

**SOS POLITICAL SCIENCE AND PUBLIC  
ADMINISTRATION  
JIWAJI UNIVERSITY, GWALIOR**

**MBA HRD IV SEM**

**PAPER: 404**

**SUBJECT NAME: MANAGING CHANGE IN  
ORGANIZATION**

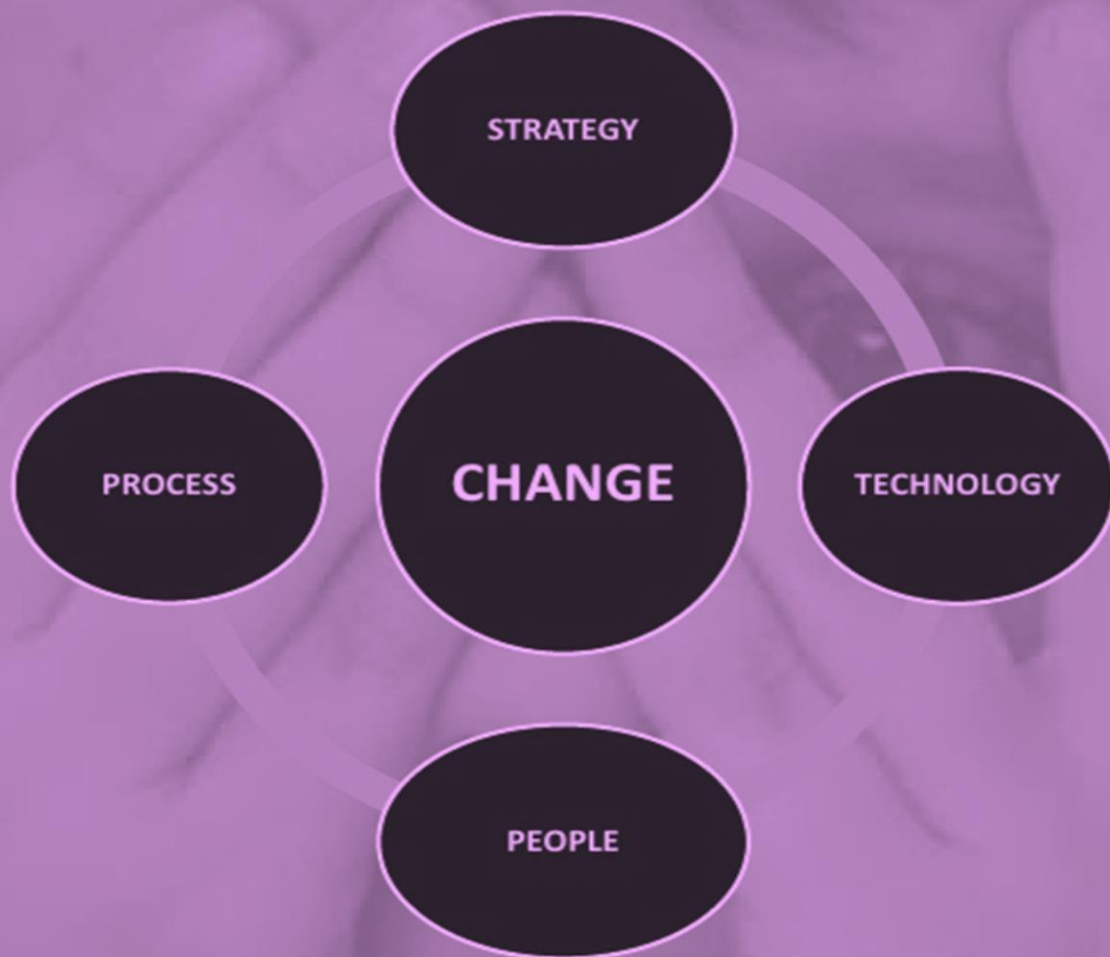
**TOPIC:**

**ORGANISATIONAL CHANGE – RESISTANCE TO CHANGE**

# Change

- Change is an inevitable aspect of life.
- Organizations need capacity to adapt quickly.
- People are focus of most serious challenges.
- Large scale changes often incur significant problems and challenges.
- Changes can be brought about by managers, non managers, employees or an outside consultants

# Change



# The Nature of Change

- Change is any alteration occurring in the work environment that affects the ways in which employees must act.
- Organizations tend to achieve an equilibrium in their social structure.
- When change comes along, it requires employees to make new adjustments as the organization seeks a new equilibrium.
- Disequilibrium occurs when employees are unable to make adequate adjustments.

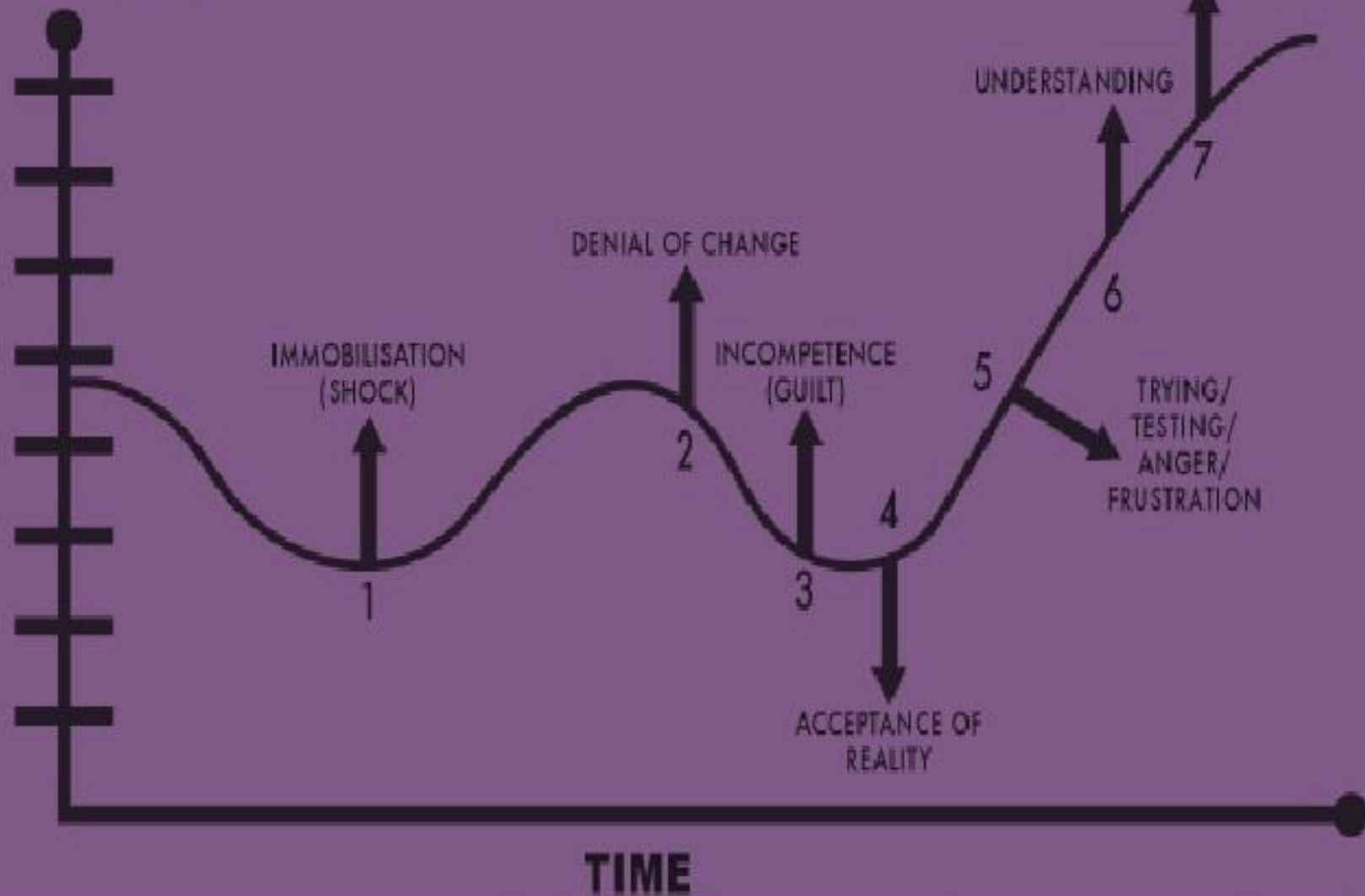
Change

**THE CHANGE PROCESS**



# THE PROCESS OF CHANGE

COMPETENCE



## Organizational Change

- Organizational change is a structured approach in an organization for ensuring that changes are smoothly and successfully implemented to achieve lasting benefits. In the modern business environment, organizations face rapid change like never before.

## Change management

- **Change management** is an approach to transitioning individuals, teams, and organizations to a desired future state. In some project management contexts, change management refers to a project management process wherein changes to a project are formally introduced and approved.



# Resistance to change

## 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.



# Resistance to change

## Resistance to change

- Resistance to change consists of any employee behaviors designed to discredit, delay, or prevent the implementation of a work change.
- Employees resist change because it threatens their needs for :
  - Security
  - Social Interaction
  - Status
  - Competence
  - Self-Esteem

# Resistance to change

## Resistance to organizational change

- Blind resistance
- Political resistance
- Ideological resistance

## Rationale for Resistance

- I want to stay where I am because...
  - my needs are already met here
  - I have invested heavily here
  - I am in the middle of something important
- I do not want to change because...
  - I do not understand what is being proposed
  - the destination looks worse than where I am now
  - there is nothing to attract me forwards
  - I do not know which way to move
  - the journey there looks painful
  - the destination or journey is somehow bad or wrong
  - I do not trust those who are asking me to change

# Resistance to change

## Sources of Individual Resistance to Change



# Resistance to change

## Sources of Organizational Resistance to Change



# Resistance to change

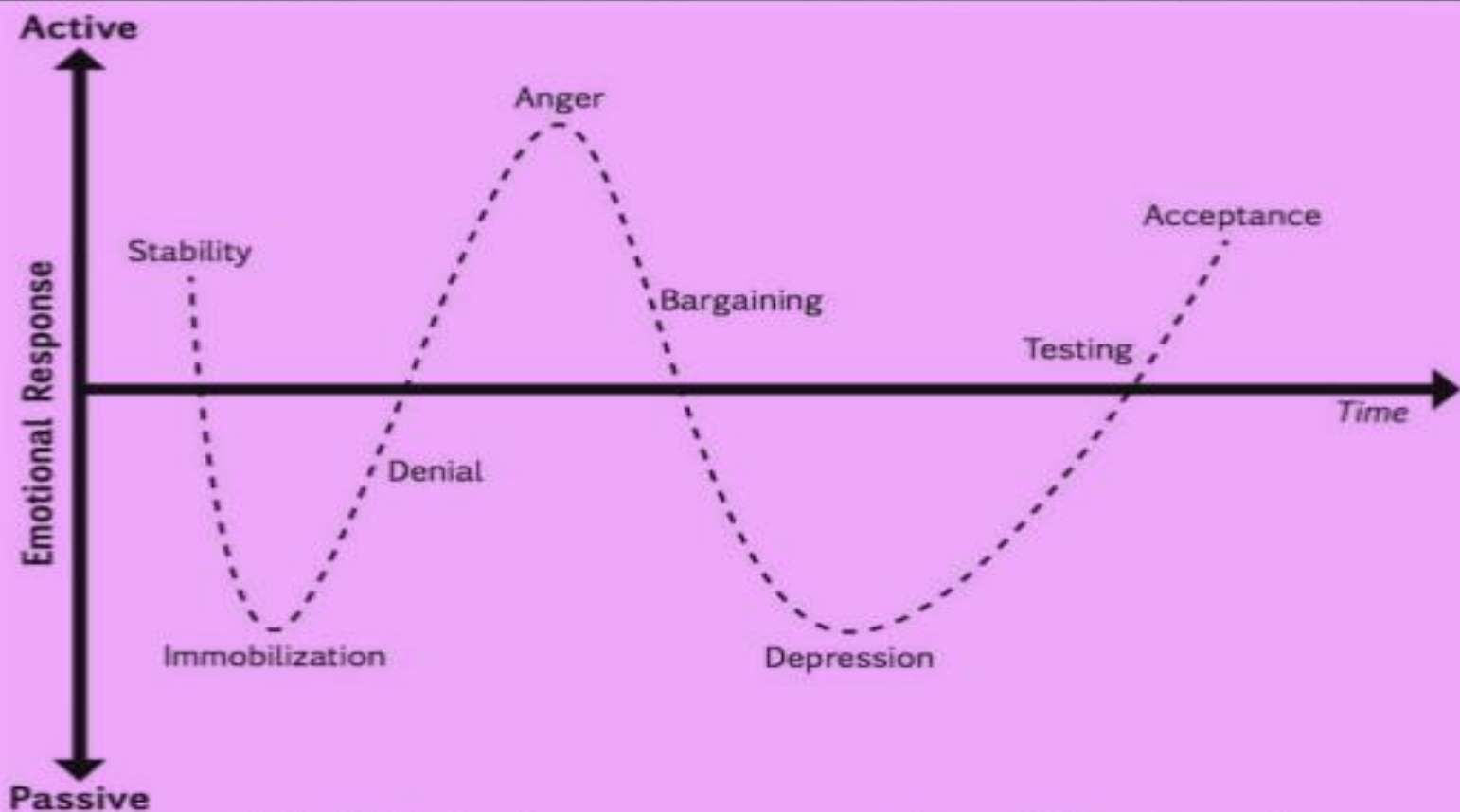
## Causes of resistance to change

- Interference with need fulfilment
- Selective perception
- Habit
- Inconvenience or loss of freedom
- Economic implications
- Security in the past
- Fear of the unknown
- Threats to power or influence
- Knowledge and skill obsolescence
- Organizational structure
- Limited resources



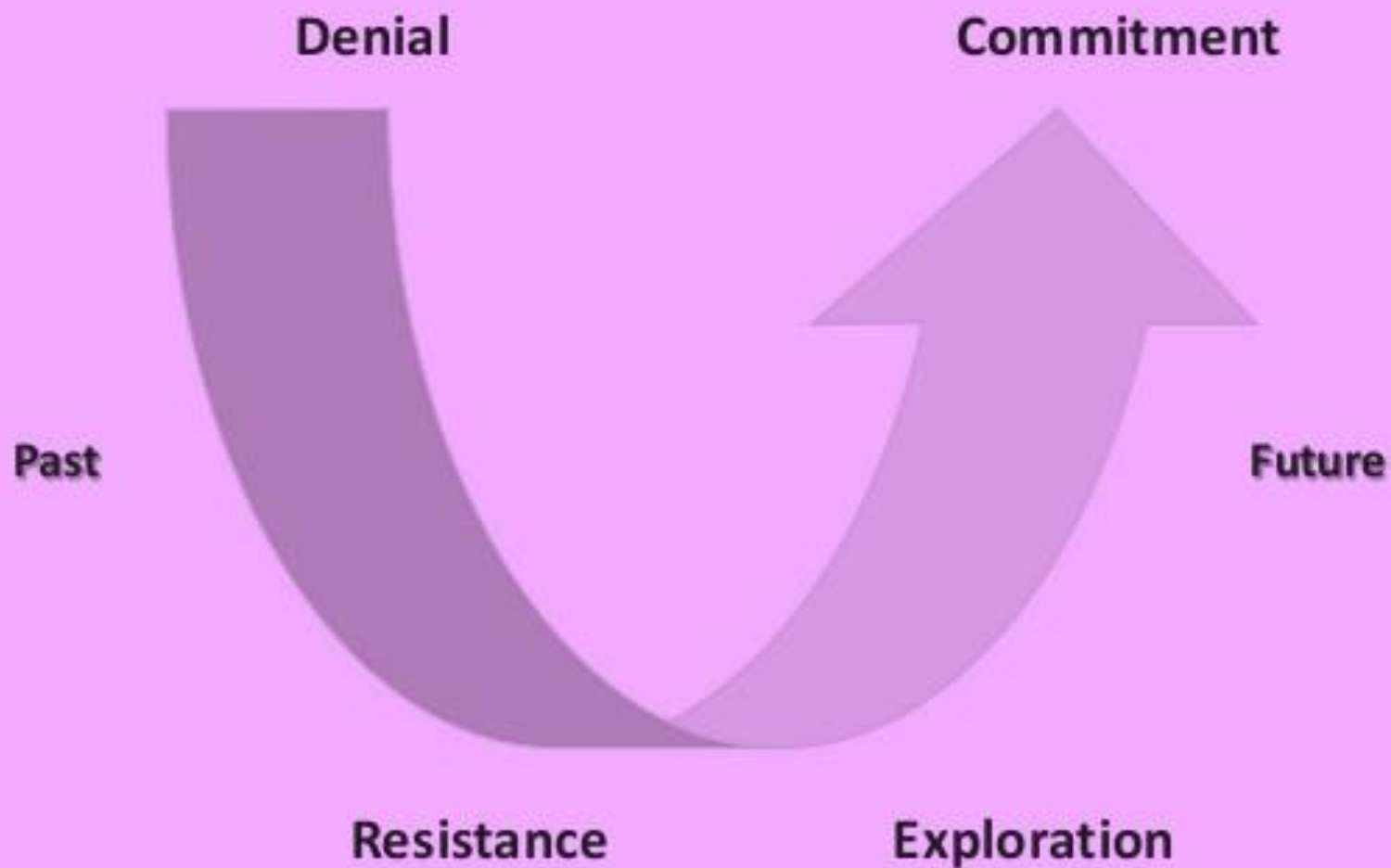
# Resistance to change

## Stages of Resistance to Change





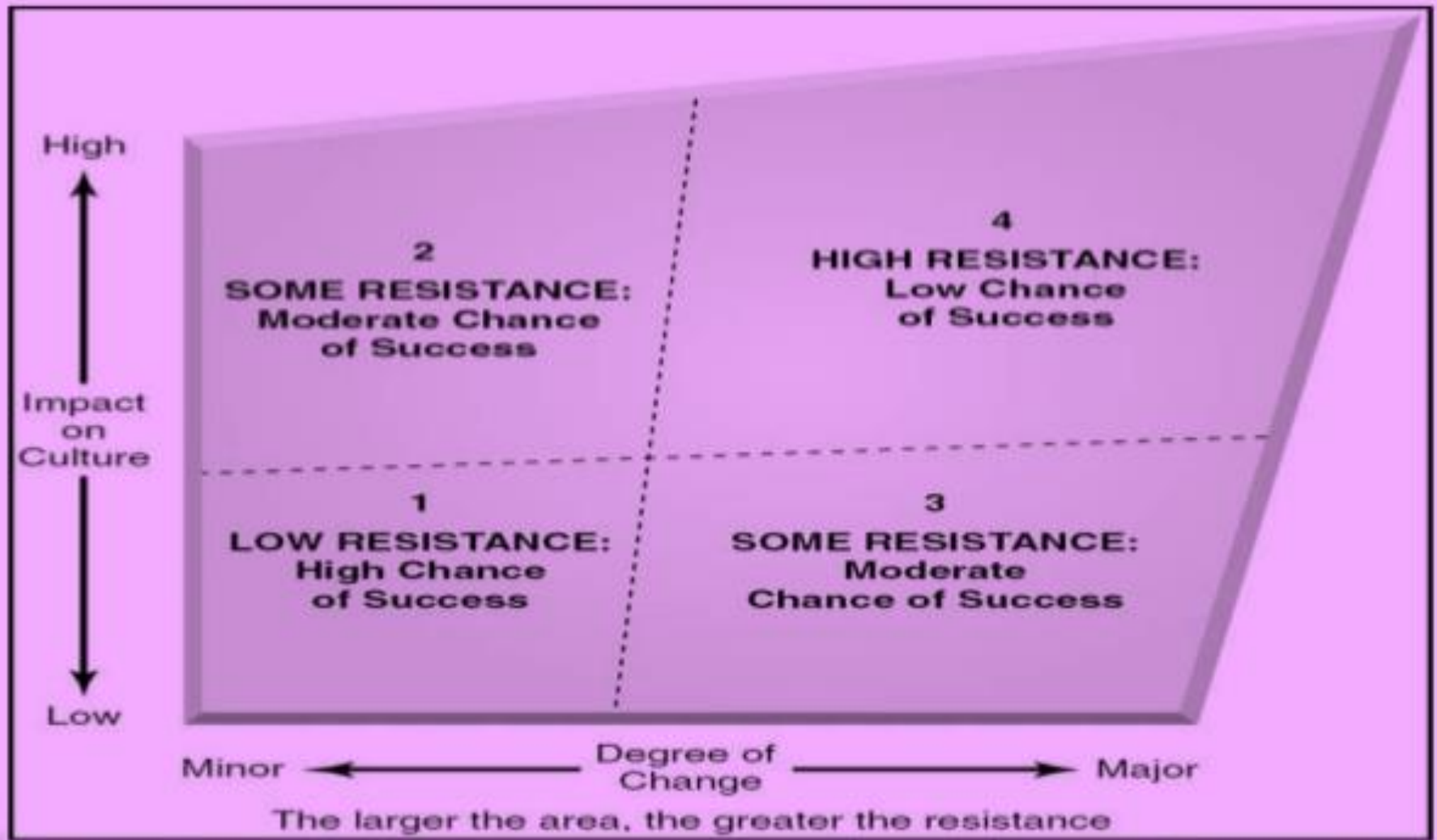
# Four Phases of Transition



# Changes on Organizational Level

- Policies.
- Procedures.
- Organization structures.
- Manufacturing processes.
- Work flows.

# Change Model



# Resistance to change

## Benefits of Resistance

- Contrary to popular opinion, resistance to change is not bad.
- Resistance can bring some benefits:
  - Encourage the management to re-examine its change proposals
  - Identify specific problem areas where change is likely to cause difficulties
  - Encouraged to do a better job of communicating the change
  - Resistance also gives management information about the intensity of employee emotions on an issue
  - Encourage employee to think and talk more about a change

# Resistance to change

Sources of resistance to change may be rational or emotional.

- Rational resistance
  - occurs when people do not have the proper knowledge or information to evaluate the change.
  - providing information (in the form of data, facts, or other types of concrete information) reduces the resistance
- Emotional resistance
  - involves the psychological problems of fear, anxiety, suspicion, insecurity, and the like.
  - these feelings are evoked because of people's perception of how the change will affect them.

# Resistance to change

## Ways to reduce resistance to change

- Involve interested parties in the planning of change by asking them for suggestions and incorporating their ideas.
- Clearly define the need for the change by communicating the strategic decision personally and in written form.
- Address the "people needs" of those involved. Disrupt only what needs to be changed. Help people retain friendships, comfortable settings and group norms wherever possible.

# Resistance to change

## Ways to reduce resistance to change

- Be open and honest.
- Do not leave openings for people to return to the status quo. If you and your organization are not ready to commit yourselves to the change, don't announce the strategy.
- Focus continually on the positive aspects of the change. Be specific where you can.
- Deliver training programs that develop basic skills as opposed to processes such as: conducting meetings, communication, teambuilding, self-esteem, and coaching.

# Resistance to change

## Ways to reduce resistance to change

- Design flexibility into change by phasing it in wherever possible. This will allow people to complete current efforts and assimilate new behaviours along the way. Allow employees to redefine their roles during the course of implementing change.



Thank You