SCALING FOR SUSTAINABILITY: A CHANGE MANAGEMENT FRAMEWORK ALIGNED WITH SDGS

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Abstract. Businesses struggle to achieve sustainable growth, balancing economic success with environmental and social responsibility. This article proposes the "Scaling for Sustainability" framework, a data-driven change management model aligned with three UN Sustainable Development Goals (SDGs): Decent Work & Economic Growth (SDG #8), Industry, Innovation & Infrastructure (SDG #9), and Partnerships for the Goals (SDG #17). These SDGs address responsible business scaling (SDG #8), sustainable technologies (SDG #9), and collaboration for a sustainable future (SDG #17).

The framework leverages six core principles: a shared vision for sustainable growth, an iterative approach for testing new practices, employee engagement through reskilling and collaboration, data-driven decision making to improve ROI and inform partnerships with external sustainability experts, empowered cross-functional teams for scaling sustainable practices, and transparent communication to build trust with all stakeholders. It outlines a four-stage, non-linear change process for achieving sustainable scaling. This article explores how these principles are operationalized through key components in following sections, providing a practical roadmap for businesses to navigate the complexities of achieving sustainable growth while contributing to a more sustainable future. Furthermore, by implementing this framework, businesses can potentially unlock new market opportunities associated with sustainability-conscious consumers and investors, further propelling their long-term success.

Key words: Agile Change Management, Change Management, Organizational Scale, Sustainability Management, Sustainable Scale.

Author's contribution

The authors made an equal contribution to the article. Together they selected literature, analyzed it and drew common conclusions.

Disclosure statement

The authors have not any competing financial, professional, or personal interests from other parties.

INTRODUCTION

Achieving sustainable growth is a pressing challenge for modern businesses. Existing research on scaling businesses often prioritizes economic factors, neglecting environmental and social considerations (Hahn et al, 2015). This article proposes a novel "Scaling for Sustainability" framework, a change management model specifically designed to address this gap. By aligning with the UN's SDGs (Sustainable Development Goals), the framework offers a practical roadmap for businesses to achieve growth that is not only economic, but also sustainable, inclusive, and innovative. Traditional scaling models prioritize economic expansion, potentially leading to negative environmental impacts, unfair

labor practices, and a lack of inclusivity (Engret et al, 2015). This research investigates the need for a change management approach that integrates sustainability principles into the scaling process. The research builds upon existing knowledge surrounding the SDGs, particularly Goals #8 (Decent Work and Economic Growth), #9 (Industry, Innovation and Infrastructure), and #17 (Partnerships for the Goals) (United Nations, n.d.). Existing research on these goals highlights the importance of responsible workforce management, sustainable technologies, and stakeholder collaboration for achieving a sustainable future (This research investigates the effectiveness of the «Scaling for Sustainability» framework in guiding businesses towards achieving sustainable growth while adhering to the principles outlined in SDGs #8, #9, and #17. The hypothesis is that by implementing this framework, businesses can overcome internal resistance, establish clear communication channels, and foster collaboration with external stakeholders, ultimately achieving sustainable scaling. This research aims to contribute to the field of sustainable business practices by introducing a novel framework that integrates sustainability principles into traditional scaling models. The framework aims to provide a practical roadmap for businesses to achieve balanced growth that benefits not only the economy but also society and the environment.

THEORETICAL FRAMEWORK

While the "Scaling for Sustainability" framework is a novel contribution, it builds upon established change management models to guide successful implementation. Our selection of core principles draws inspiration from three widely recognized frameworks: Kotter's 8-Step Change Model, Prosci's ADKAR Model, and Lewin's Change Management Model. These frameworks boast a strong track record, with a 2020 McKinsey & Company global survey revealing that 60% of organizations leverage established change management methodologies to navigate transformations (Carolyn Dewar & Gautam Kumra, 2020).

Kotter's model, renowned for its emphasis on creating a sense of urgency and building a guiding coalition, aligns with our framework's focus on establishing a shared vision for sustainable growth and mobilizing leadership for change (Siitrop et al. 2021). Prosci's ADKAR Model, which unpacks the individual factors influencing employee adoption of change (Awareness, Desire, Knowledge, Ability, Reinforcement), informs our framework's emphasis on employee engagement through reskilling and clear communication (Ali M.A. et al, 2021). Finally, Lewin's model, highlighting the unfreeze-change-refreeze process (Burnes, 2020), resonates with our framework's four-stage approach, which guides organizations through mobilizing for change (Table 1), experimenting and learning, scaling and integrating sustainable practices, and finally sustaining these practices.

While existing literature offers valuable frameworks for general change management, there is a dearth of research specifically focused on change management within the context of achieving sustainability goals. This highlights a critical gap that the Scaling for Sustainability framework aims to address. By integrating the core principles of established change management models with the specific needs of scaling businesses striving for sustainability, our framework offers a practical and data-driven approach to navigate this complex challenge.

Table 1. Comparative analysis of traditional change management frameworks

Model Name	Components / Implementation Steps	Advantages	Disadvantages
Kotter's 8-Step Change Model	- Create a Sense of Urgency - Form a Powerful Guiding Coalition - Develop a Vision and Strategy	- Structured Approach: Provides a clear roadmap for leading and implementing change.	- Overly Linear: The model presents change as a linear progression, which might not reflect the dynamic and iterative nature of change processes, especially in complex scaling initiatives.

Model Name	Components / Implementation Steps	Advantages	Disadvantages
	- Communicate the Change Vision - Empower Broad-Based Action - Generate Short-Term Wins - Consolidate Gains and Produce More Change - Anchor New Approaches in the Culture	- Focus on Communication: Emphasizes the importance of clear and consistent communication throughout the process. - Building Commitment: Encourages creating a strong coalition to champion and drive change.	- Limited Flexibility: The 8-step approach may not be adaptable enough for all situations and may struggle to address unforeseen challenges or require adjustments along the way. - Top-Down Focus: The model primarily emphasizes leadership driving the change, potentially neglecting the importance of bottom-up support and employee participation.
Prosci's ADKAR Model	- Awareness - Desire - Knowledge - Ability - Reinforcement	- Individual Focus: Ensures employees are individually prepared and supported throughout the change process. - Reduces Resistance: By addressing awareness, desire, and ability, the model helps minimize employee resistance. - Measurable: The ADKAR model allows for measuring employee readiness for change at different stages	- Individualistic Focus: While focusing on individual readiness is important, the model might not adequately address broader organizational challenges like culture change, department alignment, or resource allocation. - Implementation Complexity: Measuring and ensuring all employees achieve high levels of ADKAR across different departments and roles can be complex and time-consuming. - Limited Guidance on Implementation: The model excels at assessing readiness but offers less specific guidance on actual change implementation strategies or tactics.
Lewin's Change Management Model	- Unfreeze - Change - Refreeze	- Simple Framework: Offers a clear and easy-to-understand model for navigating the change process. - Emphasis on Unfreezing: Highlights the importance of creating a climate receptive to change before implementation. - Adaptable: Can be applied to various change initiatives, including those related to scaling and sustainability.	- Oversimplification: The three-stage model can be overly simplistic for complex change initiatives, potentially overlooking the need for ongoing monitoring, adaptation, and reinforcement. - Limited Attention to Reinforcement: The "refreeze" stage might not provide enough emphasis on the importance of continuous reinforcement and sustaining the desired change over time. - Resistance Management Overlooked: The model doesn't explicitly address strategies for overcoming resistance to change within the organization.

Established change management frameworks like Kotter's 8-Step or Lewin's Unfreeze-Change-Refreeze models offer valuable structure for navigating change. However, these models might not fully address the complexities of scaling businesses in today's landscape. The rapid advancements in sustainability technologies and the sheer scale of scaling organizations demand a more comprehensive approach. A new model, specifically tailored to this context, is needed to effectively manage the unique challenges of integrating sustainability practices, fostering employee buy-in for new technologies, and ensuring successful implementation across a growing organization. This new model should incorporate aspects of existing frameworks while addressing the dynamic nature of scaling with sustainability goals in mind.

METHODOLOGY

This research investigates the effectiveness of a novel "Scaling for Sustainability" framework in guiding businesses towards achieving sustainable growth aligned with the UN Sustainable Development Goals (SDGs). The methodology employs a multi-pronged approach:

First: Literature Review: A comprehensive review of existing literature on change management frameworks and sustainability principles (focusing on SDGs #8, #9, and #17) is conducted to establish a theoretical foundation for the framework.

Second: Framework Development: Drawing on the insights from the literature review, the «Scaling for Sustainability» framework is designed. This framework outlines the scalability process, core principles, a change management process, and key components for integrating sustainability into the scaling process of businesses.

Third: Case Studies: The framework is then applied to real-world case studies of businesses engaged in scaling their operations. These case studies will explore how the framework is implemented, the challenges encountered, and the outcomes achieved.

Fourth: Data Analysis: Data collected through interviews, surveys, and performance metrics from the case studies will be analyzed to assess the effectiveness of the framework in promoting sustainable scaling practices.

Fifth: Refinement and Recommendations: Based on the findings from the case studies and data analysis, the framework will be further refined to optimize its effectiveness. The research will conclude with recommendations for businesses on how to implement the «Scaling for Sustainability» framework to achieve their sustainability goals while scaling their operations.

RESULTS

This research investigated the effectiveness of the "Scaling for Sustainability" framework in guiding businesses towards achieving sustainable growth aligned with the UN Sustainable Development Goals (SDGs) #8 (Decent Work and Economic Growth), #9 (Industry, Innovation and Infrastructure), and #17 (Partnerships for the Goals). The research methodology employed a multi-pronged approach:

Literature review: A comprehensive review of existing literature on change management frameworks and sustainability principles established a theoretical foundation for the framework.

Framework development: The "Scaling for Sustainability" framework was designed, outlining core principles, a four-stage change management process, and key components for integrating sustainability into the scaling process.

Case studies: The framework was applied to real-world case studies of businesses engaged in scaling their operations. These case studies explored how the framework was implemented, the challenges encountered, and the outcomes achieved.

Data analysis: Data collected through interviews, surveys, and performance metrics from the case studies were analyzed to assess the effectiveness of the framework in promoting sustainable scaling practices.

While traditional change management models offer valuable structure, scaling businesses pursuing sustainability goals require a more dynamic approach. Our Change Management Framework offers several key benefits:

– Sustainability Focus: It integrates sustainability into the core vision, ensuring practices directly contribute to achieving Goal #8 (Decent Work and Economic Growth) and Goal #9 (Industry, Innovation and Infrastructure). This goes beyond simply reducing environmental impact. The framework emphasizes creating new green jobs and ensuring a just transition for existing employees (Goal #8), while also encouraging the development and adoption of sustainable technologies aligned with Goal #9. Traditional models might treat sustainability as an afterthought, focusing primarily on economic efficiency without fully considering the social and environmental implications (Lele, 1991).

– Agile and Iterative: This framework embraces a test-and-learn approach, allowing for continuous adaptation as the organization scales – crucial for navigating the complexities of implementing new technologies and practices (Goal #9) across a growing and evolving entity. Traditional models often follow a more rigid, linear process, which can struggle to adapt to unforeseen challenges or emerging opportunities in the dynamic sustainability landscape (Azanha et al, 2017). This iterative approach aligns with Goal #17 (Partnerships for the Goals) by fostering a culture of collaboration and knowledge sharing, as learnings from pilot projects can be readily shared with external partners who might offer valuable insights for improvement.

– Employee Ownership: The focus on employee engagement fosters a sense of ownership and empowers employees to become agents of change, directly contributing to achieving Goals #8 and #17. Traditional models might prioritize top-down leadership, potentially overlooking the importance of bottom-up support (Koeswayo, 2024). By actively involving employees at all levels in shaping the vision and implementing sustainable practices (Goal #8), this framework leverages their expertise and fosters a sense of shared responsibility for achieving the organization's sustainability goals. Additionally, this approach strengthens communication and collaboration across departments (supporting Goal #17), ensuring a more holistic and effective implementation process.

– Data-Driven Decisions: Data analysis informs decision-making, ensuring investments and strategies are effective in achieving both sustainable and economic goals (Goals #8 & #9). Traditional models may rely less heavily on data and rely on intuition or experience alone (Gopalkrishnan et al, 2020). This framework emphasizes data collection and analysis throughout the change process, allowing for adjustments to be made based on concrete evidence of progress or challenges encountered. This data can also be used to demonstrate the return on investment (ROI) of sustainable practices, addressing potential concerns related to short-term costs (a challenge associated with Goal #8).

– Long-Term Sustainability: By emphasizing continuous learning, feedback loops, and reinforcement of desired behaviors, this framework fosters an organization-wide commitment to sustainable practices, supporting the long-term goals outlined in SDGs #8, #9, and #17. Traditional models might struggle to ensure long-term commitment after the initial change implementation (Hsu et al, 2020). The focus on ongoing learning ensures employees remain adaptable and skilled in implementing new sustainable practices as the organization scales (Mahfouz et al, 2023). Regular feedback mechanisms allow for course correction and improvement, while recognizing and rewarding employee contributions strengthens the culture of sustainability within the organization (Goal #8) and motivates continued innovation and collaboration (Goal #17). This fosters a resilient and adaptable organization well-positioned to achieve long-term sustainability goals.

DISCUSSION

Businesses today face a complex challenge: achieving sustainable growth that balances economic prosperity with environmental and social responsibility. This article proposes the "Scaling for Sustainability" framework, a change management model designed to address this very issue.

The need for sustainable business practices is increasingly recognized. Scaling businesses traditionally prioritize economic growth, potentially neglecting environmental and social considerations. This can lead to negative environmental impacts, unfair labor practices, and a lack of inclusivity. The scope of the problem extends to all organizations seeking to scale their operations while adhering to the principles of sustainability.

The "Scaling for Sustainability" framework is a six-principled model designed to be implemented through a non-linear, four-stage change process. The core principles focus on establishing a shared vision for sustainable growth, embracing an iterative approach, fostering employee engagement, utilizing data-driven decision making, empowering cross-functional teams, and maintaining transparency and communication. The four-stage change process guides organizations through mobilizing for change, experimenting and learning, scaling and integrating sustainable practices, and finally sustaining and reinforcing these practices. Subsequent sections will delve into the specifics of this framework and how it operationalizes its core principles through key components.

In today's world, organizations face the daunting task of balancing growth with environmental and social responsibility. The United Nations' Sustainable Development Goals (SDGs) provide a roadmap for achieving this delicate balance (United Nations, n.d.). This article focuses on Scaling for Sustainability, a change management framework that integrates these crucial aspects into business growth strategies. This article proposes a novel «Scaling for Sustainability» framework, a change management model aligned with three critical Sustainable Development Goals (SDGs) established by the United Nations: Decent Work and Economic Growth (SDG #8), Industry, Innovation and Infrastructure (SDG #9), and Partnerships for the Goals (SDG #17). These interconnected goals are crucial for building a sustainable future:

– Goal #8: Decent Work and Economic Growth: Scaling businesses are a vital engine of economic prosperity. A 2023 report by the World Green Building Council estimates that over 600 million new jobs will be created globally by 2030 (World Green Building Council, 2023). However, this growth must be achieved in a way that promotes fair labor practices, decent work conditions, and inclusive opportunities for all. Achieving Goal #8 ensures that economic growth translates to social progress and shared benefits.

– Goal #9: Industry, Innovation and Infrastructure: Technological advancements and sustainable infrastructure are essential for scaling businesses responsibly. Goal #9 emphasizes the development of environmentally friendly technologies, responsible resource management, and building resilient infrastructure. According to a 2024 study by the World Green Building Council, buildings are responsible for 39% of global energy-related CO_2 emissions (World Green Building Council, 2023). By focusing on Goal #9, organizations can ensure their growth contributes to a cleaner and more sustainable future.

– Goal #17: Partnerships for the Goals: Achieving a sustainable future is a collective endeavor. Goal #17 highlights the importance of collaboration between governments, businesses, and civil society organizations. As stated by John Kotter, a leading authority on change management, «Change rarely happens without a coalition a group of people who are authorized to lead and manage the change effort» (Freeman, R. & Mcvea, John, 2001). By fostering partnerships and knowledge sharing through the Scaling for Sustainability framework, organizations can accelerate progress towards the broader sustainability agenda outlined in the SDGs.

Examining these three goals in tandem allows us to develop a comprehensive approach to scaling businesses. The Scaling for Sustainability framework goes beyond just economic growth; it aims for growth that is sustainable, inclusive, and fosters innovation. This article will introduce the framework itself, detailing its key components and practical steps for implementing it within your organization. By adopting this model, businesses can contribute to achieving these critical SDGs and become responsible actors in shaping a more sustainable future. The very act of achieving the UN's Sustainable Development Goals (SDGs) necessitates a significant change management exercise for scaling businesses. Let's explore this need in the context of Goal #8 (Decent Work and Economic Growth) and Goal #9 (Industry, Innovation and Infrastructure), along with Goal #17 (Partnerships for the Goals).

Goal #8: Decent Work and Economic Growth: Scaling businesses can be a powerful driver of economic growth and job creation. However, achieving Goal #8 requires ensuring this growth is inclusive and translates to «decent work for all». This necessitates significant changes in how organizations approach workforce management. According to Freeman & Meva research, they found that 80% of executives surveyed acknowledged the crucial role of sustainability in long-term business

success (Freeman, R. & Mcvea, John, 2001). However, transitioning to a sustainable business model might require upskilling or reskilling existing employees, while also creating new green jobs. Effective change management becomes crucial for overcoming potential resistance from employees accustomed to traditional practices and navigating this workforce transformation.

Goal #9: Industry, Innovation and Infrastructure: Responsible scaling necessitates integrating sustainability into core business functions, often requiring significant operational shifts. A 2019 study in Business & Society explores the challenges faced by manufacturing firms in adopting sustainable practices. The study reveals that a lack of clarity on how sustainability initiatives contribute to long-term profitability can lead to internal resistance and hinder implementation (Ferlito, R. and Faraci, R. 2022). Here, change management plays a vital role in communicating the economic benefits of sustainable practices (e.g., resource efficiency, cost savings) and fostering a culture of innovation that embraces new technologies and processes aligned with Goal #9.

Goal #17: Partnerships for the Goals: Scaling businesses operating in a globalized world must navigate an increasingly complex external environment. A rapidly evolving regulatory landscape, stakeholder pressure, and the need for collaboration all necessitate strong partnerships. As stated by John Kotter, a leading authority on change management, «Change rarely happens without a coalition a group of people who are authorized to lead and manage the change effort» (Sittrop, Danny & Crosthwaite, Cheryl, 2021). For Goal #17, change management helps build these internal and external coalitions. Internally, it fosters collaboration across different departments and prepares employees for working with diverse partners. Externally, it strengthens communication with investors, regulators, and NGOs, ensuring alignment with sustainability expectations. Related research reveals that 70% of institutional investors now consider ESG (Environmental, Social, and Governance) factors in their investment decisions (Ferlito, R. and Faraci, R. 2022). Effective change management allows scaling businesses to demonstrate a clear commitment to sustainability, attracting investment and fostering partnerships that support achieving Goal #17.

The challenge becomes even more pronounced in the context of scaling. The rapid growth often necessitates adjustments across the organization, further highlighting the need for robust change management practices. Scaling businesses often lack established communication channels and centralized leadership structures, making it difficult to navigate significant organizational shifts. The study found that a lack of communication and coordination between different departments can significantly impede the success of change initiatives (Geissdoerfer, Martin & Vladimirova, Doroteya & Evans, Steve, 2018).

By implementing a well-defined change management framework, scaling businesses can navigate the complexities associated with achieving these SDGs. This framework should address internal resistance, ensure clear communication throughout the organization, and facilitate collaboration with external stakeholders. This framework stands on two pillars: core principles and a structured change management process. The core principles act as the guiding compass, emphasizing following critical aspects:

– Shared Vision and Values: Establish a clear vision for sustainable growth that aligns with Goal #8: Decent Work and Economic Growth, Goal #9: Industry, Innovation and Infrastructure, and Goal #17: Partnerships for the Goals (United Nations, n.d.). This vision should integrate environmental and social responsibility into the core business strategy, ensuring growth benefits all stakeholders. The model emphasizes employee engagement in shaping this vision, fostering a sense of ownership and purpose around achieving the SDGs.

– Iterative Approach: Embrace a test-and-learn approach, continuously refining strategies based on ongoing feedback and data analysis. This is particularly important in the context of Goal #9, as new sustainable technologies emerge rapidly. By piloting these technologies in small-scale settings and gathering data on their effectiveness (aligned with Goal #9's emphasis on innovation), the model allows for course correction and ensures sustainable practices are economically viable in the long term (supporting Goal #8).

– Employee Engagement: Actively involve employees at all levels in the change process, fostering ownership and buy-in. This is crucial for achieving Goal #8's focus on decent work conditions. The model emphasizes reskilling and upskilling initiatives to equip employees with the necessary

competencies for new sustainable practices. Employee engagement also strengthens communication channels, facilitating collaboration across departments (supporting Goal #17).

– Data-Driven Decision Making: Utilize data and analytics to track progress towards achieving the SDGs, measure the success of sustainability initiatives, and identify areas for improvement. Data analysis helps demonstrate the return on investment (ROI) of sustainable practices, addressing potential concerns related to short-term costs (a challenge associated with Goal #8). This data can also inform Goal #17 by highlighting areas for collaboration with external partners who possess complementary expertise.

– Empowerment and Collaboration: Empower cross-functional teams with the resources and authority to collaborate effectively. This is essential for scaling sustainable practices across the organization (Goal #9). The model fosters collaboration not only internally but also externally, encouraging partnerships with research institutions, NGOs, and industry leaders who share the commitment to achieving the SDGs (Goal #17).

– Transparency and Communication: Maintain open and transparent communication with all stakeholders throughout the process. This builds trust and fosters collaboration among employees, investors, regulators, and civil society organizations (supporting Goal #17). Transparency around challenges and setbacks allows for course correction and strengthens the organization's commitment to achieving the SDGs.

These principles ensure that environmental and social considerations are woven into the fabric of the scaling strategy, not simply treated as an afterthought.

The framework then provides a structured change management process to navigate the practical implementation of these principles. This process unfolds in four stages:

First: Mobilize for Change:

– Develop a compelling vision for sustainable growth: Articulate how the organization will contribute to Goal #8,9 and 17 while achieving economic success.

– Assess skills and capabilities: Identify existing gaps in knowledge and skills required for implementing sustainable practices.

– Build a strong leadership coalition: Mobilize key stakeholders at all levels to champion the change initiative.

Second: Experiment & Learn:

– Develop pilot projects: Implement and test new technologies, processes, and practices related to sustainability in small, controlled settings.

– Gather data and feedback: Continuously monitor progress, gather feedback from employees and stakeholders, and evaluate the effectiveness of pilot projects.

– Adapt and refine: Based on learnings, refine the approach, address challenges, and iterate on successful practices.

Third: Scale & Integrate:

– Develop a comprehensive scaling strategy: Outline a plan for integrating successful sustainable practices across the entire organization.

– Invest in training and development: Equip employees with the skills and knowledge necessary to implement sustainable practices effectively.

– Build capacity for ongoing learning: Foster a culture of continuous learning and adaptation within the organization.

Fourth: Sustain & Reinforce:

– Monitor and measure impact: Track and assess the long-term social, environmental, and economic impact of scaling with sustainability.

– Reinforce desired behaviors: Recognize and reward employee contributions to sustainable practices.

– Celebrate successes: Acknowledge milestones and achievements to maintain momentum and motivation.

This framework (Figure 1) is not a linear progression but rather a continuous cycle of action, reflection, and adaptation. Regularly review the vision, goals, and strategies based on learnings and

changing circumstances. Embrace a "growth mindset" that values learning from both successes and failures.

This framework specifically addresses the context of sustainability and organizational scale by:

– Integrating sustainability into the core vision: Sustainability becomes a central driver of growth, not an add-on.

– Building agility for scaling: The iterative and data-driven approach allows for continuous adaptation as the organization grows.

– Focusing on employee engagement: Empowered employees become agents of change, driving adoption of sustainable practices at all levels.

– Data-driven decision making: Data analysis informs investments, identifies areas for improvement, and ensures alignment with Goal #8,9 and 17.
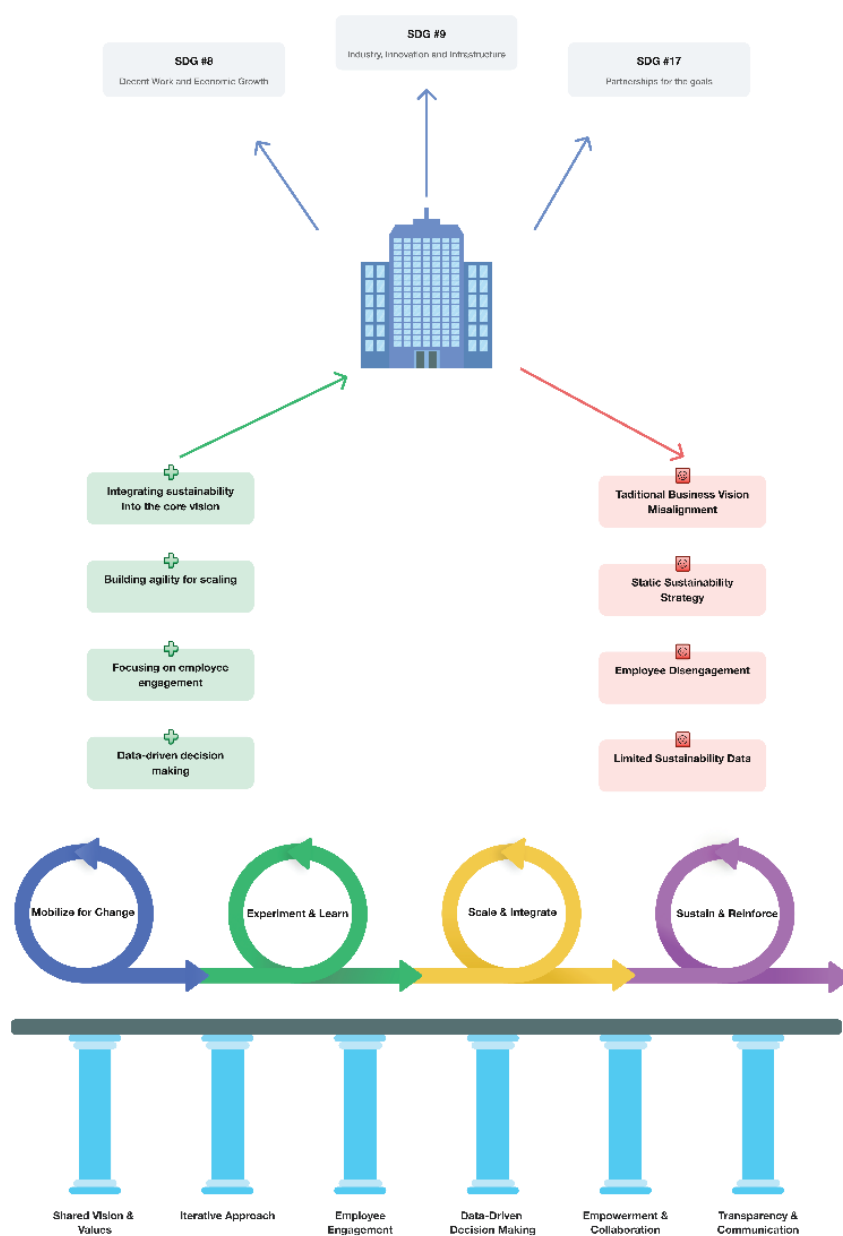

Figure 1. Sustainability Framework for Oganizational Sclae with incorporated principles and flow.
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CONCLUSIONS

In conclusion, scaling businesses face a complex challenge: achieving economic growth while adhering to stricter sustainability principles outlined in Goal #8, 9 and 17 of the UN SDGs. Traditional change management models struggle to address this dynamic environment. This article proposes a change management framework with elements of agile management that emphasizes continuous learning, employee engagement, and data-driven decision-making. This framework directly addresses the potential drawbacks of implementing Goal #8, 9 and 17.

Further research could explore how this framework can be adapted to specific industries and organizational cultures. Additionally, investigating the long-term economic and social impacts of scaling with sustainability practices using this framework would be valuable. By fostering a culture of continuous learning and adaptation, organizations can embrace the opportunities presented by Goal #8,9 and 17 and contribute to building a more sustainable future.

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МАСШТАБУВАННЯ ДЛЯ СТАЛОГО РОЗВИТКУ: СТРУКТУРА УПРАВЛІННЯ ЗМІНАМИ, УЗГОДЖЕНА З ЦСР

Анотація. У статті пропонується модель управління змінами, адаптована для українського IT-сектору, зосереджена на сталому зростанні. Структура масштабування для сталого розвитку відповідає трьом цілям сталого розвитку ООН (ЦСР): гідна робота та економічне зростання (ЦСР 8), промисловість, інновації та інфраструктура (ЦСР9) та партнерство для цілей (ЦСР17). Вона об'єднує гнучкі принципи управління змінами з сильним акцентом на сталий розвиток, пропонуючи всеосяжну дорожню карту для IT-компаній, щоб масштабувати відповідально. Фреймворк, заснований на шести основних принципах: спільне бачення та цінності, ітеративний підхід, активна залученість співробітників, прийняття рішень, керованих даними, співпраця та прозорі комунікації. Ці принципи підтримуються практичними кроками та доведеними теоріями управління, такими як 8-етапна модель змін Коттера та гнучкі методології, такі як Скрам. Ключові показники ефективності (KPI) вимірюють прогрес та ефективність. Для ЦСР 17 інноваційні KPI включають кількість успішних партнерських та спільних проектів. Методологія дослідження включає огляд літератури, розробку рамок, застосування до реальних тематичних досліджень та аналіз результатів. Ефективність фреймворку демонструється за допомогою практичних застосувань в IT-компаніях, підкреслюючи його потенціал для підвищення стійкості, стимулювання інновацій та забезпечення сталого зростання. Інтегруючи сталий розвиток у основні бізнес-стратегії та сприяючи безперервному навчанню, структура Масштабування для сталого розвитку вирішує потреби IT-компаній, позиціонуючи їх як відповідальних суб'єктів у досягненні глобальних цілей сталого розвитку. Ця модель забезпечує практичний керований даними підхід до масштабування, забезпечуючи довгостроковий успіх і відповідність глобальним цілям сталого розвитку.

Ключові слова: Гнучке управління змінами, управління змінами, організаційне масштабування, управління стійким розвитком, стале масштабування.

SCALING FOR SUSTAINABILITY: A CHANGE MANAGEMENT FRAMEWORK ALIGNED WITH SDGs

Abstract. This article proposes a change management model tailored for the Ukrainian IT sector, focusing on sustainable growth and addressing industry-specific challenges. The Scaling for Sustainability framework aligns with three UN Sustainable Development Goals (SDGs): Decent Work and Economic Growth (SDG8), Industry, Innovation and Infrastructure (SDG9) and Partnerships for the Goals (SDG17). It integrates agile change management principles with a strong sustainability focus, offering a comprehensive roadmap for IT companies to scale responsibly. The framework is based on six core principles: shared vision and values, an iterative approach, active employee engagement, data-driven decision-making, collaboration, and transparent communication. These principles are supported by practical steps and established management theories, such as Kotter's 8-Step Change Model and agile methodologies like Scrum. Key performance indicators (KPIs) measure progress and effectiveness. For SDG 17, innovative KPIs include the number of successful partnerships

and collaborative projects. The research methodology involves literature review, framework development, application to real-world case studies, and outcome analysis. The framework's effectiveness is demonstrated through practical applications in IT companies, highlighting its potential to enhance resilience, foster innovation, and ensure sustainable growth. By integrating sustainability into core business strategies and fostering continuous learning, the Scaling for Sustainability framework addresses the needs of IT companies, positioning them as responsible actors in achieving global sustainability goals. This model provides a practical, data-driven approach to scaling, ensuring long-term success and alignment with global sustainability objectives.

Key words: Agile Change Management, Change Management, Organizational Scale, Sustainability Management, Sustainable Scale.

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