

Change Health Analysis: A Framework for Evaluating the Readiness and Integration of Change Enablers

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Abstract - The successful delivery of organizational change is an inherently complex endeavor, determined overwhelmingly by the readiness and ability of the human capital to adopt new ways of working. High-profile studies consistently indicate that the primary driver of change failure is the inadequate management of the "people side," often manifesting as a deficit in key structural enablers rather than flawed strategy. This study addresses a significant methodological gap: the failure of traditional execution methods to quantify and integrate the health of the three critical and interdependent functional pillars necessary for change success: Sponsorship, Project Management, and Change Management.

This paper introduces the Change Health Analysis (CHA) framework, developed as an integral component of the overarching ENGAGE Star Change Model. The CHA is a diagnostic tool designed to overcome the limitations of siloed metrics by providing a quantified, integrated view of change readiness. The framework systematically assesses the strength and balance of the three core enablers (Sponsorship, Project Management (PM), and Change Management (CM)) through three distinct scorecards. Each scorecard detailing five specific assessment factors. The total score for each role is then translated into a clear health indicator (e.g., Excellent, Need Attention, Need Immediate Action) to facilitate timely and targeted intervention plans. By operationalizing the evaluation of these key enablers, the CHA offers a novel, non-proprietary contribution that enables change leaders to identify high-risk areas and proactively develop targeted action plans before execution begins.

Keywords - Role Integration , Change Management , Organizational Change , ENGAGE Star Change Model , Sponsorship , Change Agent , Project Management

I. INTRODUCTION

The successful delivery of organizational change is an inherently complex endeavor, determined not only by technical project completion but overwhelmingly by the readiness and ability of the organization's human capital to adopt new ways of working. High-profile studies consistently indicate that the primary driver of change failure is the inadequate management of the "people side", often manifesting as a deficit in key structural enablers rather than flawed strategy. To maximize the likelihood of achieving intended business value, organizational change initiatives require a diagnostically robust and early-stage assessment of the forces driving and restraining the transformation.

Traditional strategy execution methods often function in silos, where Project Management focuses primarily on technical metrics (scope, schedule, budget), while Change Management addresses the subsequent adoption of the project outputs. This separation highlights a significant methodological gap: the failure to quantify and integrate the health of the three critical and interdependent functional pillars necessary for change success:

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Sponsorship, Project Management, and Change Management. An unhealthy imbalance among these pillars directly correlates with heightened risk and decreased capacity for adoption. For instance, strong Project Management without commensurate Sponsorship leads to technically sound but unsupported solutions, while enthusiastic Change Management lacking Project Management clarity results in engaged stakeholders but ill-defined deliverables.

This study introduces the Change Health Analysis (CHA) framework, a diagnostic tool developed as an integral component of the overarching ENGAGE Star Model. The ENGAGE Star CHA framework aims to overcome the limitations of siloed metrics by providing a quantified, integrated view of change readiness.

The objective of the CHA is twofold:

- To systematically assess the strength and balance of the three core enablers: Sponsorship (Commitment & Leadership), Project Management (Coordination & Delivery), and Change Management (Coordination & Delivery).
- To translate these assessments into a clear health indicator (e.g., Excellent, Need Attention, Need Immediate Action) to facilitate timely and targeted intervention plans

This paper presents the conceptual architecture and practical application of the CHA, detailing the specific factors assessed within each pillar (e.g., clear scope, visible sponsor activity, resistance strategies). By operationalizing the evaluation of these key enablers, the ENGAGE Star CHA framework offers a novel and significant contribution by:

- Providing a rigorous, repeatable mechanism for diagnosing the foundation of any change initiative at an early stage.
- Enabling change leaders to identify high-risk areas and proactively develop targeted action plans before execution begins.

The following sections detail the methodology of the CHA, define the core assessment dimensions, and demonstrate how the resulting health indicator informs crucial strategic decisions necessary to ensure the change initiative maintains a "Healthy" status and achieves ultimate success

II. METHODS

This study employs a Conceptual Framework Approach to develop and formally structure the Change Health Analysis (CHA) framework, an early-stage diagnostic tool integrated within the overarching ENGAGE Star Model. The objective of this methodology is to formally structure and validate the assessment criteria used to quantify the readiness and health of change initiatives.

Unlike empirical methods relying on formal data collection, this approach synthesizes scholarly insights with evidence gathered through expert elicitation. The rigorous methodology involved:

- **Conceptual Analysis and Critique:** Critical reflection and comparative analysis of the metrics and factors defining the operational health of Project Management, Sponsorship, and Change Management as documented in professional literature.
- **Expert-Driven Design:** Synthesis of practical insights drawn from Certified Change Management Professionals (CCMP®s) and change practitioners with over 50 years of combined field experience. This seasoned practitioner judgment served as the primary data source to elicit and validate the specific performance criteria for measuring the three critical enablers (Sponsorship, PM, and CM).
- **Iterative Refinement and Validation:** The framework's development process included iterative discussions and validation through team consensus, ensuring the rigor and operational alignment of the assessment criteria with established behavioral and strategic principles.

This conceptual framework method ultimately aims to formally structure and validate the assessment criteria of the CHA—the integrated view of change readiness—to effectively address practical problems by quantifying the balance of the three critical change enablers, thus enriching the diagnostic capability of the ENGAGE Star Change Model.

III. LITERATURE REVIEW

Since Lewin (1951) did not describe clearly what roles and responsibility in managing the change, thus he didn't have view change health based on the relationship of sponsor, project management and change management.

Kempton, Lisa (2025) from Prosci offer a concept called Prosci Change Triangle (PCT) Model. She explained that the PCT Model is a simple but powerful framework that shows the four critical aspects of any successful change effort: success, leadership/sponsorship, project management and change management. Success is at the center of the model, and the other three aspects are at the corners:

- Success represents the purpose of an initiative or project
- Leadership/sponsorship represents the strategy and direction of an initiative or project
- Project management represents the technical side of an initiative or project
- Change management represents the people side of an initiative or project

Furthermore, she explained that the PCT model should be applied with PCT assessment. Any qualified member of the change management team, project team, senior leadership or key business leader from the impacted groups can conduct a PCT Assessment. PCT assessment needs to be assessed in the early state of the change project as the baseline. And need to be assessed throughout the project lifecycle so the change team understands about the health of the change. Unfortunately she did not mention how to conduct the assessment for the PCT model on the article she wrote.

Anderson, Scott (2024) explains that PCT assessment could become tools to improve the effectiveness of the changes. Below are some aspects that could be improved by the PCT assessment:

1. Improve dialogue and communication
2. Align stakeholders
3. Support role integration
4. Prioritize activities
5. Facilitate collaboration
6. Measure and track performance
7. Assess project health
8. Identify project risks
9. Develop adaptive actions
10. Inform ECM (Enterprise Change Management) efforts

Therefore it is clear that in Prosci methodology, PCT assessment is used to monitor the health of the change project.

While Kotter (2021) places significant emphasis on leadership and sponsorship as the main drivers of change, his framework does not explicitly delineate the distinct functions of Project Management (PM) and Change Management (CM), nor does it feature a specific instrument for Change Health Assessment. This creates a gap in evaluating the overall health of a change initiative, particularly concerning the critical and intricate relationship dynamics among the sponsor, the project team, and the change management team.

In contrast, Gonçalves and Campos (2018) identify individual and team dynamics as the primary indicator of project health, which they suggest should be continuously monitored by the change manager. However, their proposed model lacks a specific change health metric centered on the quality of the relationship and synergy between the change management team, the core project team, and the executive sponsor.

Smith et al. (2014) categorize the roles in change management as: idea generator, sponsor, line management, Target, and change agents. This classification is notable for its omission of the distinct roles of Project Manager and Change Manager, suggesting a conceptual gap in defining the core implementation team. Furthermore, their model lacks a Change Health Indicator specifically focused on assessing the relationship quality and synergy between the change team and the executive sponsorship. In contrast, the Change Management Institute (2013) identifies key change management roles as the Sponsor, Change Agents, and other key personnel; however, this definition also remains under-specified regarding the functional interface and necessary collaborative metrics between project management and change management activities.

The Association of Change Management Professionals (ACMP, 2025) classifies core change professionals as the Change Management Practitioner, Change Management Team, and Change Management Lead. They further

identify crucial stakeholder-support roles, such as the Sponsor and Change Agents. Although ACMP's primary definition excludes Project Management (PM) as a dedicated role within the change structure itself, they explicitly acknowledge the necessity for a collaborative relationship between Change Management and Project Management functions. Despite this recognition of critical dependencies, the ACMP framework lacks a dedicated Change Health Indicator specifically designed to measure the quality, effectiveness, and synergy of the relationships among these key roles (Sponsor, Change Team, and Project Team)

From this synthesis of the literature, it becomes evident that the Prosci methodology is a notable exception, offering a Change Health Indicator—specifically the Project Change Triangle (PCT) Assessment—that explicitly accounts for the relationships between key players. However, the proprietary nature of Prosci's methodology means the precise, operational steps for conducting the PCT relationship assessment are not publicly disclosed or widely accessible. This lack of transparency and open-source validation leaves a significant gap in the academic and practical application of relationship-based change health metrics.

The foundational architecture for this study is rooted in the ENGAGE Star Pillars framework, as detailed by Tourista, Sutanto, and Azwir (2025). This framework was specifically developed to address the lack of role governance and accountability ambiguity inherent in existing methodologies by integrating four essential functions—Project Management, Sponsorship, Change Management, and the Change Agent—under distinct pillars. The ENGAGE Star Pillars model is structured to unify the technical, behavioral, and leadership dimensions, mapping the prescriptive actions of each role (e.g., Sponsorship's CHAMPION framework, Change Agent's BEACON functions) across the six stages of the ENGAGE adoption cycle. While this foundational work successfully defined who does what and how to achieve Change Success, it lacked the diagnostic tool to quantitatively measure the health and synergy of these defined roles and their operational output at any given point in the project lifecycle, thus necessitating the development of the Change Health Analysis (CHA).

Therefore, a clear requirement exists for the development of the ENGAGE Star Change Management Model to precisely define and operationalize a robust methodology for assessing change health based on the critical relationship dynamics among the key roles: Project Manager (PM), Change Manager (CM), and Sponsor. The primary findings reveal a critical gap: no publicly available assessment tool exists to systematically quantify the relational health among the Sponsor, PM, and CM functions, which this study aims to address

IV. RESULT & DISCUSSION

4.1 Results: The ENGAGE Star Change Health Assessment (CHA) Methodology

Based on the Conceptual Framework Approach utilizing Expert Elicitation and Iterative Refinement method, the primary result of this research is the development of a structured Change Health Assessment (CHA) framework designed to operationalize the interdependencies among the three critical change pillars: Sponsorship, Project Management (PM), and Change Management (CM). The assessment aims to quantify change readiness and health by evaluating the balance and strength of these three roles. The assessment process requires the assignment of a Health Rate score from 1 (Poor Health) to 10 (Perfect Health) for five specific factors within each key role, totaling a maximum possible score of 50 for each function.

4.1.1 Sponsorship Assessment Criteria

The Sponsorship score focuses on Commitment & Leadership and is calculated based on the following five factors:

- The executive sponsor being visibly active throughout the change.
- Clear and unified leadership alignment.
- Sponsors actively building a coalition for change.
- Sponsors communicating directly with stakeholders.
- Sponsors reinforcing change after go-live.

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No	Change Health Factor for <i>Sponsor</i> (Commitment & Leadership)	Health Score (1-10)
1	Executive sponsor visibly active throughout the change	
2	Clear and unified leadership alignment	
3	Sponsors actively build a coalition for change	
4	Sponsors communicate directly with stakeholders	
5	Sponsors reinforce change after go-live	
Total score for Sponsor (1+2+3+4+5)		

Table 1: Change Health Assessment Criteria for Sponsorship

4.1.2 Project Management Assessment Criteria

The Project Management score evaluates Coordination & Delivery , ensuring the technical side of the change has a strong foundation. The five factors assessed are:

- Clear scope, objectives, and success measures.
- Adequate resources (budget, people, skills).
- Effective governance structure and decision-making.
- Risk and issue management processes in place.
- Benefits realization and performance tracking.

No	Change Health Factor for Project Management (Coordination & Delivery)	Health Score (1-10)
1	Clear scope, objectives, and success measures	
2	Adequate resources (budget, people, skills)	
3	Effective governance structure and decision-making	
4	Risk and issue management processes in place	
5	Benefits realization and performance tracking	
Total score for Project Management (1+2+3+4+5)		

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Table 2: Change Health Assessment Criteria for Project Management

4.1.3 Change Management Assessment Criteria

The Change Management score assesses the effectiveness of Coordination & Delivery for the people side of the change. The five factors used for this assessment are:

- Stakeholder analysis and engagement strategy.
- Comprehensive communication plan and feedback loops.
- Training design, delivery, and reinforcement.
- Resistance management strategies in place.
- Adoption and usage tracking with corrective actions.

No	Change Health Factor for Change Management (Coordination & Delivery)	Health Score (1-10)
1	Stakeholder analysis and engagement strategy	
2	Comprehensive communication plan and feedback loops	
3	Training design, delivery, and reinforcement	
4	Resistance management strategies in place	
5	Adoption and usage tracking with corrective actions	
Total score for Change Management (1+2+3+4+5)		

Table 3: Change Health Assessment Criteria for Change Management

4.1.4 Change Health Indicator (CHI) Interpretation

The total score for each role (Sponsor, PM, and CM) is mapped to a Change Health Indicator (CHI) that mandates the necessary organizational response:

- Excellent (45-50): The change is considered as healthy, accepted, and supported. Momentum must be kept.
- Need Attention (35-44): The change requires further attention to ensure a smooth transition.
- Need Immediate Action (5-34): The change is "unhealthy" and unsupported. Quick action is needed to address issues and gather support.

4.2 Discussion: Operationalizing Relationship Health and Closing the Literature Gap

The detailed scoring mechanism within the CHA is a direct response to the identified gaps in the literature. While models like Prosci's PCT conceptually acknowledge the relationship between these key players, the CHA provides openly defined and repeatable assessment criteria to measure the components of that relationship.

The three scorecards collectively ensure that a healthy change initiative needs a strong foundation in all three areas to succeed. Low scores in any single area identify high-risk factors. For instance, a low Sponsorship score (e.g., Need Immediate Action) clearly indicates a lack of visible support and commitment.

By detailing the factors for Sponsorship (Leadership), PM (Clarity), and CM (Readiness), the CHA operationalizes the concept of functional synergy. It mandates that the assessment team—ideally comprised of

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representatives from all three roles —must collaboratively evaluate the project's status from diverse perspectives (PM, CM, and Sponsorship). This process intrinsically fosters communication and shared understanding, which is the foundational element of the desired "healthy relationship" that previous literature critiques were unable to quantify.

Furthermore, the CHA is designed to be a dynamic tool, with regular reassessment recommended, as change health is not static. This iterative scoring allows for continuous action planning to address areas needing immediate attention and to track progress towards the desired health indicator.

Research and Practical Implications

This section analyzes the scholarly contributions and the direct operational value derived from the ENGAGE Star CHA framework.

Research Implications

The findings of this study, centered on the development and definition of the ENGAGE Star Change Health Assessment (CHA), yield several significant implications for future academic inquiry into organizational change management:

Operationalizing Relationship Metrics: The ENGAGE Star CHA framework provides a publicly defined, non-proprietary methodology for assessing change health based on the critical relationships among the Sponsor, Project Management (PM), and Change Management (CM) functions. This directly addresses the research gap left by existing models (e.g., Kotter, Smith et al.) that conceptually omit or under-specify the PM/CM interdependence and the transparency issues surrounding proprietary tools like Prosci's PCT Assessment.

Validation of Interdependence: The explicit criteria defined within the ENGAGE Star CHA for Sponsorship, PM, and CM assessment (Sections 4.1.1–4.1.3) offer researchers a standardized instrument to test the hypothesis that the functional synergy and balance among these three roles is a causal predictor of change success. Future research can use the ENGAGE Star CHA scores as robust variables to conduct quantitative correlation studies against organizational performance outcomes.

A Foundation for Comparative Analysis: The development of the three distinct scorecards (Sponsorship, PM, CM) provides a clear basis for comparative change analysis. Scholars can now explore how different organizational cultures or industries display differing "health profiles"—for instance, whether one industry consistently scores lower in CM readiness versus another's Project Management coordination.

Future research is critically needed to empirically validate the predictive power of the ENGAGE Star Change Health Assessment (CHA) scores. Specifically, scholars are encouraged to conduct quantitative correlation studies across diverse industries to test the relationship between the measured CHA scores (Sponsorship, PM, and CM) and critical organizational success metrics, such as change capability enhancement, achievement of defined business outcomes, and realization of intended organizational benefits. Such validation will definitively establish the ENGAGE Star CHA framework as a reliable instrument for diagnosing change-readiness and forecasting ultimate transformation success.

Practical Implications

The ENGAGE Star CHA framework offers immediate and tangible benefits for practitioners, leaders, and organizations undertaking major transformations:

Targeted Resource Allocation and Focus: By quantifying the health rate of the Sponsor, PM, and CM functions (scores 1-50) and mapping them to clear indicators (*Excellent*, *Need Attention*, *Need Immediate Action*), the ENGAGE Star CHA enables leadership to prioritize intervention and strategically allocate resources to the highest-risk areas. This shifts intervention away from generalized efforts toward specific, high-impact friction points within the change initiative.

Enhanced Accountability and Dialogue: The assessment process requires input (ideally from all three roles) and provides a quantified, objective basis for discussion. This facilitates an honest, data-driven dialogue among the Sponsor, PM, and CM about expectations and performance, moving past subjective assumptions to establish shared

accountability for the change's success. The assessment ensures representation from these three critical roles is central to the process.

Proactive Risk Management: Conducting the ENGAGE Star CHA at an early stage and re-assessing it regularly allows practitioners to identify areas still categorized as "unhealthy" (scores 5-34) and implement quick, targeted action plans before issues lead to significant project delay or failure. This turns the reactive management of change issues into a proactive health-monitoring exercise.

V. CONCLUSION

The successful execution of large-scale organizational change is critically dependent on the synergy among the key leadership functions: the Sponsor, Project Manager (PM), and Change Manager (CM). This research confirmed a significant gap in existing academic and professional literature, which, while acknowledging these roles (e.g., Kotter; Smith et al.), failed to provide a transparent, standardized, and repeatable instrument for assessing the relational health among them. This absence hindered practitioners' ability to proactively diagnose and intervene in high-risk change initiatives, leaving assessment largely dependent on proprietary, non-validated methodologies (e.g., Prosci).

To address this critical gap, the authors successfully developed and defined the ENGAGE Star Change Health Assessment (CHA). This framework is a necessary academic contribution that operationalizes change health by providing three distinct scorecards, each detailing five specific factors to evaluate the strength and balance of Sponsorship, PM, and CM functions.

The ENGAGE Star CHA yields a quantifiable health score (out of 50) that is translated into clear indicators (Excellent, Need Attention, Need Immediate Action). This directly informs targeted action planning, allowing leadership to shift from generalized risk management to precise, data-driven intervention aimed at improving the functional relationship and accountability among the key players.

In conclusion, the ENGAGE Star CHA serves as a robust, non-proprietary tool that fundamentally strengthens the discipline of change management. It provides practitioners with the objective clarity required to maintain a healthy change environment, thereby significantly increasing the probability of achieving desired organizational outcomes and sustained transformation success.

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