Managing Change in Organizations
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Lecture – 15
Managing Resistance

Good morning and welcome to the last session of 3rd week. And as you remember we have been talking about the diagnosis part, and after that we also export that how we can go about diagnosing the change whenever where discussing about the diagnosis of the change we discussed various frameworks and models. Now, after discussing various frameworks and models now we are discussing about that when we are going to implement change successfully then we also need to care about the resistance that may come from stake holders.

So, in spite of whatever change you want to introduced you need to ensure that if you want to go for successful implementation then employees and other stack holders are communicated a informed. So, that they know what kind of change is being introduced why it is being introduced what kind of benefit it would derived for them and what is the stake for them in that particular change? And basically in what way it is going to affect them. Now whenever discussing these things definitely resistance is a part of organization life and whenever we are going to introduce change it is likely to happen.

So, the managers are the change manager say is specifically must get into action to ensure that they should be able to identify what kind of resistance is there. As remember we talked about different kind of resistance that could be there from the employees and what are the reasons for that. And we also discussed about the science of resistance active and passive science of resistance.

Now, once you are able to identify the kind of resistance that is there from the stakeholders then the next task for you is to see that how are going to manage the resistance. Now, when you go through this I will treat the path of resistance you have to say; that what are the various stages through which people go, when they are going to resist any effort of introducing a change in the organization.

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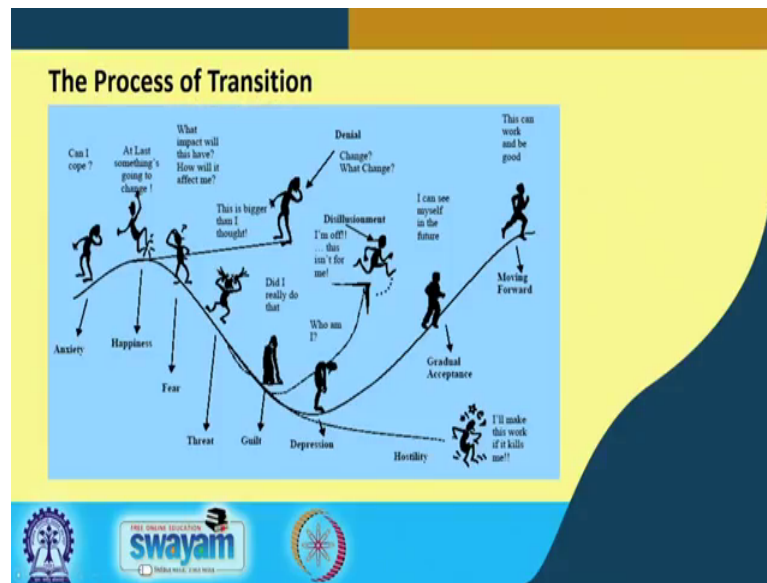
Now, if you look at this. So, any change implementation is a process of transition in the sense that you try to move from your current state to a future desired state right. So, when you start moving from your current state to a desired future state say for example, suppose you want to introduce any kind of restructuring program in the organization and you want to bring about a change in the structure of the organization.

Now the moment you reside that you want to implement this change in the organization to facilitate better coordination integration across levels and departments. Then you have this you have to go through this process of transition. And then there could be lot of questions among the people. Now, if you look at this process transition it starts with what you call anxiety. So, in the beginning there is lot of employee anxiety among the minds of the employees that how I am going to cope of with this kind of change right.

Then the next question that comes that yes what is there right you also feel happy that yes the organization is going to change and you feel that it may be good for the organization, but still that anxiety is not gone right. So, you feel happy because you think that yes organization is going to change for better whether it is going to change better or not that is the different thing. But ultimately you feel happy because, if you think that yes thus current status go and maintaining this status go is not good and you need to go for a change because it is affecting performance.

So, you feel happy that something is being done. Then you think the next question that comes out to you that is I already talked about is that fear of threat fear of failure what will happen, how do you going to affect me right, what impact will it have on me how I am going to affected by this.

So, that again this kind of question may come up which will be related to the fear which comes into the mind of the employees though you accept that if the change may be good for the organization right, but still you have certain fears that how you are going to face in this current restructured organization right. So, this question that how to going to effect will definitely come to our mind and which will create certain fear in the mind of the people right.

Then from fear see you can see two different lines you think oh there is something that is really good or not good right. So, one line that is going to this which says that yes this is because that I thought oh this is a big change that the organization want to introduce and defiantly it is going to affect me right. And then you try to go in to a different mode which is known as (Refer Time: 05:34) that is where you try to deny the change and see that it is not going to impact you. Similarly, if you look at down it also creates certain threats to you that your position, your power in the structured organization would get threaded right.

And then from here you move to the next stage if you are not going to accept it then you have a guilt feeling if you are going to accept it then something else will happen look at this right. Either you are going to deny or you are going to see the kind of thread that you are going to have an out of this you look at it and then see that what you have done for it right.

So, you ask question to yourself that what role I can play whether I going to facilitate this process or not right and what will be your position right. So, you start questioning yourself who am I right. And if this guilt feeling purchased further you get into depression. And if you start questioning then there is a different kind of thing that might happen you get this illusion; this illusion means that you are not able to decide or you are not able to become sure that whether you are going for it or not going for it right.

So, the moment you raise a question about yourself and your contribution participation in this change management program then you see that whether you are going to be really

part of it are not going to be part of it. So, this kind of dissolution might be there or if it is not, if you do not question about it then you get into a depression. And finally, it leads to hostility it means that you do not go for a change you resisted to the extent possible.

But even before that you can see that if you really if you do not get into depression you basically gradually accepted [FL] let us go accepted whatever these are I will accepted right and then you try to see that where you are going to be in the future. So, in the restructure position your position, your power you see that where you are going to stand up right and you find that it you are comfortable then you move forward right. And you think that then this is restricted organization it is going to benefit the organization it is going to benefit the people. So, you move forward.

So, you go through different stages may be denial, may be delusion, man may be acceptance and may be become hostile or you do not go for accepting the change. So, this process of transition is very very important. So, any change manager has to see that when they are going to implement change have their going to manage change resistance to change. And then they have to look at the entire process that how people are behaving in order to better manage the resistance.

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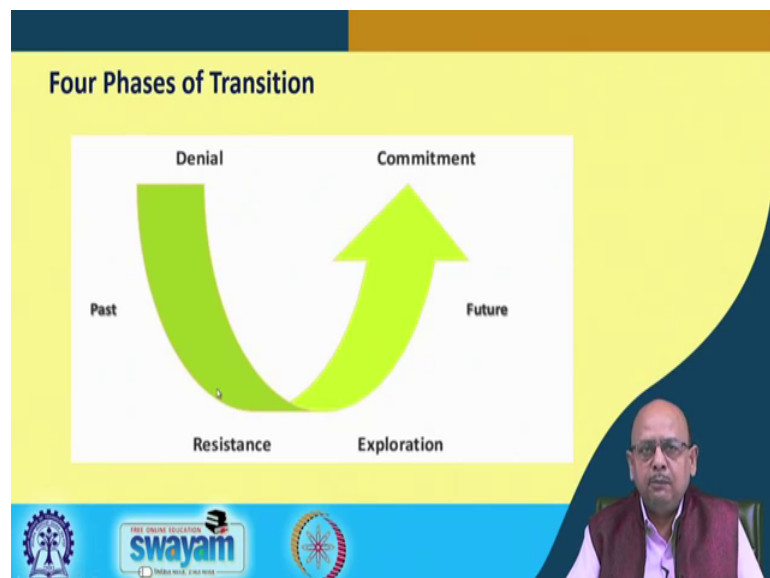
So, ultimately this leads to these four stages; the first stage is denial where they do not readily accept it the reason could be the past right. And they see that this kind of thing has not being successful then from the denial stage they move further to the resistance

stage at this resistance stage what happens they try to resist right. And then starts asking number of questions that we have dealt with right now. And then next stage it is x stage of exploration in this stage what would happen I have going to accept it or not accept it right if you are not going to accept it you become totally resisted become hostile and for going to accepted.

Then there is a greater commitment to the change and that is how you move from a past stage to what you call a future state then desired state which you want to implement in the organization. So, these are the four different stages through which we have discussed in the transition process. Now after discussing this transition process what we are going to discuss is the.

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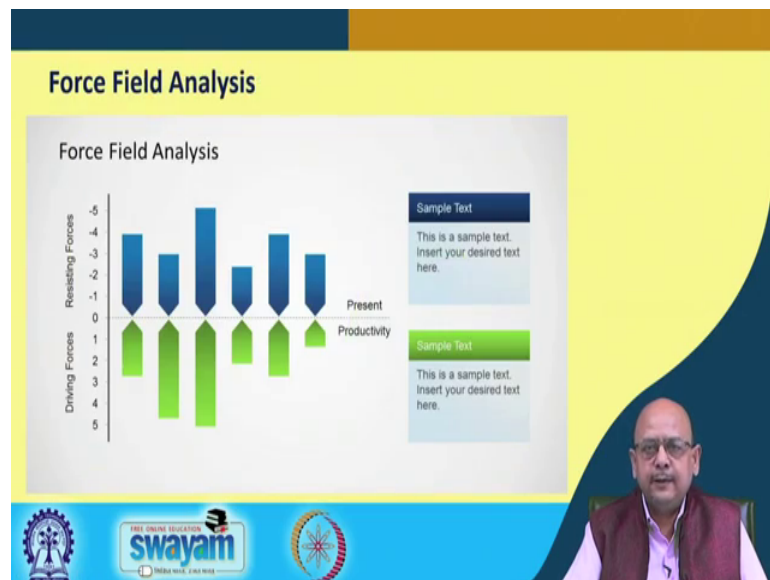
Let us see that how it is what are a theoretical framework that is available right. So, one analysis that is done is known as force field analysis. And in this analysis basically we try to find out that what are the what are the factors which are driving the change and what are the factors which are a restraining that.

So, you need to identify those factors currently which are restraining and those factors which are you can say driving suppose you bring about a change in the technology to ensure that the productivity level improve. Now, this change in the technology will have certain driving resisting forces or restraining forces and certain driving forces what would be the driving forces better productivity higher market, revenues, higher market

share, metro revenue generation if more efficiency on the part of applies to produce more and. So, performance would be better of the employees.

So, this could be the driving forces what could be the present resisting forces, because if you do not want to go for new technology you do not want to learn new technology to work with your satisfied, with your status core right you do not want to go for a changed. Because you feel comfortable in your zone whatever you are doing you have developed expertise you do not want to go for another thing

So, there could be letter forces which can act as a resisting forces and letter forces which could be as driving forces. So, you need to identify and then is to write here what are your driving forces and what are your resisting forces. Now the question is what actually happens whether we should go we will go for a change or not it depends upon what if your driving forces dominate your resisting forces it means you have been able to manage resistance and for what you need to do is that you need to communicate people about the benefits.

So, that it acts as a driving forces and you also need to workout on those forces which are acting as a resisting forces or restraining forces. So, this force field analysis basically tell you about the various kind of forces which are going to either act in the favor of a change are not act in the favor of the change right. And that is how you will be able to identify whether you should go for a change or not. And accordingly how are going to take certain strategies to manage change successfully and reduce the level of resistance among the employees.

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So, it is a very important issue if you look at this picture what does it tell you right, it means that you are going for some kind of synchronization and this synchronization is possible only when all these blocks are fitting together right. So, if you are able to fit it together it means that you have been able to manage resistance. So, what you are going to discuss next is various steps which help you to manage a resistance well on the part of the change managers and they should be well informed and communicate to the employees that how they go about it. So, this is what we are going to discuss in the next part.

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So, look at some of the pictures what we are going to discuss is that how we can overcoming resistance to change how we can help employees to make them more committed towards the change. Now, if you look at this; what does this suggest that yes there is a vision is and mission statement right. So, these are the employee. So, what you need to ensure that they should be emphasis on vision and mission statement, and because that becomes a driving force of the change. So, you communicate to the employs what was the vision and mission and whether we should be ready or whether we should be go for these kind of thing or not.

So, if employees understand what is the mission statement what is the vision of this organization, because vision is related to the future force of action that you want to take in a future state. So, what kind of mission statement you have developed and you need to ensure that employees no what are the mission statement and they are going to work for it. So, there is a common understanding.

I mean the employees that let us go for this kind of vision statement then they would feel happy right. And definitely this would bring down the level of resistance among the employees.

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Look at this is the most important thing communication. So, communicate and communicate this is the very important thing right. So, we need to communicate employees that why you want to go for a change what are the benefits what will happen

to you. So, if you are able to communicate these things probably you will be able to reduce the level of resistance.

Because, if you are not able to communicate with people then they are in the dark they do not know why want to go for a change or why organization are decided to go on implement a particular change. And then in that case what will happen there is a lot when that is stress right among the people they will not be able to understand what will happen to them how this change scenario of the organization is going to treat them.

Say for example, you acquire a company right. So, the employs of the acquired company might field might field lot of resistance, because they would be able to understand unless they would be able to understand what is there in state for them how they are going to be considered in the new setup what will happen to them, there would be lot of resistance in terms anxiety and stress among the mind of the people.

So, what you need to do is that you need to make them understand through this communication that why we are going for a change how why it is going to benefit the organization why it is good for you right. So, if it is communicated properly probably you would be able to reduce the level of resistance. So, proper communication is very important right; now moving to the third step that is the timing when you are going to communicate right.

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In most cases it has been observed especially in case of merger and acquisition that this communication to the employees about the restructured organization is happening only after the things are over they are not communicated beforehand. So, they do not know what is going on in the organization how organization is going to behave what will happen to them.

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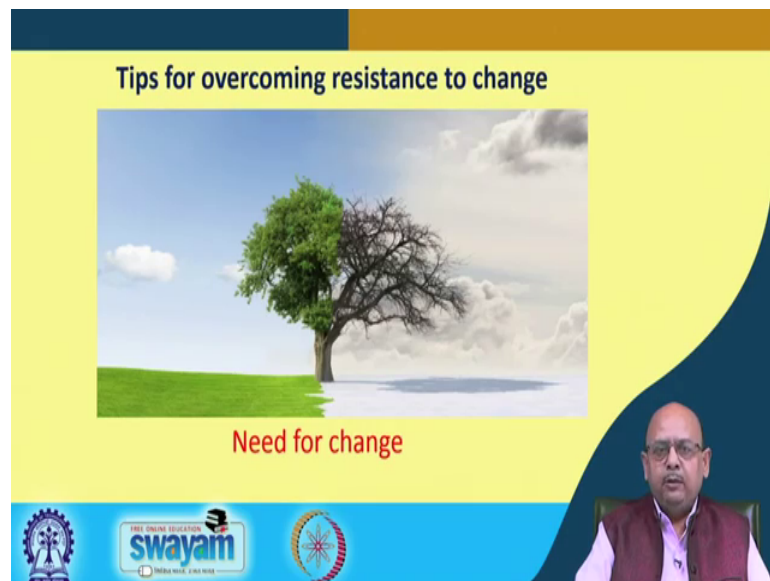
So, basically if you look at this particular point that is time for change it is very very important that when you are communicating that yes, we are going for a change because, if you are not going to communicate in timely manner probably it will not have the desired effects. So, it is very very important that the moment you are going to decide about implementing a change after the thorough analysis in the best interest of the organization you should communicate to the employees and that is going to really work.

But if you do not communicate properly in time then the chances of resistance may be very very high. Now, next point is also communicate the need for change right. Now, this is very clear if you look at this picture it shows half green and half desert it means, you tell them that why we want to go for a change. And you also tell them that we have done our exercise you have diagnosed the issue. And this is a major problem which organization is facing because of which of performance is not doing well right.

You say for example, you say that you want to go for a technological change because, you need to produce in volumes right or you can say that yes, the quality is very

important now to sell your products and since your product is not meeting the quality standard. So, you need to go for certain change in the technology to ensure the best quality products right. So, you also need to communicate what kind of diagnosis you have done, what frameworks you have used. So, that you are able to communicate them that yes we need to go for a change, because you need to go you can save from this to this from a you can say losing perspective to something that is more futuristic more green right.

And that is why it is very very important to communicate thats why we want to go for a change what are the reason, because of which the organization or the management the change managers have decided based on the analysis that you have done that you want to go for a change.

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Moving further yes, that is also an important approach do not go selectively only informing certain people that what we are going to do and why want to do adopt a more inclusive approach ensure that everybody is a part of it. So, this basically talks about two aspects; one is involvement and the second is participation.

So, you need to ensure that is a better involvement and participation of all the employees and other stake holders in the process right. And if you adopt a more inclusive approach it means that you allow everybody to have their advice express their opinion through participation and also engage them in the process of change probably the resistance

would be less. Because, otherwise people will think that it is not for me they do not have anything to do with this then why should why should I support it or why should I go for it.

But, if you adopt a more inclusive approach the thing should be different right. So, it is another important thing that we need to discuss that adopting a more inclusive approach through involvement and participation.

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Then the next question is related to empowerment right. In a changed environment in a changed structure right what you need to do is that you need to delicate authority down the line. So, one important thing that is very very important is that.

You need to go for a more decentralized decision making process right and that is what is related to empowering. So, if are going to empower your employees then they would be in a better position to take decisions at their level right because in empowering what you are doing basically delectating authority down the line to the people. So, let them decide how they are going to do it and when they are going to do it. So, if this kind of empowerment is given probably people feel that they are also part of the change system or the change program that you want to introduce and you can expect better participation and a name and engagement from the employees.

But if you do not empowered them then the level of participation and investment that we have been talking about a having a more inclusive approach may not work well. So, if you want to go for a inclusive approach it is always good to first empower them. So, that they are able to decide about the participation the level of participation the scope of participation that need to be defined and that would basically result in better engagement of the employees in the process.

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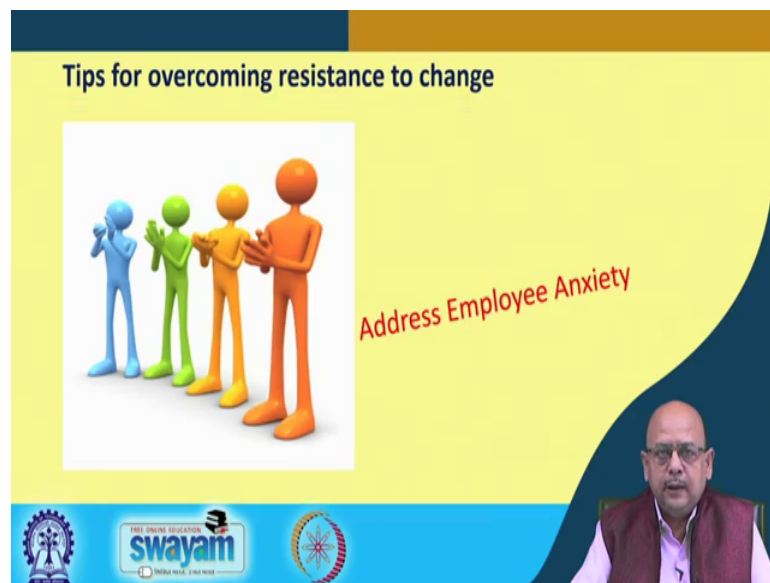
Now these are the various steps that have been discussing and then definitely addressing there inside is and that is to be done before you start moving further right. So, you need to address their concerns that how it is going to impact them see this is a very big question that have been asked in most of the forums that why we should go for a change how it is going to impact me. So, the fear, threat, guilt all this kind of things can be removed probably if you are able to better address their concerns and that would also basically help you to reduce the level of resistance. And they would be able to move towards accepting the change and you can also expect greater commitment from the employees towards the change right.

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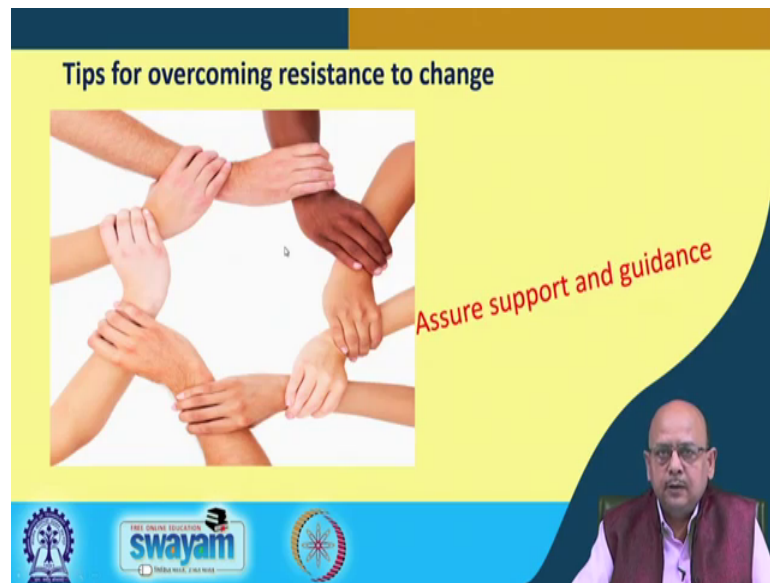
And then support and guidance its not enough that yes you empower them and adopted inclusive approach to ensure better participation and engagement. But at the same time the change managers should be able to provide all kind of resources support to the employees. So, that they were collectively to bring about and effective change in the organization right.

So, without proper coordination and integration of the efforts of all the employees in a collective manner you cannot expect it and for that what you need is provide all kind of support that would be required from the management perspective right. And that is why you need to assure your support and guidance if employees are ready to go for a change right.

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Now, another important thing in a change situation you also need to ensure that the knowledge and skill base of the people is updated. Because, they do not know how to they are going to work in a new environment or then in a change situation especially if you want to bring about a change in their technology right or how they are going to behave a new setup. Suppose you want to create a more flatter structure where the reporting relationship and the mode of the behavior changes, because in that case they are going to take all the decisions, because you are going to create an environment whether would be hire empowerment right.

So, before you move to this kind of changes you also need to train your employees. So, that they can work in the change scenario otherwise it was it is not going to effective and the other mind set and the knowledge and skill ratio would not be used sense can say congruent with the change scenario and they will not be able to work effectively so it is very very important to overcome these kind of resistance.

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And then you always tried to provide solution right it means suppose employees are coming out the certain problems you should be ready to help them that this is how we need to about it right.

So, that is equally important if you like look this plot what does it provide a kind of solution right. So, any kind of problem which is coming out of any change implementation efforts you need manage especially the change managers should be ready to provide some kind of solution to that particular problem especially related to the employees. So, that it is going to help them to understand what is happening and why it is happening.

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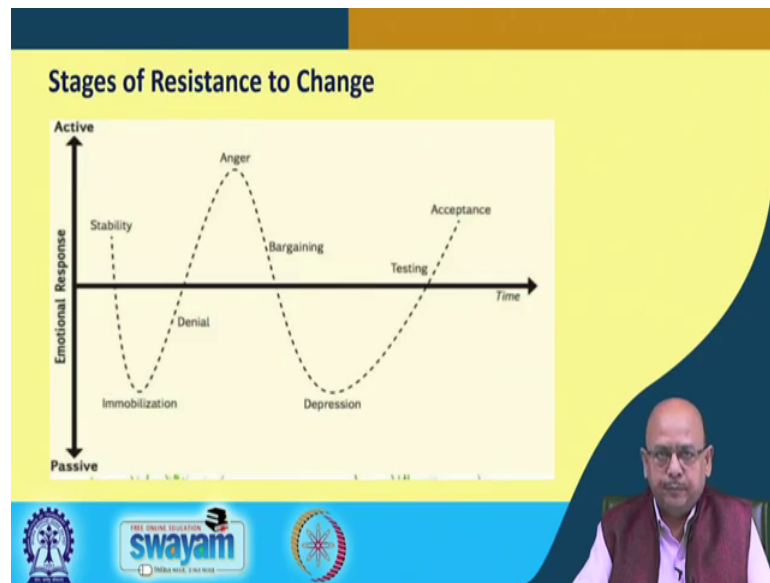
So, what we have discuss so, far especially if you remember correctly that you are moving from one time zone two another time zone right this is the current state. And this is the desired state and the response the other resistance may be either active or it could be either passive right. And when you are going to manage a resistance you need to understand that what kind of activities are what kind of say reactions are made by the employees at different time periods before the finally accept the change.

 As you have seen that it is starts with denial, then resistance, then acceptance and then change then you can see what is happening here starting with stability. So, moving from stability you go for immobilization it means denial, depression. So, these kinds of things are related to passive science of resistance right. But, if you look at the stability anger bargaining testing and acceptance all this is related to active resistance it means that you want to go for it, but before that you want to ensure how it is going to happen.

So, from stability you move here. So, response become very very passive. So, you are in a denial mode you do not do anything then there is a anger why organizations want to go for it. And then you think that some is it is something that is inevitable organization has to go for it, then we start bargaining in the process how it is going to impact me what will happen to me right what will happen to my status power and all kind of things.

And then if you are success able to successfully bargain then you test it otherwise again you get back in to the depression right. And then you come out of it try to experiment with the new framework and see whether if you are leading to acceptance are not right.

Ad that is so, what manages need to understand is basically the different stages which could be in the resistance and ultimately when they are going to finally, ensure that there is a better acceptance and less resistance to the change, now after discussing this resistance to change.

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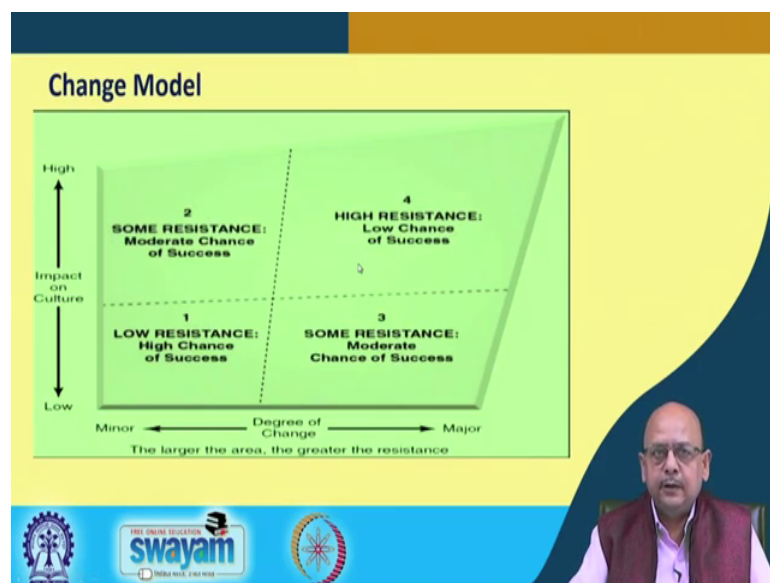
Let us say; what are the different kinds of frameworks that have been proposed in the literature. Two factors which are very very important; one is the culture and other is the degree of change. Now, if look at about the impact of culture it is very very high why culture is very very important when we are talking about the change is that if organization has a strong culture that is a high right, then what will happen? It means that people follow the similar value systems they shared norms and values right there able to risk take risk they are empowered right.

So, these are some of the characteristics of culture which if it is high then what will happen some resistance should be their, but you go for moderate chance to of success. Now, if the degree of change is major very high then this kind of thing will not be effect very very effective there we will high resistance right. Suppose you want to go for

radical changes in incremental changes resistance is less, but in radical change your transformational changes resistance is very high right.

So, the larger area of the change the greater the resistance right because, people oppose do not oppose you can say incremental changes one after other changes which are happing on a regular basis in the organization. But suppose, you are want to go for major exercise are you go want to go for major changes ridiculer transformational changes in that case there is a possibility of high resistance to change right.

And now if you look at this if this a low culture low shaded values and similarly change is minimum then resistance is also very less and here the chance of successes here. But, if you want to go for higher changes, but the culture values are less important then in that case again some resistance will be their, but in the culture is impact is very low people will not go for it right.

So, this suggest that culture has very important role to play another important factor that is there is the degree of change whether you want move from incremental change to more transformational changes. So, we will find that in transformational changes right the resistance is higher compare to incremental changes and culture as an important (Refer Time: 29:29).

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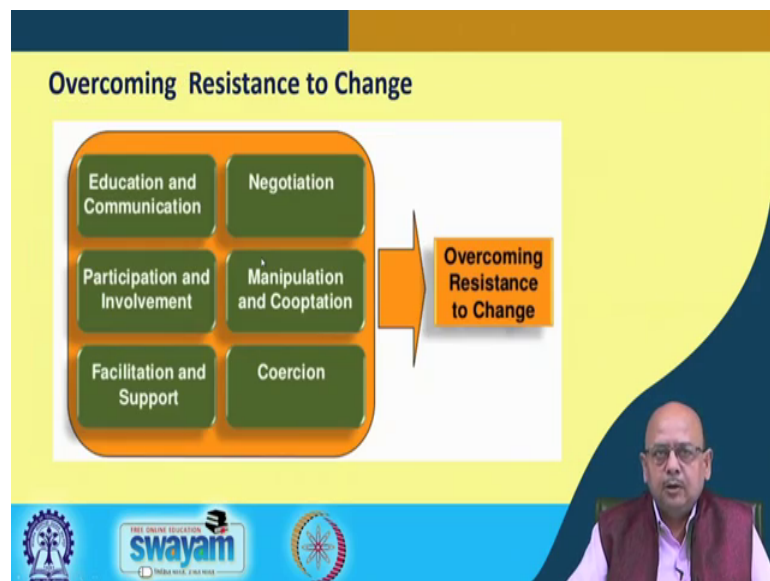
So, after discussing this let us see what are the various factors are which are can be used are how basically organizations go for overcoming resistance to change. So, these are the six strategies which is adopted by the management to overcoming the resistance. So, we have already talked about it, but again I am just going to give a brief description of these factors here.

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So, now, if you look at this, we talks about a situational approach the six method approach that we have discussed here that is represented, here I am going to provide a brief description of these factors like education commitment right. So, because there is a less information resistances is high.

So, you need to educate and communicate about the change then participation involvement there is also very important approach, where you want to go for inclusive approach to ensure that everybody participation engage in the process for the change then providing all kind of facilitation, and support to activates right and that would reduce the anxiety resistance. And finally, negotiation and agreement right if there is a high resistance then the change managers need to negotiate and make sure that employees agree for this kind of changes depending upon the situation the requirement.

Then manipulation and cooperation this is other method where you are trying to manipulate employees to ensure that cooperation may not be very good method. But sometimes, manager adopted because they want to go for a change in case of there is a

high resistance. And then explicit and implicit coercion whenever you are using threat and coercion right and in that case the change recipients of the employees do not go for assistance. It happens when there is a questions related to survival of the organization the organization at the risk and you think that without going for a change it is not possible for the organization to survive.
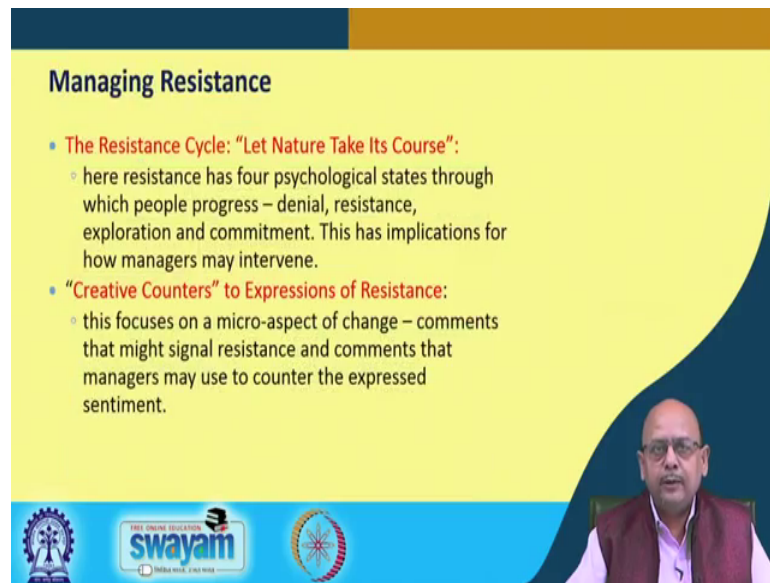
And then you are especially order employees through go for it accept the change because if you are not going to accept the change the survival organization at stake and then if organization will not be there tomorrow then what will happen to them right. So, these kinds of coercion activities are used to reduce the level of resistance among the employees.

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So, now you look at this these are the basic processes that is used already we talked about its communication training employ in involving employees, because that would help them to create some kind of ownership right you also need to manage their stress right which is coming in the mind of the people and then negotiation and coercion. So, these are the six different strategies could be used to reduce or could be put to best use to ensure that the resistance is reduced to a level that is retired among the employees.

So, the other approaches like there is a cycle you know that when you any kind of resistance happens usually people opposite and then gradually accepted. So, this is what people has let know nature takes its course, let there be the different stages through which people go before the finally, accepted we have already talked about ledinaire resistance exploration commitment.

So, they could intervene depending upon the level at which the resistance is very high in that case what will happen they would be able to say that yes at different stages, how they are going to ensure that it is going to help. And then the other one is creative counters creative counter is something that you need to adopt a different kind of approach. For example, if there is a group of people who are going to resist right and they are showing certain science of resistance then you need to go for some kind of counter propaganda.

So, you also create a different set of employees who go for it and who are going to counter any kind of argument that is given by those who are resisting it right. So, this kind of actually these kind of processes are actually used by the managers to reduce the level of resistance among the employees other approaches like thought self leadership it means that you are the leaders of the organization ok.

They come forward and then they see that how they can look at those individuals who are basically driving the change and those who are reacting to the change and then you

see that how these leaders are going to overcome the over come influencing the perception the people right. So, you need to see that how we can influence the people who perceive that this change is not good for that right and that the different other approaches like tinkering closing and pacing right.

So, bring about certain change here and there right are adopting certain business practices in models to ensure successful changed. But here in this case what actually happens you decide about the pace of the change you tinker activities you kludge systems and practices in such a way. So, that changes going to more acceptable to the employees right and the resistance is less.

 And then you ask for identify that what is the level of resistance that is the power of resistance the same resistance can also be used to build support for the change right. because that would provide you more clear focus. So, in that way resistance help you. because when is employees start asking questions there is their eyebrows they express their Fearence say doubts that also helps you to clear your focus what kind of change actually you should brought in. And how you can better embrace such resistance by addressing those concerns of the employees right and also respecting those who are resisting.

So, by addressing their concerns any source right and then you say that this is how we are going about it, and you can also join with us right. So, there is lot of ways and the say means through which you can manage resistance.

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So, ultimately in this 3rd week basically we talked about these issues how to about diagnosing the change we also discussed about component and holistic models. And in this we discuss various frameworks and models. And finally, in the last two sessions we talked about resistance to change and managing resistance ok.

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And these are the text books that have been used as a reference. And so, with this we are closing this 3rd week session.

Thank you very much.