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KEY WORDS: organizational change, change management, medium organizations, small and medium enterprises (SMEs)

ABSTRACT: Change is a permanent and unavoidable reality, but change management assumes an effort to develop in the right direction. This is difficult in the turbulent context of Romanian business environment, specific for emergent economies and post-crisis period. Even so, during 2008-2015, medium organizations brought the highest added value and had the fastest recovery from economic crisis.

In order to transform efficiently, change management - described for the first time by Taylor in 1911 and developed in time by academics and corporate authors - is implemented by 70% of international organizations and by only 30% Romanian organizations, which meet a 6, respectively 4 times higher probability to fulfill their organizational change objectives. 88% of the medium Romanian enterprises are planning change strategies and 38% are using change management methodologies, becoming this way more efficient than small and large enterprises.

This paper's finality is the new methodology developed for medium Romanian organizations, based on the analysis of change management theory (34 models), the peculiarities of the Romanian business environment (158 870 companies) and Romanian enterprises' practice (92 organizations with complete answers, from 385 surveyed). The methodology is holistic, sequential, structured, approaching both organizational and individual change.