

The Organization Development (OD) Models: The Benefits and Implication for Organizational Performance: Literature Review

Dr. Asmat N. Khattak

asmat.khattak@gmail.com

Associate Professor, HoD Management Sciences, Institute of Management Sciences, IMS, Lahore, Pakistan

Ahmad Mujtaba Sial

mujtabasial@gmail.com

Independent Researcher

Fatima Faisal

fatima.faisal85.FF@gmail.com

Independent Researcher

Corresponding Author: * Dr. Asmat N. Khattak asmat.khattak@gmail.com

Received: 19-01-2025

Revised: 29-01-2025

Accepted: 21-02-2025

Published: 01-03-2025

ABSTRACT

Organizational performance is a crucial and noteworthy strategic challenge. The business owners, strategic partners, and organizations applying processes and strategies into place to boost organizational performance. Optimizing performance requires the implementation of OD interventions and models. OD interventions seek to increase a company's capacity to accomplish its goals and objectives by enhancing overall efficiency and effectiveness. Experts developed many OD models. This exploratory research study gathered, combined a list of the diverse OD models and presented them to academics, students, and corporate practitioners. The list includes Kurt Lewin's Three-Step Model, McKinsey 7-S Framework, Burke-Litwin Model, Greiner's Equential Models, Leavitt's System Model, Action research model, Appreciative Inquiry, Business Process Reengineering (NPR), Lewin's change management model, ADKAR change management model, Nudge theory, Bridges transition model, Kübler-Ross change management framework, Satir change management methodology, Theory O (Model) and 3Ps Model. The study's conclusions are important for academics and business graduates since they shed light on several facets of OD models and performance, improving their knowledge and proficiency.

Keywords: OD models, OD history, OD interventions, OD frameworks, OD systems, Organizational performance

INTRODUCTION

A beneficial representation of a system or object is called a model. Models are developed by human beings. The real world is not a model. However, we understand the real-world systems using human mad models. A model consists of three components: an information processor, an information input, and an expected result output. OD models offer a well-defined structure that facilitates change management. These approaches help with both action plan formulation and staff communication clarification. OD experts and researchers have developed a wide range of OD models (Kurt Lewin's Three-Step Model, McKinsey 7-S Framework, Burke-Litwin Model, for example) to enhance performance and support business development and transformation initiatives.

Since all of the current OD models are dispersed, I reviewed the literature and compiled them all under the umbrella of "OD Models" to assist business and management students and other interested readers. As a

PhD in OD with decades practice and teaching experience in OD and HRM, my aim is to help and support my students and the society. This study endeavor also includes my critique and potential future research directions. Despite of numerous research studies (Asumeng & Osae-Larbi, 2015), gaps in the literature continue. It is still pending the compilation of all "OD Models" under a single umbrella. OD is a process that is "iterated" and it is not a final "destination" (UKEssays, 2018). In order to maximize the utilization of resources and improve performance, organizations employ OD interventions. Corporate performance problems have been overcome by innovative OD models, concepts, and approaches (Zibarras & Coan, 2015; Zollo & Singh, 2004).

LITERATURE REVIEW

How successfully an organization accomplishes its aims and objectives is referred to as organizational performance. One significant and important strategic concern is organizational performance. OD interventions and models are used in order to maximize performance. By improving overall efficiency and effectiveness, OD interventions aim to boost a capacity to achieve its goals and objectives. Businesses require OD models in order to create efficient and successful processes, and economic structures. Change is essential and gives successful businesses a foundation. Organizations must use OD models to boost worker performance and efficiency (Zehir et al., 2012; Zibarras & Coan, 2015; Zollo & Singh, 2004; Zvi et al., 2014; Asumeng & Osae-Larbi, 2015).

A model is an advantageous depiction of a system or object. Humans are the ones who create models. Models are available in a vast array of shapes, sizes, and designs. The actual world is not a model. However, we use models created by humans to comprehend real-world systems. OD experts and academics have developed numerous OD models but the existing OD models are all scattered. The process of bringing all "OD Models" together under one umbrella is still a pending job. Moreover, it is imperative that scholars and professionals alike ascertain the degree to which the suggested OD models can facilitate efficacious deliberate modifications and the establishment of educational institutions in a progressively digitalized society (Asumeng & Osae-Larbi, 2015)

A literature review led us to OD models. On the list are: Kurt Lewin's Three-Step Model, McKinsey 7-S Framework, Burke-Litwin Model, Greiner's Equential Models, Leavitt's System Model, Action research model, Appreciative Inquiry, Business Process Reengineering (NPR), Lewin's change management model, ADKAR change management model, Nudge theory, Bridges transition model, Kübler-Ross change management framework, Satir change management methodology, Theory O (Model) and 3Ps Model. According to French (1969), OD seems to have started around 1957 as an effort to implement some of the ideals and concepts of learning from laboratory training across the entire organization. Human relations education forms the theoretical foundation of organization development (Bennis, 1963).

Lau et al. (2019) have worked on a collective organizational learning model. The new model is the 3Ps model. The components of 3Ps model are "principles", "purposes", and "processes of organizational learning." The 3Ps model advocate assessment and the method of collective learning. The 3Ps model can help organizations identify and adjust their corporate learning requirements. According to a highly conclusive study by Bushe and Nagaishi (2018), OD is not just about the Change. Great organizations should be developed by OD practitioners and researchers. They should welcome challenges under the tenets of "interest in development" and "engagement and inquiry." They recommended that scholars need to provide new life to the field of OD.

We devoted a lot of effort on compiling the OD models. There is a gap (Osae-Larbi & Asumeng, 2015). This is still pending the bringing together of all "OD Models" under a single umbrella. OD is a process that is "iterated" and it is not a final "destination" (UKEssays, 2018).

RESEARCH METHODOLOGY

The literature review helped us compiled the "OD Models." Google Scholar was used to search published publications and articles using search words such as "OD models," "OD interventions," "OD and corporate solutions," and "OD history." The purpose of a literature review is to compile current, relevant research on the topic of choosing and assemble it into a logical synopsis of the quantity of prior knowledge in the field. In order to comprehend the body of knowledge already available on a particular subject more thoroughly, a literature review must be conducted. According to Akhtar (2023), the architecture of the literature review aids researchers in identifying knowledge gaps. In the management sciences, this kind of design is used when there is insufficient data to fully understand a situation. After reading the abstract and title, 100 of the 200 papers that were initially found and reviewed for the study were excluded. Only 60 papers are included in the study after 40 were excluded after their full texts were reviewed. Integrity, openness, and transferability are the main focuses of the Walsh and Downe (2006) criteria, which are used to evaluate the caliber of qualitative research. In order to make sure that qualitative studies are thorough, reliable, and pertinent, the criteria assist researchers and readers in assessing their quality.

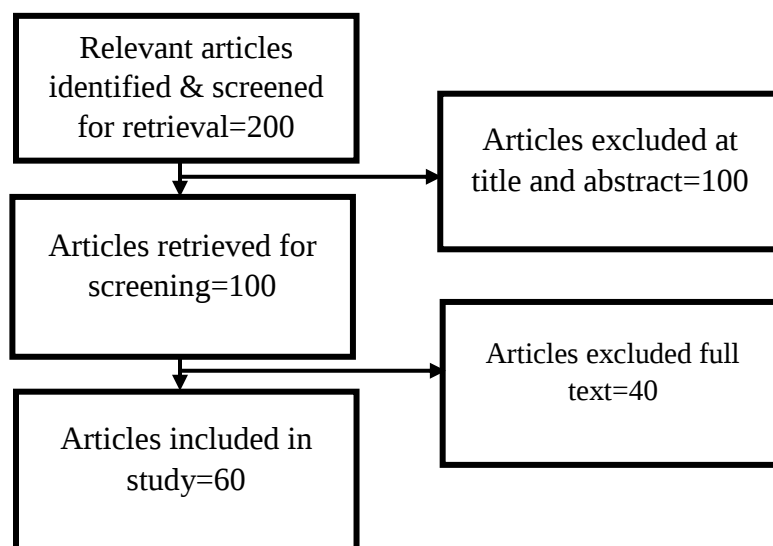


Figure 1: Articles Selection Process

Research studies employ the design to gather secondary data and to define research challenges and hypotheses (Thomas & Lawal, 2020). The less inflexible methodological constraints of exploratory study design facilitate the discovery of new information. Exploratory research helps to determine the best research design, data collection method and selection of subjects and the design is considered the essence of quality research (Richard, 2018; Thomas & Lawal, 2020).

FINDINGS AND DISCUSSION

We invested a lot of work into gathering the OD models as it was still an issue that they were not all gathered under a single umbrella. OD is a journey that is repeated; it is not a destination. A literature review led us to OD models. The following Table 1 shows the existing OD models.

Table 1
OD Models

S. No.	OD Models
1.	Kurt Lewin's 3-Step Change Model
2.	John Kotter's 8-Step Change Model
3.	McKinsey 7-S Framework
4.	Burke-Litwin Model
5.	The Greiner Growth Model
6.	Leavitt's System Model
7.	Action Research Model
8.	Appreciative Inquiry
9.	Business Process Reengineering (NPR)
10.	Lewin's Change Management Model
11.	ADKAR Change Management Model
12.	Nudge Theory
13.	Bridges Transition Model
14.	Kübler-Ross Change Management Framework
15.	Satir Change Management Methodology
16.	Theory O (Model)
17.	3Ps Model
18.	SEAM four-leaf clover Model

One of the biggest challenges is performance. Performance is a significant variable in management research. Productivity, efficiency, effectiveness, growth, and quality are all associated with performance. Quantity, equity, quality, efficiency, service dependability, transparency, and integrity all affect an organization's performance. The goal of OD models is to support and direct planned improvements. OD models assist businesses in aligning with their strategic goals and values by offering an organized method for problem diagnosis, intervention planning, and outcome evaluation (Ainuddin et al., 2007; Akhtar, 2002; Abbas et al., 2014; Abdul-Rahman, & Ayorinde 2013; Afza & Yousaf, 2012). Many OD models are created and available in the literature. Organizations need to integrate OD models with organizational strategy to achieve corporate objectives (Kritsonis, 2005; Lacey, 1995; Lewin, 1946; Bushe, 2011; Chambers, 1994; Cooperrider & Srivastva, 1987; Cooperrider et al., 2000; Lewin, (1947).

Kurt Lewin's 3-Step Change Model:

The three-step change model was developed by social psychology's founder, Kurt Lewin (1890–1947). Kurt Lewin was a German-born American psychologist who made significant advances in organizational, social, and applied psychology (Miller, 2012; Burns & Bar gal, 2017). This model in Kurt Lewin's three step change model has divided the change process into three stages: **unfreezing**, **changing**, and **refreezing**. The model is broadly acknowledged in psychology and is being applied to business transformation. The process of implementing change requires changing the organization's present condition to the expected state. Since

its initial publication in 1947, hundreds of organizations all over the world have used this model for corporate change (LPC, 2023).

The first stage is unfreezing, entails dismantling the current state in order to bring about change within the organization. Corporate planners must convey, clarify, and win over the team and staff members to the necessary modifications and their justifications. While this process of transformation is a collective habit, some people are immune to it and respond to it differently. Some could be tense, worn out, or even furious. Employee motivation is crucial for managing workplace anger, engaging them in the process, and emphasizing the significant advantages of the implemented adjustments. During the stage, organizations move from comfort zone and prepare all the stakeholders before the change process.



Figure 2: Kurt Lewin's Model of Change

Source: <http://www.strategies-for-managing-change.com/kurt-lewin.html>

The change phase is the second phase. Communicating and making all the changes and their reasons evident is a very effective strategy. Even if there may be benefits and drawbacks to Lewin's change process, the newly acquired skills, the positive corporate culture, and—most importantly—the management team that is supporting the change will make it a reality and produce excellent outcomes.

Refreeze is the third phase. After the modification is finished, the corporate management model will need to be updated to reflect all of the completed changes. This is known as the refreezing stage. Refreezing does not imply a halt to development at this point. It merely draws attention to the advantages and effects of the modifications for both the business and the staff. The objectives of Lewin's change management model are also met. This is where Lewin's change works come in to consolidate all of the adjustments that have been made into the new corporate status quo and instill it in the way that people operate (LPC, 2023; Hussain et al., 2018). In the refreezing stage employees accept the new methods and working styles and establish new relationships. Management must be guide and facilitate the employees in accepting the new behaviour patterns at work (MSG, 2023).

This model is suitable in business environments where businesses adjust to changing market dynamics and technology breakthroughs. The internal reorganization process is also guided by the model. The model provides an organized method for handling change, which is essential for preserving organizational effectiveness. The model provides a practical roadmap for change initiatives. OD offers a chance to restore sustainability. The performance metrics have evolved to reflect the contemporary business climate. An organization's future strength will be determined by its ability to run its company efficiently and by its clients, shareholders, and society. Business executives want to use modern management ideas, philosophies, and techniques to improve their OP. Companies must create corporate systems that are in line with contemporary technology (Dess & Robinson, 1984; Djofack & Camacho 2017; Dragan & Isaic-Maniu 2012; Dubey et al., 2017; Dubrovsky, 2004).

John Kotter's 8-Step Change Model:

There is constantly change. Change is challenging, particularly when it occurs within an organization (Cordately, 2023). The eight steps of Kotter's change model are listed below.

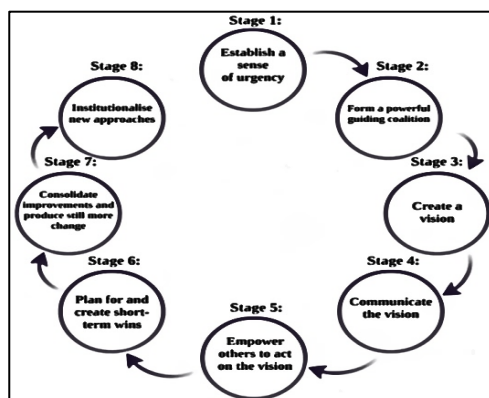


Figure 3: John Kotter's 8-Step Change Model
Adapted from Kotter's (1996) Change Stages

- Creating a Sense of Urgency
- Form a Guiding Coalition
- Develop a Strategic Vision & Initiatives
- Convey the Vision for Buy-In
- Empower others to Enact Action
- Generate Short-Term Wins
- Sustain Acceleration
- Incorporate Changes into the Culture

Apt (2023) defined and explained the model (Kotter, 1996) in a better way. The models' first step is to create a sense of urgency. Creating a situation where everyone wins, one effective strategy is to create "a sense of urgency." "The need for change" is the sense of urgency. Business executives should consult the team about the present issue and ask their input and feedback. The model (Kotter, 1996) is an organized, people-focused strategy that assists businesses in reducing employee resistance, which is the main thing impeding the process of digital transformation. Nevertheless, Kotter's 8-step methodology is dangerous if it disregards employee feedback. Combine this top-down strategy with a digital adoption platform that facilitates employee feedback loops to make it a successful model. We assume that, having come this far, you are searching for a change management strategy and further digital tools to guarantee a successful digital transformation. If so, this is something you may want to think about. The best digital adoption platform that works with all change management models is called Apt (Strop & Crosthwaite, 2021).

McKinsey 7-S Framework

The goal of the McKinsey 7S Framework is to integrate internal company components (Waterman et al., 1980). The model works well to raise corporate performance (Thomas & Robert H. Waterman, 2007). The model is used to determine which model components require realignment in order to enhance performance or to keep alignment and performance during subsequent modifications. Reorganization, new procedures, organizational mergers, new systems, and leadership transitions are a few examples of these modifications (Mind Tools, 2023). The models is a tool for analyzing an organization's "organizational design." The

model's purpose is to illustrate how an organization's performance can be attained through the interactions of seven essential components: staff, shared values, shared values, skill, system, structure, and strategy (CFI, 2023). The internal organizational elements like strategy, structure, system, shared values, skill, and staff have a significant impact on one another and an organization's performance (Suwanda1 & Ungroom, 2022).

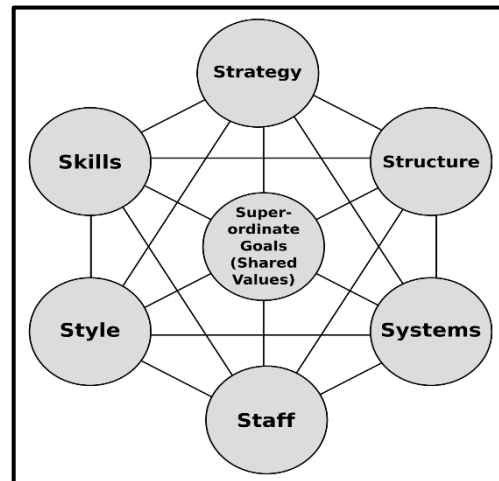


Figure 4: McKinsey 7-S Framework

The components of the model are strategy, structure, systems, shared values, style, staff and skills. The model describes the overall operations of a firm. The foundation of is the idea that seven internal variables need to be balanced and reinforced for an organization to be successful. To get optimal performance, the seven components of the model must be aligned in a powerful and complicated manner (Kumar & Geetika, 2019; Kaminski, 2022).

Burke-Litwin Model

Burke and Litwin's (1992) model illustrate the factors that accelerate change and their relative importance. The model's components and their relationships are external environment, mission and strategy, leadership, organizational culture, structure, systems, management practices, work unit climate, task and individual skills, individual needs and values, motivation and individual and organizational performance. Acceptor (2023) provided a more thorough explanation of the elements. The model is an instrument for comprehending the components of an organization and their relationships during a period of transition. The model exemplifies "open systems theory," which postulates that outside factors are what cause change.

The model is appropriate for starting and managing a corporate change process. The topic of change is complicated. Organizations are the outcome of concerted human efforts to accomplish specific objectives and are composed of several structural levels of authority and responsibility. Organizational structures are the product of rationalized institutional rules and the highly institutionalized surroundings of modern societies. Burke and Litwin (1992) evaluate and direct planners to achieve corporate change. The key elements of the organization must be within the planners' control. Robust configurations, logical connections between organizational elements, and environmental adaptation are among the crucial elements.

The concepts of OD have been used by organizational psychologists to improve organizations and address organizational problems. To overcome challenges and seize business opportunities, organizations need to adapt OD models (Robbins, 1990; Roberts & Dowling, 2002; Robertson & Cooper, 2011; Zehir et al., 2012; Zibarras & Coan, 2015; Zollo & Singh, 2004; Zvi et al., 2014; Asumeng & Osae-Larbi, 2015) OD models and performance are closely associated.

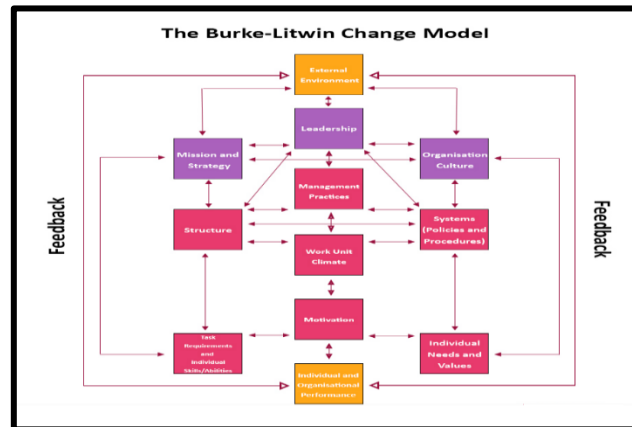


Figure 5: Burke-Litwin Model

The Greiner Model of Organizational Growth

The model was developed by Larry E. Greiner (1998). The models rely on a few presumptions: The first presumption is that organizations are inflexible, centralized, bureaucratic, and control-focused entities. Second, businesses neglect to evaluate their own changing stages of development and fail to recognize that the key to their success in the future lies within. Thus, a management's incapacity to comprehend its organization development issues may cause a company to become stuck in its current evolutionary stage, regardless of market chances.

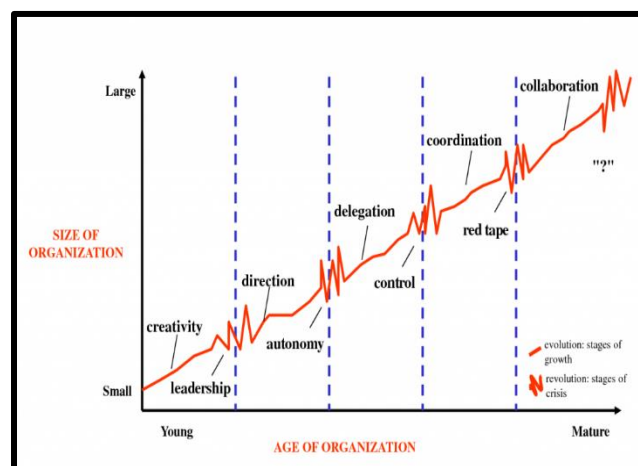


Figure 6: Greiner's Model of Organizational Growth
Adapted from MBA Knowledge Base

Table 2:
Greiner's Model of Organizational Growth Phases

Phases
Phase 1: Growth through Creativity
Phase 2: Growth through Direction
Phase 3: Growth through Delegation
Phase 4: Growth through Coordination and Monitoring
Phase 5: Growth through Collaboration
Phase 6: Growth through Alliances

Greiner (1972, 1998) outlines the six phases of the model that businesses go through as they expand and mature. According to Lucidity's (2023) insightful analysis, the Model is a framework that illustrates the various stages a business must go through in order to attain growth, as well as the various kinds of crises that could arise at certain benchmarks. The model is useful for illustrating to businesses the many methods of growth as well as the various obstacles. Organizations use it to self-identify challenges they are having that will impede their attempts to reach their maximum potential. Shah et al. (2013) conducted an examination of Greiner's (1972, 1998) research and found that an organization must go through multiple stages in the organizational life cycle as it develops. As a result of the crisis, the organization becomes increasingly complex. Both the internal and external environments should be scanned by organizations. To mitigate the effects of the crisis, organizations need to put in place suitable managerial strategies and control mechanisms.

Leavitt's System Model

American management psychologist Harold Jack Leavitt (1922–2007) developed Leavitt's System Model in 1965 as a tool for assessing the effects of change strategies on the whole company. The model explains the corporate change process and offers guidance on common pitfalls.

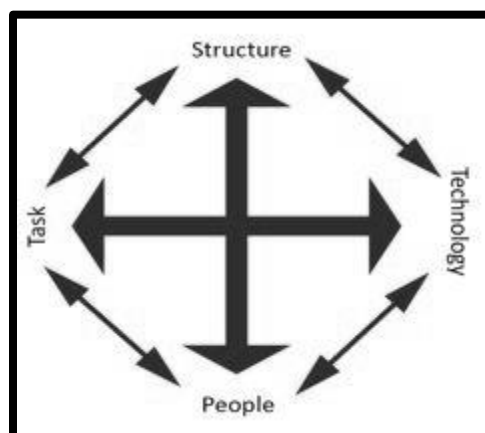


Figure 7: Leavitt's System Model

All variables of Leavitt's diamond model must be balanced for your organizational transformation projects to be successful. It is essential to consider each element of the diamond. Furthermore, a holistic approach to change management will help you implement a profound and lasting transformation. This system model outlines four distinct components of any given organization: tasks; people; structure; and technology. For

an "integrated change" to be successful, the system says that it is more significant to fully understand the relationship and connections between each component.

The performance metrics have evolved to reflect the contemporary business climate. Business efficiency, competent workers, clients, shareholders, and society will all be factors in an organization's future strength. Business executives are eager to use NOD models, theories, philosophies, and techniques to improve their OP. Businesses must create corporate systems that are in line with contemporary technology (Riaz, 2016; Richard et al., 2008; Robbins, 2003; Robbins, 1990; Roberts, & Dowling, 2002; Robertson & Cooper, 2011; Robinson, 1995; Rossier et al., 2012). OD is a widely recognized discipline. OD is a growing process. The purpose of OD is to improve the organizational structure. Organizational psychologists have applied the ideas of OD to solve organizational issues and enhance organizations. Organizations must adapt in order to take advantage of business possibilities and overcome obstacles. OD models and performance are greatly related (Robbins, 1990; Roberts, & Dowling, 2002; Robertson & Cooper, 2011; Zehir et al., 2012; Zibarras & Coan, 2015; Zollo & Singh, 2004; Zvi et al., 2014; Asumeng & Osae-Larbi, 2015).

This study collected OD models and presented them to academics, students, and corporate practitioners. The list includes Kurt Lewin's Three-Step Model, McKinsey 7-S Framework, Burke-Litwin Model, Greiner's Equential Models, Leavitt's System Model, Action research model, Appreciative Inquiry, Business Process Reengineering (NPR), Lewin's change management model, ADKAR change management model, Nudge theory, Bridges transition model, Kübler-Ross change management framework, Satir change management methodology, Theory O (Model) and 3Ps Model.

CONCLUSION

One of the biggest challenges for business organizations is performance. Positive changes is the aim of OD models. OD models help organizations align with their strategic goals and values and optimize performance. This study gathered, combined a list of the diverse OD models and presented them to academics, students, and corporate practitioners. The list includes Kurt Lewin's Three-Step Model, McKinsey 7-S Framework, Burke-Litwin Model, Greiner's Equential Models, Leavitt's System Model, Action research model, Appreciative Inquiry, Business Process Reengineering (NPR), Lewin's change management model, ADKAR change management model, Nudge theory, Bridges transition model, Kübler-Ross change management framework, Satir change management methodology, Theory O (Model) and 3Ps Model. OD interventions are used by organizations to maximize resource use and improve performance. Innovative OD concepts, models, and methodologies have addressed corporate performance concerns.

REFERENCES

- Accipio, (2023). *Burke-Litwin: The Performance and Change Model*. Accipio. <https://www.accipio.com/eleadership/change-management/burke-litwin-the-performance-and-change-model/>
- Akhtar, A. (2023, November 18). 15 Reasons Why Literature Review Is Important? *Curious Desire*. <https://curiousdesire.com/why-literature-review-is-important/>
- Asumeng, M. A., & Osae-Larbi, J. A. (2015). Organization Development Models: A Critical Review and Implications for Creating Learning Organizations. *European Journal of Training and Development Studies*, 2(3), 29 – 43.

- Abbas, Q., Hunjra, A. I., Azam, R., Ijaz, M. S., & Zahid, M. (2014). Financial performance of banks in Pakistan after Merger and Acquisition. *Journal of Global Entrepreneurship Research*, 4(13), 2–15.
- Abdul-Rahman, O. A., & Ayorinde, A. O. (2013). Post-Merger Performance of Selected Nigerian Deposit Money Banks-An Econometric Perspective. *International Journal of Management Sciences and Business Research*, 2(8), 49–59.
- Afza, T., & Yousaf, M. U. (2012). The impact of mergers on efficiency of banks in Pakistan. *Elixir Fin. Mgmt*, 48, 9158–9163.
- Ainuddin, R. A., Paul, W. B., John, S. H., & Michael, J. R. (2007). Resource attributes and international joint venture performance. *Journal of World Business*, 42(1), 47–60.
- Akhtar, M. H. (2002). X-efficiency Analysis of Commercial Banks in Pakistan: A Preliminary Investigation. *The Pakistan Development Review*, 41(4 II), 567–580.
- Bennis, W. G. (1963). A new role for the behavioral sciences: Effecting organizational change. *Administrative Science Quarterly*, 8, 157-168
- Burke, W.W., & Litwin, G.H. (1992). A Causal Model of Organization Performance and Change. *Journal of Management*, 18(3) (1992), 523–545.
- Bushe, G. R. (2011). Appreciative inquiry: Theory and critique. *The Routledge companion to organizational change*, 87-102.
- Burnes, B. (2004). Kurt Lewin and the Planned Approach to Change: A Re-appraisal. *Journal of Management Studies*, 41(6), 0022 – 2380.
- Burnes, B., & Bargal, D. (2017). Kurt Lewin: 70 Years on. *Journal of Change Management*, 17(2), 91-100.
- Bushe, G. R., & Nagaishi, M. (2018). Imagining the Future through the Past: Organization Development isn't (just) about Change. *Organization Development Journal*, 36(3), 23 – 36.
- CFI (2023). McKinsey 7S Model. A tool that analyzes a company's "organizational design." CFI Education Inc. <https://corporatefinanceinstitute.com/resources/management/mckinsey-7s-model/>
- Chambers, R. (1994). The origins and practice of participatory rural appraisal. *World development*, 22(7), 953-969.
- Cooperrider, D. L., Peter Jr, F. S., Whitney, D., & Yaeger, T. F. (2000). Appreciative inquiry: Rethinking human organization toward a positive theory of change. *Team Performance Management*, 6(7-8), 140-140.
- Cooperrider, D. L., & Srivastva, S. (1987). Appreciative inquiry in organizational life. *Research in organizational change and development*, 1(1), 129-169.
- Creately (2023, November 25). The Easy Guide to Kotter's 8 Step Change Model. *Creately*. <https://creately.com/blog/strategy-and-planning/kotters-8-step-change-model/>

- Dess, G. G., & Robinson, R. B. (1984). Measuring organizational performance in the absence of objective measures. The case of the privately held firm and conglomerate business unit. *Strategic Management Journal*, 5(3), 265–273.
- Djofack, S., & Camacho, M. A. C. (2017). Implementation of ISO 9001 in the Spanish tourism industry. *International Journal of Quality & Reliability Management*, 34(1), 18-37.
- Dragan, I. M., & Isaic-Maniu, A. (2012). Snowball Sampling Developments used in Marketing Research. *International Journal of Arts and Commerce*, 1(6), 214–223.
- Dubey, R., Gunasekaran, A., & Deshpande, A. (2017). Building a comprehensive framework for sustainable education using case studies. *Industrial and Commercial Training*, 49(1), 33–39.
- Dubrovsky, V. (2004). Toward system principles: general system theory and the alternative approach. *Systems Research and Behavioral Science*, 21(2), 109–122.
- French, W. (1969). Organization development objectives, assumptions, and strategies. *California Management Review*, 13(2), 23-34.
- Greiner, L. E. (1972). Evolution and revolution as organizations grow. *Harvard Business Review*, 50(4), 37-46.
- Greiner, L. E. (1998) Evolution and revolution as organizations grow. *Harvard Business Review*, 76(3), 55-68.
- Hussain, S. T., Lei, S., Akram, T., Haider, M. J., Hussain, H. S., & Ali, M. (2018). Kurt Lewin's process model for organizational change: The role of leadership and employee involvement: A critical review. *Journal of Innovation & Knowledge*, 3(3), 123 – 127
- Kaminski, J. (2022). Theory applied to informatics – The McKinsey 7-S Framework. *Canadian Journal of Nursing Informatics*, 17(1), 1 – 4.
- Kritsonis, A. (2005). Comparison of change theories. *International journal of scholarly academic intellectual diversity*, 8(1), 1-7.
- Kotter, J. P. (1996). *Leading Change*. Boston: Harvard Business School Press.
- Kumar, S., & Geetika (2019). The McKinsey 7S Model Helps in Strategy Implementation: A Theoretical Foundation. *Tecnia Journal of Management Studies*, 14(1), 7 – 12.
- Lacey, M. Y. (1995). Internal consulting: Perspectives on the process of planned change. *Journal of Organizational Change Management*, 8(3), 75-84.
- Lewin, K. (1946). Action research and minority problems. In G.W. Lewin (Ed.), *Resolving social conflict*. London: Harper & Row.
- Lewin, K. (1947). Frontiers in group dynamics II. Channels of group life; social planning and action research. *Human relations*, 1(2), 143-153.
- Lau, K.W., Lee, P.Y., & Chung, Y.Y. (2019). A collective organizational learning model for organizational development. *Leadership & Organization Development Journal*, 40(1), 107-123.
- Leavitt, H. J. (1972). *Managerial Psychology*. Chicago: University of Chicago Press, 1972. Print
- London Premier Centre. <https://www.lpcentre.com/articles/lewins-change-management-model-2022>

- LPC (2023, November, 25). *Lewin's Change Management Model*: 2022.
- Lucidity (2023). *Guide to Greiner's Growth Model*. Lucidity. <https://getlucidity.com/strategy-resources/guide-to-greiners-growth-model/#:~:text=Greiner's%20Growth%20Model%20is%20a,may%20occur%20during%20those%20milestones.>
- MBA Knowledge Base (2023, November 26). *Greiner's Model of Organizational Growth – Phases of Organizational Growth and Crisis*. MBA Knowledge Base. <https://www.mbaknol.com/strategic-management/greiners-model-of-organizational-growth-phases-of-organizational-growth-and-crisis/>
- Miller, M. L. (2012). Lewin, Kurt. In: Rieber, R.W. (Eds) *Encyclopedia of the History of Psychological Theories*. Springer, New York, NY. https://doi.org/10.1007/978-1-4419-0463-8_358
- Mind Tools (2023, November 25). *McKinsey 7-S Framework*. Mind Tools. <https://www.mindtools.com/aicks4s/the-mckinsey-7-s-framework>
- MSG (2023, November 25). Kurt Lewin's Change Management Model: The Planned Approach to Organizational Change. *Management Study Guide*.
- Richard, S. (2018). On the uses of exploratory research and exploratory studies in social science. Cornell University, Department of sociology
- Riaz, S. (2016). High Performance Work Systems and Organizational Performance: An Empirical Study on Manufacturing and Service Organizations in Pakistan. *Public Organization Review*, 16(4), 421–442.
- Richard, P. J., Devinney, T. M., Yip, G. S., & Johnson, G. (2008). Measuring Organizational Performance as a Dependent Variable: Towards Methodological Best Practice. *Journal of Management*, 35(3), 718–804.
- Robbins, S. (2003). *Organizational Behavior* (10th, Ed.). Patparganj, Delhi, India: Pearson Education (Singapore) Pvt. Ltd.
- Robbins, S. P. (1990). *Organizational theory: Structure, design, and application* (3 Ed.). Englewood Cliffs, NJ: Prentice Hall.
- Roberts, P. W., & Dowling, G. R. (2002). Corporate reputation and sustained superior performance. *Strategic Management Journal*, 23(12), 1077–1094.
- Robertson, I., & Cooper, C. (2011). *Well-being: Productivity and happiness at work*. Basingstoke: Palgrave Macmillan.
- Robinson, K. C. (1995). Measures of entrepreneurial value creation: An investigation of the impact of strategy and industry structure on the economic performance of independent new ventures. Unpublished Doctoral Dissertation. The University of Georgia, Athens, GA
- Rossier, J., Zecca, G., Stauffer, S. D., Maggiori, C., & Dauwalder, J. P. (2012). 'Career adapt-abilities scale in a French-speaking Swiss sample: Psychometric properties and relationships to personality and work engagement. *Journal of Vocational Behavior*, 80, 734–743

- Shah, S. F. H., Nazir, T., & Zaman, K. (2013). A literature review on growth models and strategies: The missing link in entrepreneurial growth. *Management Sciences Letters*, 3, 2189–2200
- Sittrop, D., & Crosthwaite, C. (2021). Minimizing Risk—The Application of Kotter’s Change Management Model on Customer Relationship Management Systems: A Case Study. *J. Risk Financial Manag*, 14, 496.
- Thomas, O. O., & Lawal, O. R. (2020). Exploratory Research Design in Management Sciences: An X-Ray of Literature. *Annals of Dunarea de Jos University of Galati, Fascicle IX*, 2, 79 – 84.
- UKEssays (2018, November 20). Effectiveness of Organizational Development Models. *UKEssays*. <https://www.ukessays.com/essays/mana%251f%251f%251f%251f%251f%25>
- Vosoughi, M. (2014). *Organizational Development Consulting: A Study of Expert Consultants' Key Strategies* [Doctoral Thesis, University of North Florida]. UNF Digital Commons
- Waterman, R. H., Peters, T. J., & Phillips, J. R. (1980). Structure is not organization. *Structure is not organization, Business Horizons*, 23(3), 14 – 26.
- Walsh, D., & Downe, S. (2006). Appraising the Quality of Qualitative Research. *Midwifery* 200(2), 108-119.
- Zehir, C., Ertosun, O., Zehir, S., & Muceldilli, B. (2012). Total quality management practices’ effects on quality performance and innovative performance. *Procedia Engineering*, 41, 273–280.
- Zibarras, L. D., & Coan, P. (2015). HRM practices used to promote pro-environmental behavior: a UK survey. *The International Journal of Human Resource Management*, 26(16), 2121–2142.
- Zollo, M., & Singh, H. (2004). Deliberate learning in corporate acquisitions: Post acquisition strategies and integration capability in U.S. bank mergers. *Strategic Management Journal*, 25, 1233–1256.
- Zvi H. Aronson, Aaron J. S., & Wenzhou, W. (2014). The Effect of Vision, Artifacts, and Leader Values on Contextual Performance Behavior and Success in Technology Challenging Projects: Qualitative Evidence. *Int. J. Innovation Technol. Management*, 11(6), 1–34.