

Redefining Roles In Organizational Change: An Integrated Framework Based On The ENGAGE Star Change Model

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Abstract - Organizational transformation hinges on the effectiveness of roles executing both technical delivery and human adoption, yet current change methodologies lack a unified framework for role integration. This paper introduces the ENGAGE Star Pillars framework, a model designed to establish role governance by explicitly mapping key change functions to the six stages of the ENGAGE adoption cycle (Enlighten to Embed).

The framework addresses critical inconsistencies found in existing literature—which often marginalize the Change Agent (e.g., Prosci) or omit Project and Change Manager roles (e.g., Kotter)—by unifying four essential functions under distinct, measurable pillars: Project Management (CCC framework), Sponsorship (CHAMPION), Change Management (EEE framework), and the Change Agent (BEACON). This architecture rests on the foundation of Leadership and Strategy and culminates in measurable Change Success.

This study aims to clarify the specific actions and capabilities required of core roles across the entire adoption lifecycle, based on the ENGAGE Star Change Model. The ENGAGE Star Pillars framework serves as a practical, integrated governance model that eliminates accountability ambiguity, significantly accelerates adoption by coordinating the technical and people-centric efforts, and ultimately ensures the realization of strategic outcomes.

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

I. INTRODUCTION

Effective management of organizational change is intrinsically dependent on the clarity, alignment, and capability of critical roles throughout the transformation lifecycle. While the technical delivery of projects is typically governed by established Project Management frameworks, the ultimate success of adoption—the "people side of the change"—hinges on the synchronized actions of organizational leaders, change practitioners, and frontline staff. When the specific duties and accountabilities of these key agents are ambiguous, initiatives often encounter resistance, resulting in misalignment between strategic goals and implementation efforts, and ultimately, value erosion.

The discipline of change management is supported by various models, including process standards (e.g., the ACMP® Standard for Change Management) and behavioral frameworks (e.g., the ENGAGE Star Model). While the process standards define the domains of change work and behavioral models define the stages of people's transition (Enlighten, Nurture, Guide, Activate, Grow, Embed), a critical gap persists in the integration of these behavioral stages with the required functional roles.

In practice, this lack of clarity manifests as a persistent confusion regarding the distinct responsibilities of the three critical pillars of successful transformation: Project Management (focusing on technical delivery), Sponsorship (focusing on authorization and engagement), and Change Management (focusing on adoption and people). Without a shared understanding of who does what and when across the adoption lifecycle, these pillars often operate in silos, leading to overlapping efforts, resource conflicts, and unmet expectations.

This study aims to clarify the ENGAGE Star Change Model by establishing a common understanding of the specific roles required to successfully drive change based on its framework.

To achieve this, this paper introduces the ENGAGE Star Pillars framework, a model designed to redefine and integrate the specific actions and capabilities required of core roles (Project Management, Sponsorship, Change Management, and Change Agents) as they relate to the six stages of the ENGAGE adoption model. This framework goes beyond generic job descriptions by mapping distinct, required behavioral outputs to the primary agents of change.

Theoretically, this study advances the Change Management discipline by providing a complete model for role governance that unifies the technical, behavioral, and leadership dimensions under a single, integrated framework. This structured approach demonstrates how Leadership (grounded in Strategy and Vision) guides the three functional pillars (Project Management, Sponsorship, Change Management) to achieve measurable Change Success. Practically, the ENGAGE Star Pillars framework offers organizations a clear, integrated mechanism for defining expectations, improving accountability, and ensuring that all resources are strategically aligned to fulfill the requirements of each adoption phase (E-N-G-A-G-E), thereby significantly accelerating the realization of strategic outcomes.

II. METHODS

This study employs a conceptual framework approach to develop a change management model grounded in the collective practical experience of the research team. Unlike empirical methods that rely on formal data collection and statistical analysis, this methodology synthesizes insights drawn from fellows CCMPs® (Certified Change Management Professional) and change practitioners with over 50 years of combined field experience in change management, supported by critical reflection and comparative analysis of roles in existing models such as ADKAR and Kotter's 8 Steps. This approach aims to provide a transparent and systematic guideline that reflects real-world applications and challenges, offering a practical yet structured perspective on change management.

The model's development process includes iterative discussions, validation through team consensus, and alignment with established theoretical principles, ensuring rigor despite its practice-based origin. This conceptual framework method serves to address practical problems and expand understanding beyond current academic models by integrating seasoned practitioner judgment with scholarly knowledge.

III. LITERATURE REVIEW

Lewin (1951) change model has become the foundational model for other models. It is a three-stage theory for managing organizational change, consisting of Unfreeze, Change, and Refreeze. The "Unfreeze" stage prepares people for change by showing the need for it, "Change" involves implementing new behaviors and processes, and "Refreeze" secures the new state by making it the new normal. The model uses the analogy of melting ice to mold it into a new shape and then solidifying it. Unfortunately, Lewin did not clearly describe what roles and responsibility in managing the change.

Kempton, Lisa (2020) stated that roles in change management for the Proci methodology are:

- Change practitioners, contribute to successful change outcomes through adoption and usage by preparing, equipping and supporting people with integrated strategies and plans

- Sponsors, contribute to successful change outcomes through adoption and usage by actively and visibly participating throughout, Building coalitions, and Communicating directly
- People managers contribute to successful change outcomes through adoption and usage by performing the roles of Communicator, Liaison, Advocate, Resistance Manager and Coach.
- Project managers, contribute to successful change outcomes by designing with adoption and usage in mind and integrating with the people side
- People (impacted employees), contribute to successful change outcomes by engaging, adopting and using the change results.

In addition, she explained that there are some additional roles in change management as follows:

- Internal communication or training specialists
- Human resources business partners
- Organization development staff
- Business analysts
- Subject matter experts
- Change agent networks
- Solution developers

From the roles in Prosci change management model, the change agent role appears to be less important since the methodology only places change agent networks in the additional roles. However, change agents are the one of the most important roles in the change process, because change agents are the one who are the closest relationship with the impacted group.

Kotter, John P (2021) 8 Accelerators for managing change, doesn't assign specific roles but change leaders need to build coalitions and also need to enlist change volunteers. Change volunteers is a change agents network. Kotter sees change agent as one of the important roles in managing change. On the other hand Kotter does not appear to recognize the importance of the project manager role for change management. He does not even mention change manager roles.

Smith, Richard et al (2014) offer that roles in change management are: idea generator, sponsor, line management, Target and change agents. They do not mention project manager and change manager. While Change Management Institute (2013) defines key roles in change management are: Sponsor, Change Agents and other key players. Furthermore, other key players that need to be engaged by the change manager are: Originators of proposals for change; Senior sponsors of change; Line managers and leaders at various levels; People impacted by change; and Change Agents.

The Association of Change Management Professional (2025) defines change professionals as: Change Management Practitioner, Change management team and Change Management Lead. They also explain that there are some roles to support stakeholder results such as: Sponsor and Change Agents. Although it does not mention the project management role as one in change management, it is explained that change management needs to have a relationship with project management.

From some of the literature study, it found that roles in change management could be varied. The ENGAGE Star Change Management Model that was developed by Tourista, M; Sutanto, E and Azwir, A(2025) does not define change management roles to support successful change. The model only explains six stages in the change journal, which are:

- Enlighten,
- Nurture,
- Guide,
- Activate,
- Grow, and
- Embed

ENGAGE Change Management Change Model needs to define roles and responsibilities of each role to support change to be successful. .

IV. RESULT & DISCUSSION

The preceding literature review established a critical gap in change management methodologies: the lack of a standardized, integrated framework that explicitly defines the distinct and complementary actions of core functional roles across the entire adoption lifecycle. Existing models either marginalize critical roles like the Change Agent (Prosci) or omit essential functions like the Project Manager and Change Manager entirely (Kotter and others). This structural ambiguity directly undermines the collective ability to drive the necessary behavioral transition.

This section, therefore, presents the conceptual architecture of the ENGAGE Star Pillars framework, justifying its structure as the requisite governance layer for the ENGAGE Star Change Model. The discussion will justify how the deliberate structure of these pillars ensures coordinated effort among the three mandatory components of change success—Project Management, Sponsorship, and Change Management—and details the vital function of the Change Agent as a critical link to the impacted population.

The Foundation: Unifying the Three Pillars of Change Success

The ENGAGE Star Pillars framework is structured like a building, resting on the foundation of Leadership (driven by the Organization Vision, Mission, Strategy, and Capabilities) and culminating in Change Success at the roof. This architecture visually and conceptually unifies the technical and human dimensions by clearly separating and defining the three functional pillars:

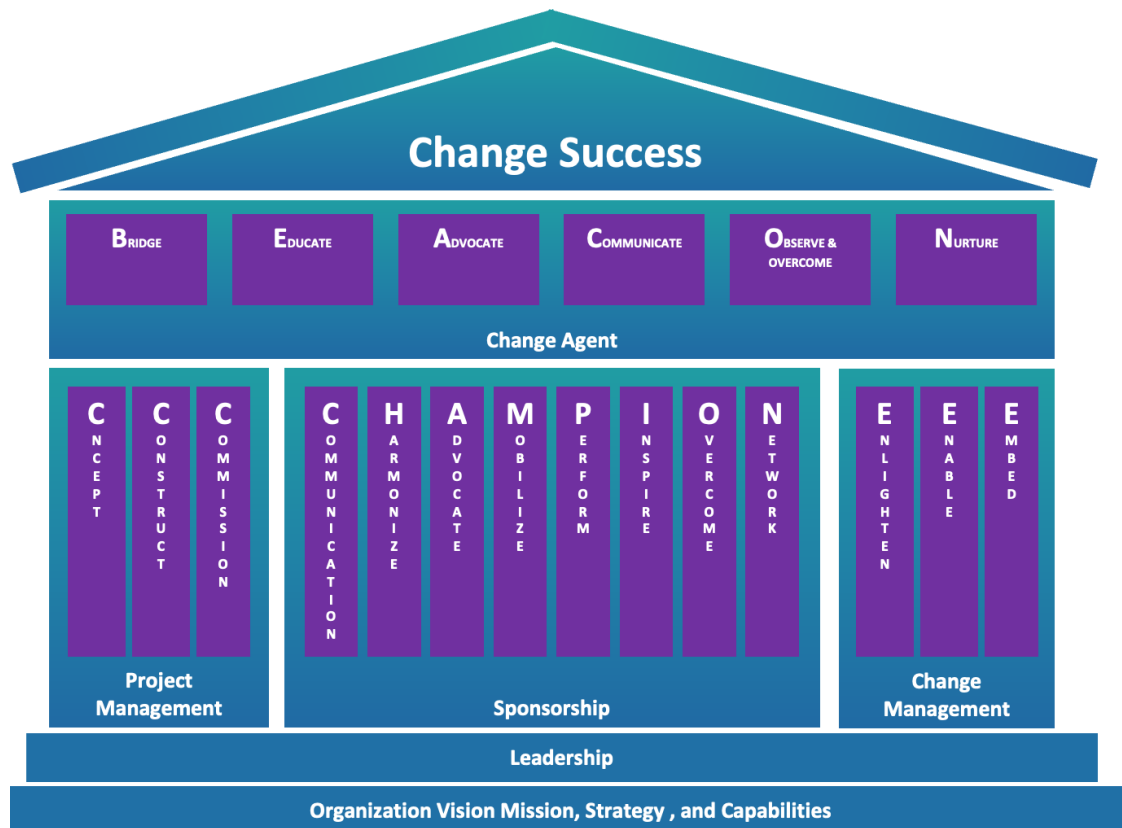


Figure 1 : ENGAGE Star Pillars for the successful change

Project Management (Technical Delivery): This pillar is accountable for the systematic creation and commissioning of the technical solution. In the ENGAGE framework, its actions are summarized by the pillars of



CONCEPT, CONSTRUCT, COMMISSION or **CCC framework**. This ensures the technical output is delivered in a structured manner, aligned with adoption requirements. The Project Management could be one person or a team of project management functions.

Sponsorship Leadership and Accountability) : Organizational Leadership will appoint one sponsor for each one change initiative in the organization. Sponsorship provides the vital top-down authorization, resources, and visible commitment necessary to overcome resistance. The actions required of the sponsor are captured by the comprehensive **CHAMPION** framework (Communicate, Harmonize, Advocate, Mobilize, Perform, Inspire, Overcome, Network). This moves the sponsor role beyond mere endorsement to active, sustained engagement.

Change Management (Adoption and People): This pillar is accountable for executing the behavioral strategy across the six ENGAGE phases (Enlighten through Embed). Its success relies on the **EEE** framework (Enlighten, Enabled, Embed) that defines the methodological actions required of Change Management. The Change Management could be one person or a team of change management functions.

The Critical Role: The Change Agent (BEACON)

Addressing the primary structural deficiency noted in existing literature, the ENGAGE Star Pillars explicitly positions the Change Agent as an essential intermediary layer. The Change Agent functions as the **BEACON** (Bridge, Educate, Advocate, Communicate, Observe & Overcome, Nurture). This role is recognized as pivotal due to its intimate proximity to the impacted group, allowing the agent to:

- Bridge the gap between the change team's strategy and the employees' reality.
- Observe and Overcome localized resistance symptoms, providing critical real-time feedback back to the Change Management pillar.
- Nurture peer commitment, leveraging trusted relationships that formal communication channels often lack.

By defining these four interdependent roles (Project Management, Sponsorship, Change Management, and Change Agent) with specific, measurable outputs, the ENGAGE Star Pillars framework provides the necessary role governance to successfully drive the six stages of the ENGAGE adoption model, thereby addressing the core objective of this study.

Research and Practical Implications

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

Research Implications

The ENGAGE Star Pillars framework contributes significantly to the change management body of knowledge by addressing structural and methodological gaps in existing models:

Elevating the Change Agent Role: By explicitly defining the BEACON functions (Bridge, Educate, Advocate, Communicate, Observe & Overcome, Nurture), the framework provides a robust theoretical foundation for studying the Change Agent. This moves the role from an auxiliary function, as seen in some traditional models (e.g., Prosci), to an essential, measurable, and highly leveraged operational component for change success.

Structured Role Integration: The framework facilitates novel research into role synergy and conflict. Researchers can empirically test the effectiveness of aligned actions (e.g., how the Sponsor's Advocate action supports the Change Agent's Advocate function) versus misaligned expectations (e.g., Project Management exceeding its technical role). This offers a clear basis for studies on organizational design and the governance of change portfolios.

Sponsorship Efficacy Research: The comprehensive CHAMPION model provides specific, discrete behaviors required of the Sponsor (e.g., Harmonize, Mobilize, Overcome). This allows researchers to rigorously investigate the differential impact of individual sponsor behaviors (e.g., visibility vs. obstacle removal) on the successful progression of stakeholder adoption through the ENGAGE phases (Enlighten to Embed).

Theoretical Unification: The model's tiered structure—resting on Leadership and Strategy while explicitly separating Management (Project Management and Change Management)—offers a powerful synthesis for analyzing the effectiveness of different organizational structures in achieving Change Success.



Practical Implications

The model offers immediate, actionable benefits for organizational leaders, Project Management Offices (PMOs), and Change Management practitioners:

Clarity in Accountability: The framework eliminates ambiguity by providing a clear matrix of responsibilities. For instance, the Sponsor is responsible for the CHAMPION pillars, while Project Management owns the CONCEPT and CONSTRUCT pillars. This clarity is fundamental for improving accountability and resource utilization.

Targeted Capability Development: Organizations can use the specific actions within each pillar (e.g., the nine CHAMPION behaviors) as the basis for developing role-specific training and coaching programs. This ensures that development efforts are strategically linked to the actual behavioral demands of leading and executing change.

Integrated Governance and Planning: The framework encourages the three primary functional pillars to plan and execute synchronously. By aligning the Project Management milestones (CONSTRUCT/COMMISSION) with the Change Management activities (EEE) and the Sponsorship cadence (CHAMPION actions), the risk of technical delivery outpacing human adoption is significantly reduced, ensuring that change efforts are focused on the ultimate realization of benefits.

Effective Resistance Management: The BEACON role empowers Change Agents to Observe resistance symptoms directly from the impacted employees. This real-time feedback mechanism accelerates issue escalation and resolution, moving the organization from reactive crisis management to proactive, frontline problem-solving.

Simplified Role Assignment: For PMOs or central governance bodies, the ENGAGE Star Pillars framework offers a standardized language for assigning change roles in any project, regardless of the change content, thereby streamlining portfolio management and maximizing consistency across the organization.

V. CONCLUSION

The persistent challenge in organizational transformation is fundamentally one of role accountability and integration across the technical delivery and people adoption domain. This study successfully addresses the critical methodological gap in existing literature by introducing the ENGAGE Star Pillars framework, a unified model that moves beyond descriptive roles toward prescriptive, measurable actions for change success. The framework's core contribution is its ability to integrate the required functional pillars—Project Management, Sponsorship, and Change Management—with the six stages of the people adoption lifecycle (Enlighten to Embed). By defining the behavioral mandates of each pillar (e.g., CHAMPION for Sponsorship and BEACON for Change Agents), the model establishes a clear matrix of expectations, thereby eliminating the ambiguity that historically sabotaged coordinated execution. In closing, the ENGAGE Star Pillars framework offers a sophisticated yet practical instrument for governing change. It confirms that realizing sustainable strategic outcomes is not merely about having technical solutions or strong leadership, but about the structured alignment and execution of specific roles throughout the entire adoption journey. This work significantly advances the Change Management discipline by providing a comprehensive, integrated, and actionable governance model, ensuring that every organizational agent understands precisely what their contribution must be and when it must be delivered to achieve measurable change success.

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