

# **ORGANISATION BEHAVIOUR**

## **UNIT – 5**

Organisational change refers to the alteration of structural relationships and role of the people in the organisation. It is largely structural in nature. These changes may be pressurized by internal or external forces, may affect only one or all the levels and departments or may be related to the organisational structure (hierarchy), people and technology, working or social environment. When any alteration in the organisational relationship takes place, it disturbs the existing equilibrium. As a matter of fact, when an organisation goes on operating for sometime, an adjustment between its people, their structural relationship and technical set up is established. People get adjusted and get used to a set of working relationships, social groups and a set pattern of organisational and individual life. So long as this equilibrium exists, it is easier for the people to adjust in organisation. But when a change is introduced, the existing equilibrium of relationships is disturbed and the problem of new adjustment is created. The problem of readjustment creates various fears and worries in the mind of the people and generates various problems and difficulties.

### **NATURE/ FEATURES & CHARACTERISTICS OF ORGANISATIONAL CHANGE:**

Features & characteristics of organisational change are as follows:

1. Change takes place in all parts of the organisation, but at varying rates of speed and degrees of significance.
2. Change may be reactive or proactive. When change is brought about due to the pressure of external forces, it is called reactive change. But

proactive change is initiated by the management on its own to increase organisational effectiveness.

3. Change results from the pressure of forces which are both outside and inside the organisation. It disturbs the existing equilibrium in the organisation.
4. Change may affect people, structure, technology and other elements of the organisation.
5. The whole organisation tends to be affected by a change in any part of it.

## **REASONS, FORCES, FACTORS OR TYPES OF ORGANISATIONAL CHANGE:**

Pressure for change in the organisation may be created by both the external as well as internal factors. The pressures for organisational change are as follows:

### **1. Internal Factors:**

- a. **Existing organisational deficiencies:** Certain organisational deficiencies and adjustments become apparent in due course of time. Unnecessary lengthy chain of command, unmanageable span of control, lack of coordination between the departments, barriers in communication, disparity in authority and responsibility, multiplicity of unnecessary committees, lack of uniformity in policies, lack of cooperation between line and staff are some of the common organisational deficiencies which obviously call for their removal and hence, necessitate changes in the existing organisational pattern.
- b. **Sequential change:** Every organisational change requires readjustments, sequential changes and supportive changes. For

example, creation of a new department may cause the appointment of some new managerial positions, which in turn may necessitate reallocation of authority, responsibility and duties of the concerned departments. Other departments might have to realign their structure, tasks, objectives and staffing. Often managers forget to take into account the potential dominant effects which result in the problems of coordination and control. It is, therefore, necessary that before any significant change is made, the possible consignment of the change must be identified and evaluated and the problem of change should be examined in its total perspective.

**c. Changes in managerial personnel:** Change in the managerial personnel in the organisation may take place on account of new appointments, transfers, promotions or may be caused by expansion and technological changes. Change in the top level managers invariably involves certain organisational changes. Managers differ in their skills, styles and philosophies. Managerial behaviour is always very personalized and selective and whenever a new manager is appointed, he favours his own organisational objectives, policies, procedures and style of functioning, different from those of his predecessor. He, therefore, introduces sweeping changes in the organisation to suit his style of working.

**d. Employee pressures:** Ever increasing demand of the employees for better job security and job satisfaction, better safety and welfare, friendly working environment, higher wages and incentives, participation in managerial process and more authority and power also demands changes in the organisational structure and pattern.

## **2. External Factors:**

- a. Market conditions:** Changing market conditions also have a great impact on the organisation. Changes in market conditions may include changes in the nature and extent of demand, caused by varying consumer needs, goals and preferences; changes in nature and volume of supply, caused by the entry of new suppliers, new products and substitutes and new competitors; changes in the factors of production (e.g. capital, labour, material) and changes in other market conditions relating to prices, quality, transport, packaging, warehousing, financing, etc. These changes call for necessary adjustments, alterations, expansion or contraction in the organisation.
- b. Social pressures:** Changes in the social pattern of life, social values and norms, customs and traditions, culture and education have a great bearing on the organisational relations and system. Political philosophy (capitalism, socialism or communism) move for social justice and equality, upliftment of the defeated and many other such social factors would influence organisational systems of recruitment and selection, technology and structural relationships.
- c. Technology:** Technology is changing at a very rapid speed. Today's technology becomes obsolete tomorrow. Mechanization, computerization and automation have greatly affected the functioning of the modern organisations. New processes and methods become imperative for promoting organisational efficiency, economy, safety and welfare.

**d. Political pressures and legal requirements:** Changes in government and political philosophy and legal enactments also forces organisations to incorporate necessary changes. Changes in labour, corporate and taxation laws, economic policies relating to industry, business, agriculture & export import controls and regulations and incentives and concessions all have a great bearing on the organisations and they compel the organisation to change itself accordingly.

### **3. Organisational Factors:**

**a. Structure related forces:** Structural changes redefine nature of relationships among various organisational positions and may include:

- Changing one form of organisation to another form
- Changing the number of hierarchical level
- Changing line, staff and functional authority
- Changing span of management.

When structural changes are affected, these may affect the formal reporting relationship, formal interaction patterns, and consequently informal relations.

**b. Task related forces:** Technology related changes determine the types of task that may be required to complete an operation. A job consisting of several tasks may be designed in a number of ways ranging from job simplification to job enrichment. However, what alternatives are chosen must consider the core job characteristics - skill variety, task identity, task significance, autonomy and feedback from the job. Task related changes must focus on:

- High quality work performances
- High internal work motivation

**c. People related forces:** Changes of any type require changes in people in an organisation. These changes may be of two types - change in skills and change in behaviour. The magnitude of these changes depends on the types of changes. For example, if there is a change in technology, say from manual to automated, it requires different types of skills in the operator as compared to the previously used skills. Similarly, changes in behaviour and the socio-psychological factors determining behaviour are required.

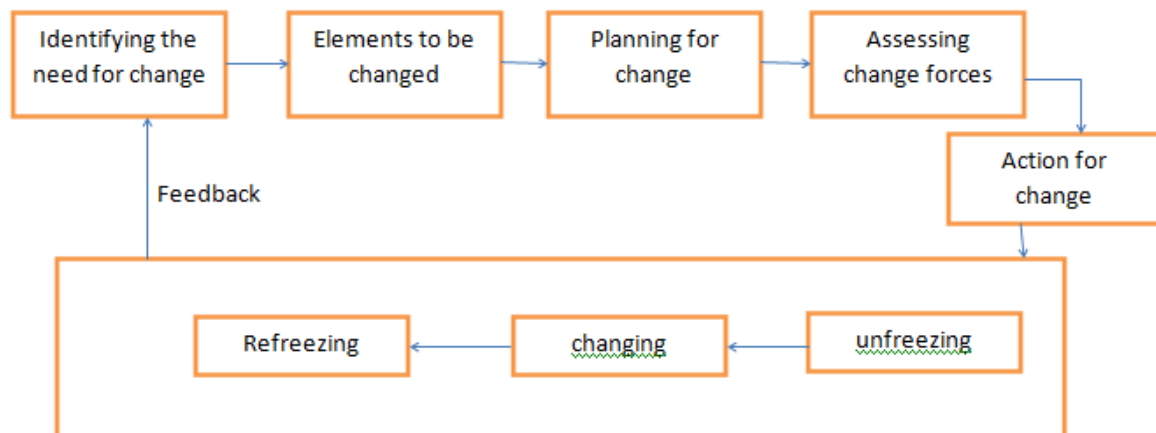
**d. Technology related forces:** Technology refers to the sum total of knowledge providing ways to do things. It may include inventions and techniques which affect the way of doing things, i.e., designing and distributing products. Technology related changes may include

- Introduction of automated data processing devices like computers to facilitate managerial planning and control
- Changes in methods of production like conversion of unit production to mass production and
- Changing problem solving and decision-making procedures

## **PROCESS OF PLANNED CHANGE:**

Management of organisational change is a complex process. Organisational change does not occur suddenly. Instead, it involves challenging exercise on part of management. A major organisational change requires considerable planning. The change is successful if it is taken in a planned way which

proceeds in a sequential form. The various steps involved in a planned change are:



**1. Identifying Need for Change:** The first basic step in planned change is to identify when change in the organisation is required because change for the sake of change may produce much stronger resistance while useful and necessary changes may get support from people. Though there are various external forces demanding change in an organisation, it is better if the organisation analyses how change in external forces affects it. If a change in external forces does not affect the organisation, there is no need for change. Thus, the most important information for identifying need for change comes from the organisation's feedback and control data. Indeed, the process of change can be viewed as a part of control function, specially the corrective-action requirement. Some of the features of the organisation may indicate the need for change like cost of production, declining profit, employee turnover, role conflict, need for expansion and growth, etc. Such indicators may force management to analyse what actions can be undertaken to overcome these.

Identification of need for change depends on gap analysis, that is, the gap between desired state of affairs and actual state of affairs; the difference

between what the organisation is achieving and what it should achieve. However, this gap analysis should be seen on progression basis because desired state of affairs is not a fixed concept. The organisation may go on changing its objectives over the period of time. Moreover, gap analysis can be made on the basis of likely gap because any change in any factor affects the operation of the organisation.

For example, if there is entry of new competitor in the market, this may not affect the organisation immediately but may affect at a later stage. Thus, gap may exist subsequently. Here the past records of the organisation may not be sufficient but projected data will be more meaningful.

- 2. Elements to be Changed:** What elements of the organisation should be changed will largely be decided by need and the process of identification of change as it will provide clue why change should take place; this stage takes the analysis further by diagnosing the problems caused because of which the change is necessary. For example, declining profit may require change but does not specify what elements are to be changed. Therefore, it is necessary to diagnose the factors which are responsible for declining profit. Usually, change is required in three major elements of the organisation- organisation structure, technology and people. The nature and extent of change in these elements will depend on the type of problem being faced by the organisation. Structural changes may include job design, job definitions, basis of departmentation, span of control, organisational policies and procedures, coordination mechanism, power structure, flow of task, etc. Technological changes include changes in plant and equipment, techniques for doing work, production methods, engineering processes, etc. When technology changes, the organisation



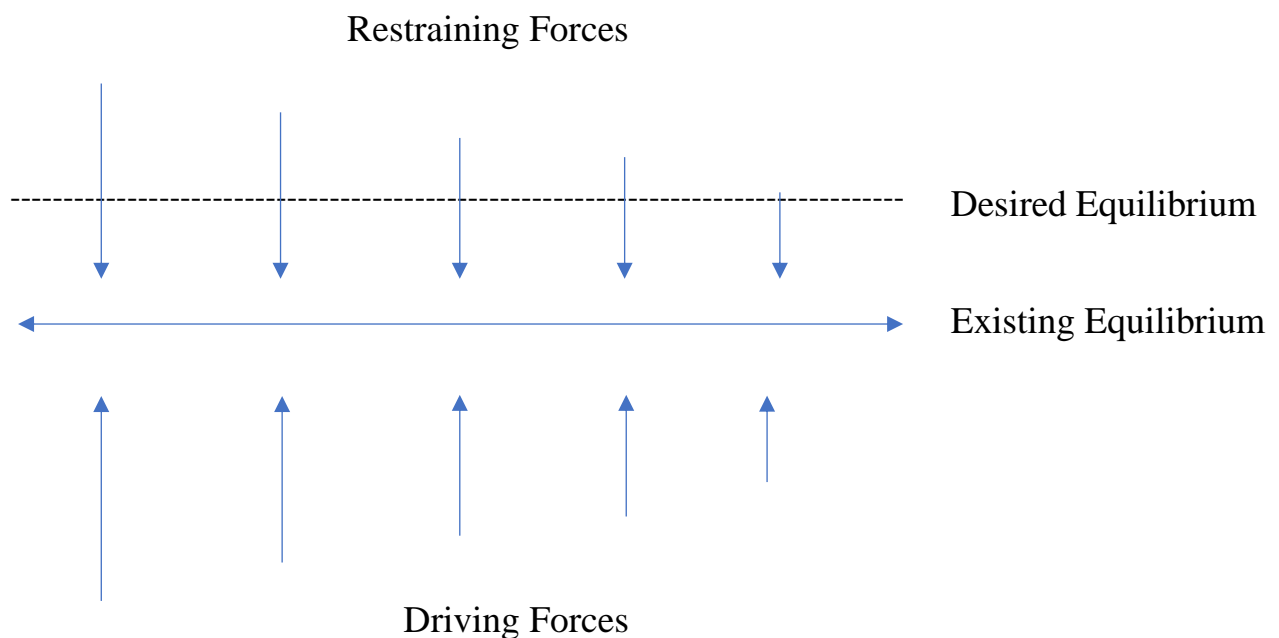
has to change in some form or the other. Changes in people include changes in their behaviour, interaction pattern, informal grouping skills, attitudes, etc. Some changes may affect the organisation on all these dimensions while others may affect only limited aspect. For example, a change in technology from manual to automation may require change in people but at the same time, change in organisation structure also.

**3. Planning for Change:** At this stage, managers should plan about how the change can be brought in the light of the above two sub-processes. Planning for change includes who will bring change, when to bring change and how to bring the change. The first question who will bring the change relates to the persons who will work as change agents. Though every manager is change agent as he brings occasional changes in his area of operation, major changes require that some persons are specified for the purpose. The second question when to bring change is related with time dimension of change. While deciding time element of change, many factors have to be considered, such as nature of forces which are likely to resist the change and the time taken to bring them to accept change, time taken in training and development of people to make them more suitable for the changed situation, time required to make resources available for the change, etc. How to bring change requires drawing up of procedure, that is, chronological ordering of various events of the change. Normally, change, expanding over a long period of time, requires continuous process of putting change effort in one aspect, measuring its impact and correcting dysfunctional aspects resulting from change, putting change in another aspect, etc. This process goes on over the period of them.

**4. Assessing Change Forces:** The planned change is not automatic, rather, there are many forces in individuals, groups and even in the organisation

which resist such change. Unless the cooperation of people is not ensured, any change process will not succeed. For this purpose, the management has to create an environment in which change will be accepted by the people. This problem is referred to the problem of overcoming resistance to change.

In a group process, there are some forces favouring and some opposing to maintain an equilibrium. This has been referred to as 'field of forces' by Lewin. He assumes that in any situation, there are both driving and restraining forces which influence any change that may occur. Driving forces are those which affect a situation by pushing it in a particular direction; they tend to initiate a change and keep it going. Restraining forces act to restrain change or to decrease the driving forces. Equilibrium is reached when the sum of driving forces equals the sum of restraining forces as shown in figure.



Length of the arrow shows significance of the force.

Thus, the management has to push driving forces or converting the restraining forces so that people accept the change. If the driving forces exist or management's efforts have brought the equilibrium of driving and restraining forces at a desired level, it can go for the change; it can take necessary actions for change.

**5. Actions for Change:** Actions for change comprise three stages: unfreezing, changing, refreezing.

- ✓ **Unfreezing:** Unfreezing is the process in which a person casts aside his old behaviour which might be inappropriate, irrelevant or inadequate to the changing demands of the situation. This aspect of action is as important as the action relating to changing the target. Just as a farmer must clear a field before planting new seeds, so must manager help employees clear their minds of old roles and purposes.

This step usually involves reducing those forces maintaining the organization's behaviour at its present level. Unfreezing is sometimes accomplished through the process of “**psychological disconfirmation**”. By introducing information that shows discrepancies between behaviours desired by organization members and those behaviours currently exhibited, members can be motivated to engage in change activities.

- ✓ **Changing:** This is stage at which the individuals being changed learn new behaviour methods of working, new thinking, perception, new roles, etc. There are a variety of ways through which all these can be inculcated. Some of the guidelines for effective change are as follows:

- a. Recognise that the primary purpose of change is to improve performance results.
- b. Make individuals responsible for their own change.
- c. Encourage improvisation, team performance and coordinated initiatives.
- d. Ensure that people see how they fit into the larger organisational picture.
- e. Encourage learning by doing and provide just-in-time training for performance.
- f. Use positive energy, meaningful language, and courageous leadership to drive change persistently.

This step shifts the behaviour of the organization, department, or individual to a new level. It involves intervening in the system to develop new behaviours, values, and attitudes through changes in organizational structures and processes.

- ✓ **Refreezing:** Refreezing means that what has been learned is integrated into actual practice. At this stage, the individuals internalise the new beliefs, feelings, and behaviour learned during the changing phase. They adopt these elements as a permanent part of their behaviour. Often, there is a tendency that individuals revert back gradually to their old behaviour, which they were displaying before the change, in the absence of suitable reinforcement.

This step stabilizes the organization at a new state of equilibrium. It is frequently accomplished through the use of supporting mechanisms that reinforce the new organizational state, such as organizational culture, rewards, and structures.

**6. Feedback:** Management of change requires feedback and follow-up actions to ensure that change programme is progressing in right direction without producing any dysfunctional effect. Since a change programme is likely to solve some problems and produce other problems, though of minor magnitude, it is desirable that management has constant watch as the change programme progresses. Problems created by the change should be tackled immediately so that it gives better results to the organisation. Feedback received from the initial attempt of change programme may be used to modify the subsequent programme. Normally, the impact of the change programme is measured in terms of its objectives. Therefore, objectives of the change should be defined operationally so that measurement is easier.

### **IMPORTANCE OF ORGANISATIONAL CHANGE:**

Change is the need of the hour for every individual and for every organization. Engaging in the same old methodology which is turning to be obsolete can lead to failure. This need to change is of highest priority. The failure in recognizing the very urgent requirement to change heads to many serious and critical problems. Change refers to bringing a shift in the way the activities are performed, work is done, problems are solved. Basically, a new approach to deal with everything which would give a positive and successful outcome. This process of change is not easy and is time- consuming but at the end of it, we realize that it was worth it.

Here are few pointers indicating the benefits of a change culture in an organization:

**1. Build up Competition:** Change can be big or small, easy or complex in an organization. Change does not necessarily indicate a major

transformation every time. But it can seriously help to build competition, which can help organizations to progress and develop themselves. Without change, organizations would struggle to lift up themselves to face the competition put forward by their competitors.

For example- When a particular organization changes its way of working and if it attracts more customers, its competitor will definitely observe the same and would try to bring a change in their usual form of working. Thus, here change plays a very positive role in building up competition which leads to a desire among organizations to develop themselves more than their competitors.

**2. Bring Technological Advancement:** Technology plays a vital role in development of an organization. Change that results from the adoption of new technology is common in most of organizations and while it can be disruptive at first, ultimately the change tends to increase productivity and service. To beat the competition, organizations can make use of new technologies. The same, old, obsolete ways of doing things would not work out when the competitors would be moving fast forward with new technologies. It also enables employees to adopt the new technology and indirectly helps in growth of organization.

**3. Develop Satisfied Customers:** Adopting change in organizations can create a certain extent of dissatisfaction among employees and also among customers. But, once change brings in a favourable effect, customers and employees start accepting it. Eventually this change brings satisfied customers which in turn acts positively for customers. As always said, satisfied customer is a boom for every organization. Just a simple twist in the strategy can do wonders for you.

## **RESISTANCE TO CHANGE:**

In the management of change, the managers face the problem of resistance to change. People tend to resist many types of changes because new habits or sacrifices are required. When change is minor and within the scope of correcting programme, adjustment is fairly routine, but when a change is major or unusual, more serious upsets may occur. This leads to general proposition that people and their social systems will often resist change in organisations.

Before we trace out the reasons for resistance to change, let us discuss whether resistance is always bad as is generally perceived to be. In fact, there are two sides of resistance: as a cost and as a benefit.

**Resistance as a Cost:** Since all changes have some cost so is the resistance to change. If people resist to change, the organisation may not be able to introduce new phenomena in order to adapt environmental requirement and its basic survival may be in danger. In fact, many organisations have been forced to abandon change programmes because of resistance to such programmes, or they have been forced to adopt alternative strategies.

**Resistance as a Benefit:** Resistance to change is a costly affair, on the other hand, it provides a benefit to the organisation. Resistance by some members of the organisation provides an opportunity to the change agents to assess the pros and cons of introducing change more carefully. While introducing a change, the reality lies in between emphasizing on its positive side and emphasizing on negative side. Resistance to change forces management to find out this reality which helps in managing change more effectively.

## **FACTORS IN RESISTANCE TO CHANGE:**

People tend to evaluate the effect of change individually but they express it through group in a collective form. Therefore, the reasons underlying resistance to change may be identified at these two levels i.e., individual resistance and organisational resistance to change.

### **I. Individual Resistance:**

There are many factors operating at the individual level which are responsible for resistance of change. Degree of force in resistance depends on how people feel about change. These feelings may be based either on reality or there may be emotional feelings towards the change. These feelings, either real or emotional, may be seen in the context of three types of factors: economic, psychological, and social.

**1. Economic Factors:** People feel attached to the organisation for satisfying their personal needs and economic needs like physiological needs, job security, etc. People may perceive that they will be adversely affected by the change in terms of their need satisfaction in the following ways:

**i. Skill Obsolescence:** A change is generally meant for better methods of working which may involve new techniques or technology. Whenever people sense that new machinery (change) poses a threat of replacing or degrading them, they simply resist such a change. When computer was introduced in the business sector of India, it attracted lot of resistance because of this reason.



- ii. **Fear of Economic Loss:** A change may create fear of economic loss in the sense that it may affect economic compensation adversely, reduce job options, and turn into technological unemployment. This feeling is created because people feel that those who can match the new requirements will be better off than those who cannot match.
- iii. **Reduced Opportunity for Incentives:** Employees are generally offered incentives linked to their output in the form of incentive schemes, bonus, etc. All these are well established in the old system. Whenever there is change, people may feel that in the new system, they will have lower opportunity to earn incentives and bonus as the new system requires additional skills.

**2. Psychological Factors:** Psychological factors are based on people's emotions, sentiments and attitudes towards change. These are qualitative and therefore, may be logical from people's point of view but may be illogical from the change agent's point of view. Major psychological factors responsible for resistance are: ego defensiveness, status quo, lack of trust in change agent, low tolerance for change and fear of unknown.

- i. **Ego Defensiveness:** A change may affect the ego of the people affected by the change and in order to defend their ego, people resist change. A change in itself suggests that everything is not right at a particular level. Thus, the change may be perceived as an instrument for exposing the weakness of the people.
- ii. **Status Quo:** People want status quo, that is, they do not want any disturbance in their existing equilibrium of life and work pattern. The change initiated by the organisation disturbs such an

equilibrium and people have to obtain another equilibrium which is a painful exercise. Therefore, everyone tries to avoid it.

- iii. **Low Tolerance for Change:** In the context of maintaining status quo, people may differ. Some people have very low level of tolerance for change and ambiguity as compared to others, Therefore, these people resist any new idea.
- iv. **Lack of Trust in Change Agent:** The effect of change is perceived in the context of change agent, that is, the person who initiates change. If people have low degree of confidence in the change agent, they show resistance to change efforts. This is the reason why labour union resists change initiated by management because of the feeling that labour and management are two different interest groups in the organisation.
- v. **Fear of Unknown:** A change may be perceived as entering into uncharted area which is unknown. The change will bring results in future which is always not certain. This lack of certainty creates anxiety and stress in the minds of people and they want to avoid it. The lack of adequate information about the likely impact of change further complicates the problems.

**3. Social Factors:** People derive need satisfaction, particularly social needs, through their mutual compatible interaction. They form their own social groups at the workplace for the satisfaction of their social needs. To the extent the satisfaction of these needs is affected by a change people resist it. The major factors causing resistance to change are: desire to retain existing social interaction and feeling of outside interference.

- i. **Desire to Maintain Existing Social Interaction:** People desire to maintain existing social interaction since it is a satisfying one. When there is any change their existing social interaction is likely to be changed which people do not want. Therefore, they resist change.
- ii. **Feeling of Outside Interference:** A change brought by the change agent is considered to be an interference in the working of people. This phenomenon is delicate if the change agent belongs to another social class, e.g., change initiated by managers affecting workers. The latter may feel that managers try to make workers an instrument for higher productivity but the outcome of this productivity will be retained by them.

## **II. Organisational Resistance to Change:**

Not only individuals and groups within an organisation resist change, even the organisation itself resists many changes because of certain reasons. Many organisations are designed to be innovation-resisting. Many powerful organisations of the past have failed to change and they have developed into routines.

This statement suggests that organisations tend to stabilise at a particular level and if the change efforts are not brought, these organisations start falling. The major reasons for organisational failure to change are: counting past successes, stability of system, resource limitations, sunk cost, and interorganisational agreement. Some of these reasons are basic while others are by-products of those.

- i. Counting Past Successes:** A major problem before the organisations which have past success stories is, how to face challenges of the changing environment. Since these organisations have achieved success by following a particular set of management practices, they become too rigid to change and they hide their failure to change. This is the reason why many old industrial houses are suffering as their places are being taken away by the newer organisations.
- ii. Stability of System:** The organisation may design a system through which it may derive many benefits. The system is stabilised and any change may be perceived a threat by the organisation itself. For example, a bureaucratic organisation has certain fixed rules, prescribes rigid authority relationships, and institutes reward and punishment system. All these work in some circumstances. If the change is required in these aspects, the organisation may not bring it easily because it is familiar to a particular system.
- iii. Resource Limitations:** No doubt, the organisation has to adapt to its environment but the adaptation has its own cost. If the organisation is not fully equipped for meeting such demands, it may not be possible for the organisation to bring necessary change. For example, if new technology is adopted, it will require resources to procure machine, building, training for its personnel, and adequate expenses on other items also.
- iv. Sunk Cost:** Most of the organisations have sunk cost involved in various assets. Once the assets are acquired, these can be used for

specific period. Now, if the change is required, what will happen to these assets? Naturally, the organisation will like to make a comparison between the outcomes of changed programme and continuing with the old programme in the light of this sunk cost. Sunk cost cannot be only in terms of various physical things: this can be in the form of people also. If an individual is not making appropriate contribution, it is not necessary that his services are done away with. In such a case, organisation has to pay for his services though these may not be as useful.

- v. **Interorganisational Agreement:** The organisation interacts with its environment. In this interaction process, it may enter into agreement with other organisations over certain aspects of working. Thus, if any change is to be incorporated, the organisation has to take into account the wishes of other organisations too. It is not necessary that other organisations also agree with the change proposal. For example, the organisation may enter into agreement with labour union about not bringing technological change. Thus, the organisation is bound by this agreement and technological change is not possible. Similarly, such cases arise when the organisation has such obligations.

It does not, however, mean that the organisation will always resist change. It depends more on the style of top management. If it is risk-taking, forward-looking, innovative and has zeal for progress, the organisation may take change programmes much more frequently.

## **OVERCOMING RESISTANCE TO CHANGE:**

One of the basic problems in managing change is to overcome people's resistance to change successfully. Unless this problem is overcome properly, the effect of the change may not be as functional as imagined by the management. In many cases, even the impact of a change may be dysfunctional if change is imposed upon the people by the use of formal authority. Therefore, the role of formal authority in implementing a change may not be effective all the times: it can be made effective by managing resistance effectively.

Problem of overcoming resistance to change can be handled at two levels: at the level of individual and at the level of group, that is, through group dynamics. Both these attempts are complementary and sometimes these efforts may be overlapping because every individual is a member of some of the groups, both at the formal and informal levels.

### **I. Efforts at Individual Level:**

A change is likely to affect some people in some way. It may affect only a few while others may not be affected. When the resistance comes from the people at individual level, the problems can be solved at the same level. For this purpose, the following efforts can be made:

- i. Involvement:** Involvement is a process through which those who are affected by the change are brought to understand the change. However, this is not a one-time action, rather, this should be looked upon as a dialogue which continues over a period of time. It implies explanation and then discussion of the proposed change. It includes finding out from the members how they interpret the proposed change and what they think about it. The fundamental idea in this process is to encourage the people to say something about any aspect of the

change. People always have some ideas and opinions about what is going on in the world and more specially if it touches them personally. Getting opinions out in the open, so that they are looked at and evaluated, is an important trust-building task. As this process goes, the level of resistance to change tends to decrease, understanding of change increases and personal involvement in the change increases.

- ii. Obtaining Commitment:** Commitment is an agreement to take active part in the actual mechanics of the change. Commitment to take part in the change programme can be obtained in private from each individual. However, sometimes, getting a person to commit himself in private to a change programme may yield fewer results than if he voluntarily and publicly gives his commitment to an idea of change. The decision to commit oneself is a dynamic process. It grows slowly along with relationship.
- iii. Leadership:** The role of leadership in getting acceptance for a change. It is very important as a capable leader reinforces a climate of psychological support for change. A manager as weak leader presents change on the basis of the impersonal requirements of the situation, but a transformational leader can use personal reasons for change without arousing resistance. An effective leader tries to time a change to fit the psychological needs of his followers. Thus, most of the times, either the subordinates do not resist or if they resist, the leader tries to overcome this resistance by leadership process.
- iv. Training and Psychological Counselling:** The management can change the basic values of the people by training and psychological

counselling. People should be educated to become familiar with change, its process, and working. They must be taught new skills, helped to change attitudes and develop new relationships. Such process can be aided by training classes, meetings, and conferences. However, to become effective, education must be part of the manager's everyday activity on the job. This helps in creating receptive environment in the organisation.

## **II. Efforts at Group Level:**

Although agreement to a change can be obtained individually, it is more meaningful if it is done through group. Usually, more than one person is involved in the change. Though each person interprets the change individually, often, he expresses it through a group. Thus, instead of solving the problem at the individual level, it is desirable at the group level to get better acceptability of change. Group dynamics offers some basic help in this regard. For using group as a means of overcoming resistance to change, its basic nature, as discussed earlier, must be understood so that its effective use can be made. Based on these characteristics of group as a means of change, the managers can form strategies for overcoming resistance in the following manner:

- i. Group Contact:** Any effort to change is likely to succeed if the group accepts that change. For this purpose, the group itself should be the point of contact. The group contact offers some specific advantages:
  - a.** Through group, one can communicate with more people per unit of time.
  - b.** In group, there may be some person who may support the idea for change even if it is resisted by others if the change agent belongs to the same group.



- c. Group can get at the basic problem very rapidly as compared to the single individual. The same is true for problem solving.

Through the group contact, many things about change can be made clear-such aspects as the reasons for change, benefits of change, and how the benefits of the change will be shared among organisation and its members. For this purpose, meaningful and continuous discussion is necessary. Free flow of information helps people to understand the real picture of the change and many misunderstandings may be avoided. Even if only some of the members are affected by the change, taking whole of the group into confidence helps in maintaining a cooperative attitude.

- ii. **Participation:** Participation helps people to be involved in the organisational change as a feeling of importance. It makes people feel that the organisation needs their opinions and ideas and is unwilling to go ahead without taking them into account. Those people who are directly affected by the change should be given opportunity to participate in that change before the final decisions are reached. However, mere participation may not help. The organisation must regard the participation as meaningful and share the results of the change with its members. This is more important in the case of workers who themselves treat a separate group and do not identify with the management. It would be prudent for management to take labour representatives into confidence before implementing any change. They must be made a party to the change rather than an agent for resistance to change.