CONCEPTUAL PRINCIPLES OF SUSTAINABLE CHANGE MANAGEMENT IN THE CONTEXT OF GLOBAL TRANSFORMATIONS

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In the face of growing global uncertainty, climate challenges, and systemic socio-economic transformations, traditional models of change management, which have so far been based primarily on the principles of operational efficiency, process intensification, and profit maximization, are showing limited viability. In the modern globalized economy, transformational processes have lost the character of discrete (single) events, turning into a continuous process of organizational functioning. Classical paradigms of change management have historically focused on internal organizational optimization, cost minimization, and maintaining competitive advantages in stable environments. However, current challenges — in particular, the climate crisis, deepening social inequality, and increasing regulatory pressure — necessitate the formation of fundamentally new methodological approaches. Sustainable change management is defined in this study as a continuous preventive process of organizational transformation aimed at ensuring the strategic viability of the system by achieving a dynamic balance between economic performance, environmental responsibility and social inclusion.

Unlike reactive strategies focused on overcoming consequences, SCM is based on the principles of anticipatory (anticipatory) adaptation and systems thinking. Within this approach, change is viewed as a long-term evolutionary process determined by environmental constraints, stakeholder expectations and the requirements of international regulatory institutions, in particular the provisions of the European Green Deal and the UN Sustainable Development Goals [5].

This study is based on a qualitative conceptual approach that combines the analysis of classical theories of change management with modern foundations of sustainable development, such as ESG, the UN Sustainable Development Goals and the European Green Deal. Through a comparative analysis of traditional and sustainable management paradigms, the authors use conceptual modeling as the main research method. The developed model is theoretical in nature and serves as a structured basis for future empirical testing aimed at bridging the gap between classical management and the principles of sustainable consumption and production.

The transition to sustainable change management requires a rethinking of traditional linear models proposed by Kurt Lewin or John Kotter. Although these classical theories effectively focus on planning, implementing and stabilizing organizational transformations, they are often reactive in nature and do not take into account long-term environmental or social consequences. In contrast, sustainable change management views the organization as an open system, an integral part of a broader ecosystem. This approach involves integrating sustainability dimensions into core business processes, ensuring that economic growth does not come at the cost of environmental degradation or social instability.The proposed conceptual model of integrated change management is based on a systems-synergistic approach, where the organization is considered as an open dynamic system. Within this model, external determinants and environmental pressures are transformed into sustainable results through mechanisms of internal organizational processes based on the principles of ecosystem responsibility.

In modern scientific discourse, the functioning of organizations is viewed through the prism of the diffuse influence of multiple exogenous drivers, which act as catalysts for deep transformational processes. These vectors of influence not only stimulate adaptive changes, but also form hard determinants and strategic guidelines for long-term organizational development, defining a new paradigm for business viability.

Key factors of organizational transformations. Environmental imperatives and climate resilience.In the Anthropocene era, climate risks are of critical importance - both physical, caused by environmental change, and transitional, associated with the transformation of the economy. The growing scarcity of natural resources and the need to radically reduce the carbon footprint force business entities to integrate the concept of planetary boundaries into their operating models. This necessitates a fundamental transition from resource-intensive strategies to the principles of resource efficiency and a circular economy.

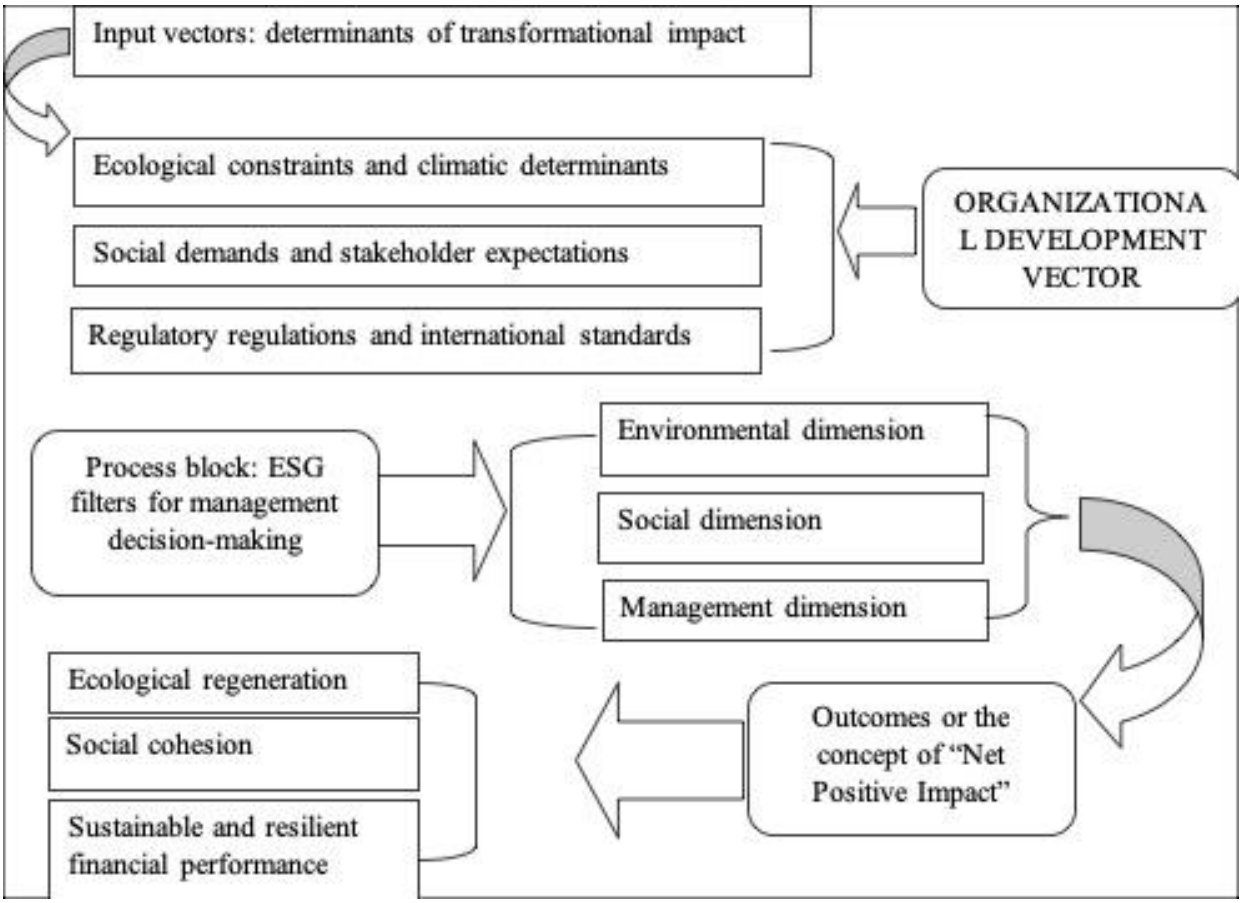

Figure 1. *Conceptual model of integrated change management*

Social Inclusion and Stakeholder Expectations.Modern management operates in the context of a growing public demand for ethics and social responsibility. Stakeholder demands are evolving from purely financial indicators to requirements for ensuring gender equality, inclusiveness and justice. Today, organizations are expected not only to generate profit or create jobs, but also to actively participate in ensuring a high quality of working life and a systematic positive contribution to the development of local and global communities.

Institutional and regulatory environment and global standardization.The formation of a company's strategic vector is strongly influenced by international regulatory protocols. Global initiatives, in particular the European Green Deal (EU Green Deal), the UN Sustainable Development Goals (SDGs) and the Corporate Sustainability Reporting Directive (CSRD), are creating a new regulatory reality. These tools transform the concept of sustainability, transforming it from a voluntary declaration into a mandatory and regulated standard for the functioning of any modern business entity.

Synthesis of influencing factors. The combined impact of these factors creates the prerequisites for the formation of a systemic approach to management, where economic efficiency becomes impossible without taking into account environmental neutrality and social legitimacy. Thus, modern organizations are forced to balance between efficiency and compliance with global ethical and environmental standards.

The scientific architecture of the sustainable management process block is based on the implementation of integrated ESG filters into the overall management decision-making system. This approach ensures the systematic transformation of external and internal impulses into targeted organizational actions through a multidimensional filtering mechanism, where each vector (environmental, social, management) acts as a mandatory checkpoint for the verification of strategic and operational initiatives.

Environmental determination This dimension involves the implementation of a preventive audit and an in-depth assessment of the potential environmental impact of each management act. The filtering process is based on quantitative and qualitative indicators, including monitoring greenhouse gas emissions, analysis of compliance with the principles of the circular economy (closed-loop efficiency), as well as an assessment of

risks to biodiversity. Rational water use and waste minimization become basic parameters that determine the admissibility of project implementation.

Social inclusion or social filter is aimed at preserving and increasing the human and social capital of the organization. Decisions are assessed through the prism of staff well-being, ensuring occupational safety standards and the systematic development of new generation professional competencies (the so-called "green skills"). An important aspect is also external analysis - forecasting and assessing the social effects that the organization's activities cause on the scale of local communities and society as a whole [2].

Institutional sustainability - the managerial dimension focuses on creating a reliable institutional framework based on the principles of transparency, accountability and ethical leadership. This filter ensures strict compliance of corporate governance with compliance standards, minimizing corruption risks and implementing accountability mechanisms at all levels of the organizational hierarchy. It acts as a guarantor that the culture of responsibility is integrated directly into the company's regulations and procedures.

The systematic application of these filters allows you to convert declarative sustainable development goals into a specific toolkit for daily management. Thus, any activity of a business entity — from large-scale strategic investments to routine operational purchases — undergoes a procedure of coordination with long-term imperatives of sustainable development. This ensures the convergence of the economic interests of the organization with general societal environmental and social priorities, creating the prerequisites for the formation of a sustainable competitive advantage in the conditions of the new global economic paradigm.

The conceptual dominant and resulting vector of the proposed management model is the achievement of the state of “Net Positive Impact”, which marks the transition from strategies of minimizing harm to strategies of active restoration. This state characterizes such a mode of functioning of the organization, in which its total contribution to the well-being of society and the regeneration of ecosystems exceeds the amount of resources consumed in the process of life. Within this paradigm, the organization is considered not as an isolated economic entity, but as an active agent of positive changes in the global socio-ecosystem [1].

The implementation of the concept of Net Positive Impact involves the implementation of restorative practices aimed at the reclamation of natural capital and strengthening social sustainability. The key tool here is the systematic assessment of externalities, where each aspect of activity passes through the filter of creating added value for the environment. This requires management to rethink value chains in order to transform linear processes into cyclical ones capable of generating excess ecological resources.Economic efficiency in such a model is not leveled, but it becomes a derivative of the ability of the enterprise to create public good. An important aspect is the formation of regenerative corporate thinking, where innovations are aimed at solving global challenges, such as climate instability and social inequality. The end result is the formation of an organization whose presence in the market is a determinant of improving the state of the external environment.

Thus, Net Positive Impact acts as a new metric of success that integrates financial indicators with environmental and social performance. The organization is transformed into a system that not only levels its anthropogenic footprint, but also creates a net increase in biodiversity and social well-being. This approach provides long-term legitimization of business in conditions of strict environmental constraints and changing social expectations. Ultimately, the implementation of this concept allows overcoming the traditional antagonism between economic growth and environmental conservation, creating the prerequisites for the harmonious coexistence of the technosphere and the biosphere.

Within the framework of the developed model, the resulting block focuses on the fundamental transition from the passive concept of “harm minimization” to the strategy of active ecological regeneration. This paradigm assumes that the organization is transformed from a subject of consumption into a full-fledged agent of restoration of natural ecosystems. Ecological regeneration defines a new standard of organizational activity, where the priority is not just zero impact, but a positive increase in natural capital. Restoration processes are integrated directly into the operational cycle, turning each link in the value chain into a tool for supporting biodiversity.This approach requires the introduction of innovative technologies that can compensate for previous anthropogenic loads on the environment. The organization takes responsibility for the reclamation of territories, purification of water resources and restoration of soil fertility, which goes far beyond the boundaries of traditional environmental management. The key indicator of success here is the ability of the enterprise to generate resources that contribute to the resilience of local ecosystems to climate change [3, 8].

Regenerative activities ensure the long-term stability of the business model by creating a reliable foundation of natural resources for future periods. In scientific terms, this component means a change in focus from anthropocentric consumption to ecocentric coexistence of the technosphere and the biosphere. The

introduction of regenerative practices allows to level the negative consequences of industrial production through active carbon absorption and restoration of natural cycles.

Thus, ecological regeneration becomes a key factor of institutional legitimation in the conditions of the global ecological crisis. An organization that adheres to the principles of regeneration acquires the features of a self-regulating system that enhances the viability of the environment. This process leads to the formation of a new corporate identity, where an ethical attitude towards nature is an integral part of strategic success. Ultimately, the resulting block through ecological regeneration ensures the transition to a sustainable future, where economic activity is synonymous with ecological prosperity. Fulfilling these conditions allows us to achieve harmonization of the interests of industrial development and preservation of planetary health.

In the scientific architecture of the resulting block, social cohesion is considered as a fundamental characteristic of sustainable organizational development, which ensures the structural integrity of the social system. It involves the purposeful formation of an inclusive environment, where each social group has equal opportunities for self-realization and participation in decision-making processes. The central element of this component is an increase in the level of social trust, which acts as an invisible glue that minimizes transaction costs and conflict potential within the organization and beyond.

The process of harmonizing the interests of various stakeholders allows you to balance often conflicting requirements, transforming them into a synergy of joint action. Social cohesion becomes a basic resource for ensuring sustainable human development, focusing on expanding the potential of employees and members of local communities. In the context of the resulting block, this indicator indicates the success of the transition from the exploitation model to the co-creation of value model. Cohesion acts as an indicator of social sustainability, which allows the organization to effectively adapt to external sociodynamic challenges. Ensuring social justice and inclusion directly affects the loyalty of personnel and the institutional reputation of the business entity. The scientific approach to cohesion excludes the formal implementation of social programs, requiring deep integration of ethical standards into the corporate culture.

Through the prism of social cohesion, the organization becomes an active participant in the development of civil society, contributing to the reduction of inequality and overcoming social atomization. The result of such a strategy is the formation of a sustainable social ecosystem capable of self-reproduction and harmonious development in the long term. Ultimately, a high level of cohesion turns social capital into a real competitive advantage that is not amenable to simple copying. This component completes the integrity of the resulting block, combining ecological regeneration with anthropocentric goals of sustainable progress. Fulfilling these conditions allows achieving a state of Net Positive Impact in the social dimension, creating conditions for general well-being.

The concept of financial performance is undergoing a fundamental transformation, moving from maximizing short-term profit to ensuring sustainable and resilient viability in the long term. This model assumes that financial success is not an end in itself, but becomes a logical derivative of effective ESG risk management and strategic compliance with environmental and social standards. In the context of the turbulent BANI world, characterized by fragility and nonlinearity, the resilience of financial indicators is determined by the ability of the organization to withstand exogenous shocks and adapt to dynamic changes in the regulatory environment [10].

Sustainable financial performance is based on the deep integration of the principles of responsible investment into the capital structure of the enterprise. This necessitates a transition to new performance metrics that take into account not only direct income, but also capitalization based on intangible assets - reputation, stakeholder trust and intellectual capital. Resilience in this aspect acts as an organization's immunity to financial losses caused by climate risks or social conflicts.

An important element of the system is the minimization of transaction costs through transparent management and the implementation of high standards of ethical business. The financial model of sustainable development is focused on creating long-term value for shareholders without depleting the resource potential of future generations. Thus, economic viability is ensured by proactively identifying vulnerabilities and investing in regenerative technologies that reduce operating costs in the long term.

In a scientific sense, this approach eliminates the antagonism between environmental responsibility and economic benefit, proving their interdependence. The resulting block confirms that only a financially stable organization is able to generate resources for further environmental regeneration and social cohesion. This closes the cycle of sustainable management, where each earned capital works to support the integrity of the entire socio-ecosystem. Ultimately, resilient financial performance is a guarantee that an organization will not only survive in global instability, but also maintain its leadership position through its adaptability.

Within the framework of the presented scientific model, the first fundamental column — "Value Orientation" — proclaims the priority of viability over profit maximization, which radically changes the vector of strategic planning. This involves a transition from a narrowly specialized focus on financial indicators of the current period to a comprehensive provision of the organization's sustainability in the long term. Viability is considered as the integral ability of a system to maintain its functionality and adapt to exogenous challenges without exhausting its internal resource. This approach determines the rejection of strategies of "predatory" depletion of assets for the sake of instant profit in favor of regenerative development models.

The scientific significance of this change lies in the introduction of the concept of "dynamic sustainability", where financial performance is only one of the parameters, and not the only criterion for success. Orientation to viability requires the integration of ethical and environmental imperatives directly into the value DNA of the organization. This creates conditions for the formation of a high level of trust from all stakeholder groups, which is critical for survival in conditions of high uncertainty. Within this pillar, success is defined as the ability of an enterprise to create sustainable value that is not leveled by market fluctuations. Management is reoriented to create reliable buffers against the fragility inherent in modern economic systems. The priority of viability stimulates investments in innovations that have a longer payback period, but provide a higher level of systemic security. This value paradigm serves as the foundation for overcoming the "myopia" of the market and contributes to the harmonization of business goals with the global goals of sustainable development.

Ultimately, such a transformation of target benchmarks allows the organization to take a stable place in the ecosystem of the future, where the legitimization of business will depend on its ability to exist for a long time without harming the environment. Fulfilling the conditions of this pillar ensures the internal coherence of the entire change management model, making it resistant to manipulation of financial reporting indicators. Thus, viability becomes a new ontological basis of corporate existence in the era of global transformations.

The second fundamental pillar of the proposed model is based on the principles of inclusivity and co-creation, which fundamentally changes the hierarchical nature of organizational transformations. In scientific discourse, this approach is considered as a transition from subject-object relations in management to partnership interaction of all stakeholders. Active involvement of stakeholders in the processes of design and implementation of changes allows accumulating diversified experience and knowledge, which significantly improves the quality of management decisions. Inclusivity in this context means creating an open communication space, where the interests of not only shareholders, but also employees, consumers and local communities are taken into account.The mechanism of co-creation acts as a powerful tool for determining organizational commitment, since the participants in the process identify themselves with the results of joint developments. This allows for preventively eliminating psychological barriers and significantly reducing the level of destructive resistance to change, which is often a consequence of a lack of information or a feeling of alienation. Scientific research confirms that inclusive management models contribute to the formation of a high level of trust and social capital within the system.Co-creation stimulates the development of collective intelligence, which becomes a critical factor in the adaptability of the organization in conditions of high uncertainty. The implementation of inclusive practices allows transforming potential conflicts of interest into a constructive dialogue aimed at finding optimal eco-social solutions. This approach provides long-term legitimization of transformational processes, since they are based on broad public and corporate consensus.

Within this pillar, the organization is viewed as a living ecosystem, where sustainability is achieved through the density and quality of internal connections. Inclusivity ensures that changes will not be imposed from the outside, but will be the result of organic internal development supported by the majority of participants. This creates the prerequisites for sustainable human development and increasing the subjective well-being of employees in the work process. Ultimately, the co-creation paradigm transforms stakeholders from passive recipients of decisions to active architects of a shared future. Fulfilling the conditions of this pillar is the key to the integrity of the model, as it provides a social basis for the implementation of the organization's environmental and financial goals.The third fundamental pillar of the model, Eco-cyclicity, is based on the imperative of comprehensive assessment of organizational decisions through the prism of the full life cycle of products and processes. In a scientific context, this approach requires a transition from linear thinking to a systemic analysis of long-term environmental and structural consequences of activities. The concept of eco-cyclicity assumes that any management act is considered not as an isolated event, but as an element in a continuous chain of interaction with the biosphere. The central place here is occupied by the minimization of anthropogenic load by implementing the principles of a circular economy at all stages of value creation.

The study of eco-cyclicity within the model orients the organization to preserve the value of resources for as long as possible, stimulating the processes of regeneration, reuse and recycling. The scientific significance of this pillar lies in the recognition of the organization as an open system that functions within the framework of planetary determinants. Each strategic investment or operational procurement passes through the filter of the assessment of systemic impact, which prevents the emergence of deferred environmental debts. This allows to level out negative externalities at the stage of designing business processes, turning waste into resources for new cycles.

Eco-cyclicality stimulates the development of eco-innovations aimed at restoring natural capital, and not only at slowing down the rate of its degradation. The implementation of this concept requires management to take extended responsibility for the fate of the product even after the end of its service life. This approach ensures the harmonization of the technosphere with natural metabolic cycles, creating conditions for long-term environmental sustainability. Within this pillar, success is measured by the system's ability to self-renew and integrate into global biogeochemical processes.

Ultimately, eco-cyclicality becomes a guarantor of institutional resilience in conditions of resource scarcity and severe climate constraints. It closes the architecture of the model, combining value orientation and inclusivity with the physical boundaries of the environment. Fulfilling the conditions of this pillar allows the organization to achieve a state of harmonious functioning within the "green" standards of the future. Thus, eco-cyclicality acts as an ontological bridge between

Table 1 - Principles of Sustainable Change Management

The principle of prevention	involves a transition from reactive error correction to proactive adaptation through the identification of “weak signals” and hidden trends in the external environment. This approach allows the organization to develop strategic scenarios in advance and form resilience reserves, which minimizes risks and ensures stability in the dynamic conditions of the BANI world.
The principle of systemic integrity	requires maintaining a dynamic balance between economic viability, social justice, and ecological regeneration, viewing them as integral parts of a single structure. This approach ensures that the development of one dimension does not occur at the expense of the depletion of the others, thereby ensuring the long-term resilience and institutional stability of the organization.
The principle of transparency	involves moving to open communication models and implementing non-financial reporting (ESG reporting) as a tool to confirm the ethics of business processes. This allows strengthening stakeholder trust through public disclosure of information about the organization's impact on the environment and society, turning accountability into a strategic asset for the company.
The principle of adaptive governance	is to abandon rigid hierarchical structures in favor of flexible organizational models capable of rapid transformation in response to dynamic environmental challenges. This ensures high speed of decision-making and institutional plasticity, which allows the organization to function effectively in conditions of high uncertainty and constant change.

Source [4-6, 10]

The principle of prevention in sustainable change management is based on the paradigm of proactive adaptation, which involves identifying and mitigating potential risks before they fully materialize. In a scientific context, this principle requires the organization to develop sensitive mechanisms for scanning the external environment to identify “early signals” — weak indicators of future transformations. Prevention transforms the management system from a reactive one that only responds to crises to a proactive one that is able to model development scenarios and prepare appropriate strategic reserves. This approach allows the business entity not only to avoid the destructive consequences of market turbulence, but also to capitalize on new opportunities that arise at the early stages of change. The central element of preventive management is the integration of predictive analytics into decision-making processes, which provides scientifically sound forecasting of eco-social and economic trends. The implementation of this principle minimizes the costs of “fighting fires” and recovering from failures, since the organization already has developed protocols for adapting to the identified determinants. Preventiveness is closely related to the concept of organizational resilience, as early preparation strengthens the internal resistance of the system to unforeseen shocks.

Within the framework of the sustainable management model, this principle extends to environmental and social aspects, where preventing environmental damage is much more effective than subsequent reclamation. Proactivity requires leaders to have a high level of systems thinking and the ability to see non-linear relationships between current actions and future consequences. Preventive management also contributes

to maintaining a high level of trust among stakeholders, who see the company's ability to control its development trajectory in conditions of uncertainty.

The use of strategic foresight within this principle allows the organization to form alternative future scenarios and test its current business models against them. Thus, preventiveness acts as an intellectual shield for the organization, ensuring its institutional durability through constant readiness for change. The implementation of this principle is critical for the transition to sustainable development, since global environmental challenges are often irreversible, which makes reactive management ineffective. Ultimately, prevention ensures the harmonious integration of the organization into the dynamic context of the BANI world, transforming potential threats into vectors of targeted renewal. Fulfilling the conditions of prevention allows the system to maintain a strategic initiative in any market configurations.

The principle of system integrity in sustainable change management is based on the fundamental imperative of ensuring a dynamic balance between the economic, social and environmental dimensions of organizational activity. In the scientific paradigm of sustainable development, this principle denies the dominance of any one vector, arguing that long-term sustainability is possible only if they are harmoniously converged. System integrity requires considering the organization as a complex homeostatic mechanism, where the degradation of one component inevitably leads to the destabilization of the entire structure. This approach transforms the decision-making process, forcing management to evaluate each initiative through the prism of three-dimensional impact.

Economic capacity within this principle ceases to be an autonomous goal and becomes a resource for supporting ecological regeneration and social cohesion. At the same time, social well-being and environmental neutrality are viewed not as expenditure items, but as critical prerequisites for financial resilience in the long term. The scientific justification of systemic integrity is based on the theory of systems, where a synergistic effect is achieved only through the qualitative interaction of all subsystems.

The implementation of this principle allows the organization to avoid strategic distortions that often arise with excessive focus on quick financial results at the expense of social capital or the environment. Systemicity involves the development of integrated performance indicators that reflect the real value created in all three areas simultaneously. This requires leaders to be able to work with multi-criteria tasks and resolve internal contradictions between the interests of different groups of stakeholders.

In addition, systemic integrity provides institutional legitimization of business, since the organization's activities become transparent and ethically balanced in the eyes of society. In conditions of global instability, this principle is the guarantor that the organization will not lose its functionality due to critical depletion of resources in one of the dimensions. It forms the architecture of a “healthy” organization capable of self-reproduction in a changing socio-economic landscape.

Ultimately, systemic integrity closes the loop of sustainable management, transforming disparate initiatives into a single, logically consistent strategy. Fulfilling the conditions of this principle is mandatory for achieving a state of Net Positive Impact, where the positive effect in each dimension mutually reinforces the overall result. Thus, systemic integrity becomes the ontological core of the modern management paradigm, ensuring the transition from exploitation to harmonious coexistence.

The principle of transparency in sustainable change management is based on the implementation of open communication systems and non-financial reporting tools as fundamental means of institutional legitimization. In scientific discourse, transparency is considered not simply as a formal disclosure of data, but as a strategic mechanism for reducing information asymmetry between an organization and its stakeholders. The use of non-financial reporting standards, such as GRI or CSRD, allows us to objectify the results of environmental and social activities, transforming qualitative changes into verified indicators [5].

Open communication ensures the creation of a trusting environment where stakeholders receive truthful information about the real impact of the company on the ecosystem and society. This approach stimulates increased management responsibility, since each stage of transformation becomes the object of public and expert monitoring. Transparency is a critical factor in attracting "green" investments, since modern investors focus on companies with a high level of ESG data disclosure.

The scientific justification for this principle is based on the concept of accountability, where an organization voluntarily assumes the obligation to report on the use of common natural and social goods. The introduction of non-financial reporting allows you to integrate sustainable development into the corporate governance system, making it part of the daily operating culture. This helps to overcome the practice of "greenwashing", since the openness of data allows external auditors to verify the compliance of declarations with real affairs.

Transparency also plays the role of an internal catalyst for change, helping employees better understand strategic goals and their contribution to their achievement. In the context of digital transformation, open communication becomes interactive, which allows you to receive prompt feedback from the public and adapt management decisions. This principle ensures the harmonization of internal processes with external expectations, creating the prerequisites for sustainable social partnership.

Ultimately, a high level of transparency turns information openness into a competitive advantage that strengthens the reputational capital of the organization. Fulfilling the conditions of this principle completes the ethical architecture of the sustainable management model, making it understandable and acceptable to the global community. Thus, transparency becomes the ontological boundary between traditional closed management and the modern model of responsible leadership [7].

The principle of adaptive governance in the system of sustainable change management is based on the implementation of a high level of flexibility of organizational structures for effective functioning in conditions of nonlinearity and uncertainty. In the scientific field, this principle involves a departure from rigid mechanistic models of hierarchy in favor of organic, diffuse structures capable of self-organization. Adaptive governance allows an organization to dynamically redistribute resources and powers depending on the nature of the challenges arising in the external environment. The central element of such a model is the decentralization of decision-making processes, which significantly increases the speed of response to critical changes.

The flexibility of structures provides institutional plasticity, allowing the company to transform without losing its functional integrity. The scientific justification of adaptability is based on the theory of complex adaptive systems, where viability is determined by the ability of the internal architecture to respond to the complexity of input impulses. This requires the introduction of cross-functional teams and networks that replace outdated functional "silos".

Within the framework of the sustainable management model, adaptive governance promotes the integration of ESG priorities into all levels of management, making them part of flexible strategic iterations. This approach minimizes bureaucratic inertia, which often becomes a major obstacle to the implementation of environmental and social innovations. Adaptability also involves the development of a culture of continuous learning, where the organizational structure evolves along with the acquisition of new experience and knowledge.

Flexible governance models provide a high level of resilience to cascading crises inherent in today's BANI world. An important aspect is the ability of the structure to scale and reconfigure within global value chains. Adaptive governance creates the conditions for the rapid scaling of successful sustainable practices throughout the organization. This principle ensures the harmonization of formal procedures with informal networks of interaction, which strengthens the company's social capital.

Ultimately, the transition to flexible governance structures is a necessary condition for the implementation of the Net Positive Impact paradigm in the long term. Fulfilling the conditions of adaptability completes the formation of management tools, making the organization ready for the challenges of the future. Thus, adaptive governance acts as a guarantor of dynamic sustainability, where flexibility becomes the main source of competitive advantage [11].

Summarizing the results of the study, it can be stated that in the conditions of global instability and systemic environmental challenges, traditional change management models focused exclusively on financial maximization have exhausted their adaptive potential. The proposed paradigm of sustainable change management (SCM) offers a fundamental transition from reactive coping to proactive adaptation and systems thinking. The main scientific result is the development of a conceptual model where the success of an organization is defined through the state of Net Positive Impact, in which the business entity becomes an active regenerator of natural and social capital.

It has been established that the integration of ESG filters directly into the decision-making architecture allows converting external institutional requirements, such as the European Green Deal, into specific operational advantages. The three fundamental pillars of the model — value orientation on viability, inclusive co-creation and eco-cyclicality — create a reliable theoretical foundation for overcoming the "myopia" of classical management. The principle of prevention ensures the formation of an intellectual shield of the organization through the recognition of "weak signals" of the BANI world, while systemic integrity guarantees the continuity of economic, social and environmental dimensions.

An important conclusion is that financial performance in the modern economy is becoming a derivative of the quality of ESG risk management and the level of stakeholder trust. Transparency and non-financial reporting cease to be voluntary initiatives, turning into tools for institutional legitimization of business.

Adaptive governance and flexibility of organizational structures are identified as critical conditions for overcoming inertia and implementing "green" innovations. The study proves that the transition to sustainable change requires a complete transformation of corporate identity, where ethical leadership becomes the main driver of development.

Ultimately, the proposed model serves as a strategic reference point for businesses seeking to ensure their own long-term resilience. It closes the management loop by combining predictive analytics with regenerative practices of environmental restoration. The implementation of these approaches allows harmonizing the interests of the technosphere and the biosphere, creating the prerequisites for sustainable progress. Thus, the study paves the way for further empirical explorations in the field of Agri-Management 4.0 and the digital transformation of sustainable systems.

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