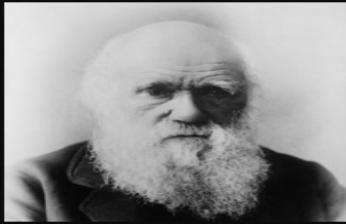


Resistance to Change

— Charles Darwin —



The most powerful natural species are those that adapt to environmental change without losing their fundamental identity which gives them their competitive advantage.

AZ QUOTES

Learning Goals

- Explain the importance of managing change for businesses.
 - State the 4 general reasons for resistance to change.
 - State the 3 specific reasons for resistance to change.
 - Explain the 3 basic stages of managing resistance to change.
 - State the specific approaches to managing resistance to change.
-

50 Reasons Not To Change

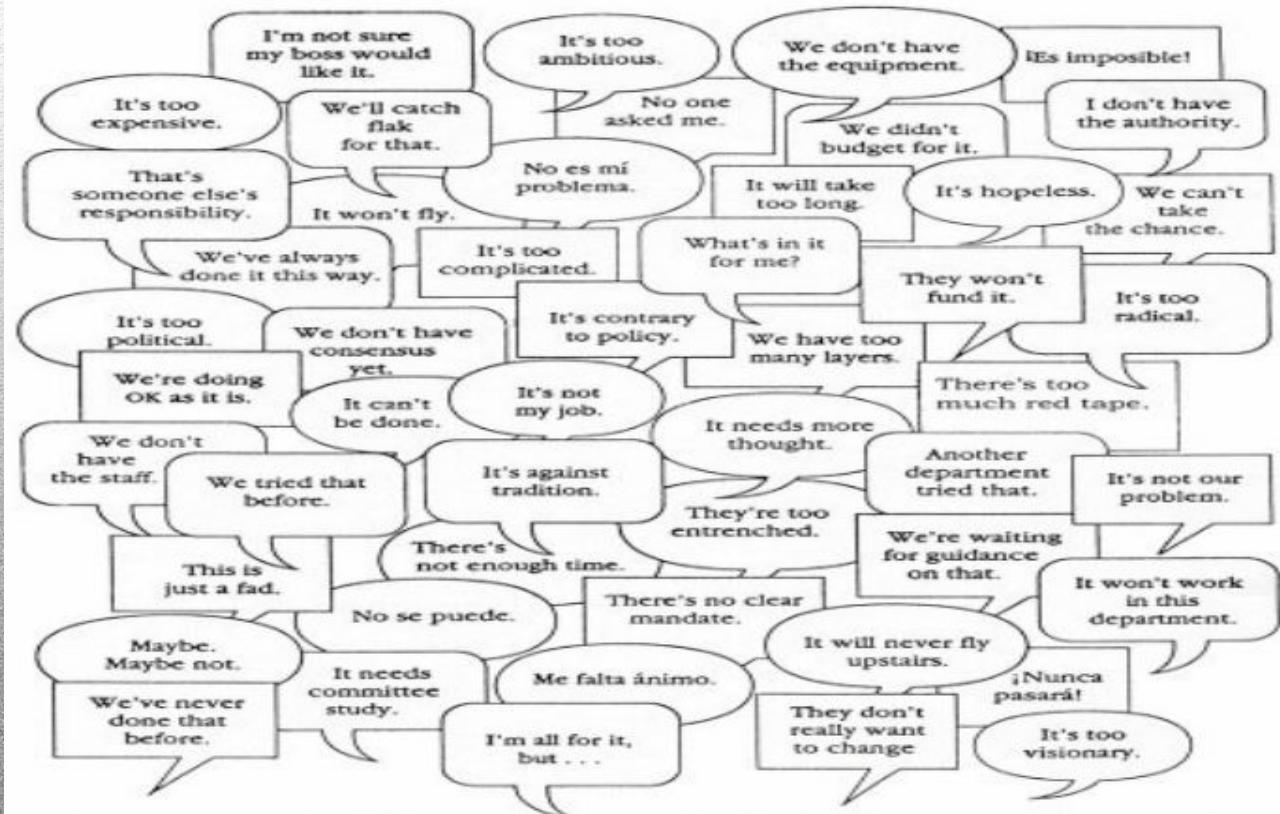


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Why Resistance To Change???

- Fear of the unknown.
- Lack of good information.
- Fear for loss of security.
- No reason to change.
- Fear for loss of power.
- Lack of resources.



Factors Effecting Change

- Advocates of Change
- Degree of Change
- Time Frame
- Impact on Culture
- Evaluation of Change



Faces of Resistance

Active

- Out in the open
- More constructive
- Easier to manage

Passive

- Hidden
 - Can go unnoticed
 - Undermines efforts to transform an organization
-

Sources of resistance

- Aptitude (ability)

is unable to make the change

- Attitude (willingness)

doesn't want to make the change

- Change Threshold

~~Doesn't have the “energy” to make the change~~

Resistance to change in the business

General resistance

Inertia, timing, surprise, peer pressure

Resistance to change

Self-interest, misunderstanding, different assessment

Specific resistance

General reasons to resistance to change

Inertia

- The tendency to **remain unchanged**.
 - The old way of doing things are comfortable and easy, so people **do not want to change or try something new**.
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General reasons to resistance to change

Timing

- Poor timing may cause resistance.
- When employees and managers are in **bad relations**, the time to introduce change is not fit.

General reasons to resistance to change

Surprise

- Resistance may occur when the change is **unexpected** or **sudden** for employees. .

General reasons to resistance to change

Peer pressure

- Individuals may resist a change when the **team resists**, even if the individual does not strongly oppose the change.

Specific reasons for resistance to change

Self-interest

- Individuals may resist a change if they feel it will cause them to lose something.

Specific reasons for resistance to change

Misunderstanding

- Employees may resist a change because they **do not fully understand** its **purpose or benefits** even if it will benefit them.

Specific reasons to resistance to change

Different assessment

- Employees and management may see the change and its advantages in a **different way**.
- Management may see the change as **increased efficiency** while employees may see only the **costs** of it.

Methods for Dealing with Resistance to Change

Many managers **underestimate** the variety of ways people can react to organisational change.

Also the ways they can **positively influence** specific individuals and groups during a change.

Managers often do not have an **accurate understanding** of the **advantages** and **disadvantages** of the methods with which they are familiar.

- **Education and Communication**

One of the most common ways to overcome resistance to change is to educate people beforehand.

Communication of ideas helps people see the need for and the logic of change.



The education process can involve
one-on-one discussions, presentations
to groups or memos and reports

- **Participation and Involvement**

If the initiators involve the potential resistors in some aspect of the design and implementation of the change, they can often forestall resistance.

With a participative change effort, the initiators listen to the people the change involves and use their advice.

- **Facilitation and Support**

Another way that managers can deal with potential resistance to change is by being supportive.

This process might include providing training in new skills or giving employees time off after a demanding period or simply listening and providing emotional support.

- **Negotiation and Agreement**

Another way to deal with resistance is to offer incentives to active or potential resistors.

For example, management could increase an individual's pension benefits in return for an early retirement.



- **Manipulation and co-optation**

Managers might not have enough time to educate, involve, or support people and without the power or other resources to negotiate or coerce employees.

In this case, managers have resorted to manipulating information channels in order to scare people into thinking there is a crisis coming which they can avoid only by changing.





- **Explicit and Implicit Coercion**

Finally, managers deal with resistance coercively.

Here they essentially force people to accept a change by explicitly or implicitly threatening them (with the loss of jobs, promotion possibilities) or by actually firing or transferring them.

Question for critical thinking

- What are the advantages and disadvantages of each of the specific approaches for managing resistance to change?

Advantages of Each Method

- **Education and Communication**

Once persuaded, people will often help with the implementation of the change.

- **Participation and Involvement**

People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.

- **Facilitation and Support**

No other approach works as well with adjustment process.

- **Negotiation and Agreement**

Sometimes it is a relatively easy way to avoid major resistance.

- **Manipulation and Co-optation**

It can be a relatively quick and inexpensive solution to resistance problems.

- **Explicit and Implicit Coercion**

It is speedy and can overcome any kind of resistance.

Disadvantages of Each Method

- **Education and Communication**

Can be very time consuming if lots of people are involved.

- **Participation and Involvement**

Can be very time consuming if participants design an inappropriate **change**.

- **Facilitation and Support**

Can be time consuming, expensive, and still fail.

- **Negotiation and Agreement**

Can be too expensive in many cases if it alerts others to negotiate for compliance.

- **Manipulation and Co-optation**

Can lead to future problems if people feel manipulated.

- **Explicit and Implicit Coercion**

Can be risky if it leaves people mad at the initiators.
