such as senior management's availability and the employees' readiness. The implication of these ideas underlines the fundamental role of being a propelling agent of effective change leadership. This leadership must be visionary, adaptable, collaborative and empowered as well. This encompasses the way of surpassing difficulties related to change. By appropriately implementing change management tactics, organisations can build a culture that is innovative, resilient, and adaptable over time, eventually driving sustainability in change initiatives.

## **5. Recommendations**

Recommendations for successful change implementation:

- 1. Develop a comprehensive change management plan:** Start by thoroughly analysing the internal and external determinants that influence the change initiatives. Consider potential obstacles and draw up an action plan to overcome them. A reformulated control plan demonstrates relevant steps for the change management process (Stouten, Rousseau and Kremer, 2018).
- 2. Prioritise effective communication and stakeholder engagement:** Communication plays a significant role in building a consensus and commitment from all involved – human beings and organisation executives. Establishing open communication channels will enable you to spell out reasons for the change, address customers' worries and solicit their feedback throughout the change process. Engage the stakeholders actively, involve them in the decision-making, and provide evidence of progress and developments.
- 3. Invest in change management capabilities:** Develop, reinforce and introduce the change management capabilities throughout the organisation. Create training and development resources for leaders, managers, and employees to lead and manage change-related matters. Engender a culture ready to change that values innovation, cooperation and a never-ending process of improvement (Javanparast *et al.*, 2018b).
- 4. Allocate resources strategically:** Thus, make sure that the requisite resources are in place to sustain the change initiatives. Undertake a comprehensive resource needs assessment, focusing on

the critical changes that require immediate solutions. Effective resource management and budgeting structures are intentional constraints that lead to success in working together with the change initiatives (Stouten, Rousseau and De Cremer, 2018).

**5. Empower middle management as change champions:** Those who occupy the middle manager positions are natural core facilitators at change-level management. Grant them the ability to make changes and the proper facilities, tools, and authority to help them lead the change process. Develop capabilities of people-change agents by giving them the chance to be role models and teachers to their teams so that everyone's knowledge will be mountainous (Salvioni and Almici, 2020).

**6. Foster alignment between organisational goals and individual objectives:** Make sure employees recognise how their specific positions relate to the overarching vision of the organisation as well as to the organisational goals. Also, they should understand what alteration initiatives mean for their jobs and personal ambitions. Establish synchronisation by stating the task immediately, providing daily feedback, and directing the change initiatives' performance management systems (Javanparast *et al.*, 2018b).

**7. Continuously evaluate and adapt:** Change, like a dynamic process that occurs stage-like, may only be effective in constant assessments and corresponding audits. Adequately track the performance, welcome feedback, and recognise pitfalls and corrections as the change progresses. Be prepared to update your performance by evaluating different methods and situations to maintain the stability of change (Salvioni and Almici, 2020).

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## **Appendices**

### **Personal Development Plan (PDP)/Reflection**

Commencing the Personal Development Plan (PDP), my goal was to find a way to improve my learning process in the unit, which is concerned with organisational cultural change management. Noting how reflection is essential in self-discovery, I directed my energy into discovering what I was gaining from the experience and where I was falling short. I have learned that the experience was enlightening and sufficiently challenging, as it examined how organisational culture impacts change management processes. Some challenges faced included grappling with complex theories, managing time and adapting to online learning. While dealing with these, I consulted my master, mined the meaning out of them, and mastered time management. Identifying and assessing achievements would be of primary importance. Interacting with materials, discussions, and assignments, I had a goal to complete. Using case study analysis and culture effect evaluation, I evaluated the learning to see if we did it right. Assessment of strengths and weaknesses was masked as the vital thing. Enhanced critical thinking and adaptability were stated, while weaknesses of academic planning and lack of experience were proven to need further development. Plans for the following year include focusing on time management skills and going deeper into the topics. Looking back at the change management skills, I have found some gaps for improvement, which are the collection of change inputs and designing the change plans. Enfolded lessons in everyone's endeavours establishes a connection with leadership and the need to banish resistance to change. To be realistic, plans involve cultural change management as one of the project principles to pursue and seek further professional development. Likewise, this reflection process enabled me to look deeply into inward developments. Continuously willing to learn and improve myself, I await an opportunity to serve the organisation as an effective firsthand organisational change agent through self-assessment and proactive engagement.