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## **ETHICAL CONSIDERATIONS IN CHANGE MANAGEMENT**

Change is an unavoidable aspect within any organization and may stem from the necessity to enhance resource allocation, restructure business processes, streamline budgets, or other factors prompting an organizational overhaul. Change agents can be external, internal, or a hybrid of the two. In dealing with intricate matters, a hybrid of external and internal change agents becomes necessary due to the extensive knowledge base required to instigate change [1]. Irrespective of the origin of the change catalyst, numerous ethical considerations may surface during the change process.

Ethical considerations in change management are crucial to ensure that the change process is not only effective but also fair, respectful, and sustainable. It is appropriate to highlight the main ethical principles on which changes should be based:

- honesty and transparency: which involves clearly communicating the reason for the change and avoiding misleading employees. Managers have an ethical duty to communicate openly and frequently about the reasons for change, the process, expected outcomes, impacts on jobs, etc:

- fairness and equity: change can often advantage some groups while disadvantaging others. Managers should strive to ensure the change process and outcomes are as fair and equitable as possible across all affected stakeholders. Special consideration may be needed for more vulnerable groups;

- employee involvement: employees are an important part of the change process and should be encouraged to participate in decision-making and implementation

- communication: managers should share information about changes and give employees the opportunity to comment and express their opinions to create an

open and transparent change management process;

- considering impacts: change managers need to carefully assess and mitigate or support employees through the human impacts of organizational change. Responsible change management considers well-being, work-life balance and mental health impacts;
- organizational culture: it is advisable to develop a code of ethics before beginning the change process and foster a culture of integrity, departmental openness, constructive criticism, policy compliance and respect in the workplace.

Despite the inevitable presence of resistance to change, the organization's leadership must advocate for ethical change by fostering an appropriate organizational culture. Ethical behavior includes such traits as transparency of change, constructive feedback, transparent communication, compliance with corporate policies and mutual respect in the workplace. Ethical change can be implemented by minimizing resistance by cultivating an ethical organizational environment [2].

By considering these ethical principles in change management, organizations promote a more inclusive, respectful and sustainable approach to organizational transformation. Adherence to ethical principles helps to create more humane, responsible and mutually beneficial change processes compared to simply implementing changes from the top down regardless of the consequences. Managers who follow these considerations gain the trust of their subordinates and usually achieve better change results.

#### *References:*

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