

Principles of Management
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Module - 09
Lecture - 46
Methods of dealing with change

Welcome to the course on Principles of Management. Today, we are going to discuss about the methods of dealing with change. This week we were discussing about organizational change, we have discussed about what is organizational change, we have discussed about the types of organizational change, we have also discussed about the different resistance to change, how it happens and also the theories dealing with organizational change. Today, specifically we will be discussing of methods dealing with changes.

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Introduction

Obstacle to change need to be managed, as change is necessary in a competitive environment.

Aswathappa, K. (2014). has pointed out six approaches to manage the resistance to change. Such as - (i) education and communication, (ii) participation and involvement, (iii) facilitation and support, (iv) negotiation and agreement, (v) manipulation and cooperation and (vi) explicit and implicit coercion.

We may have brief discussion on these in the following ways.

What we understand like when we talk of change, change is inevitable in organization, but as change comes in it somewhere disturbs the normal processes the stable situation of the organization.

And the resistance to change may happen at various levels. It could be at the organizational levels, where the organizational structures policies are well-formed in

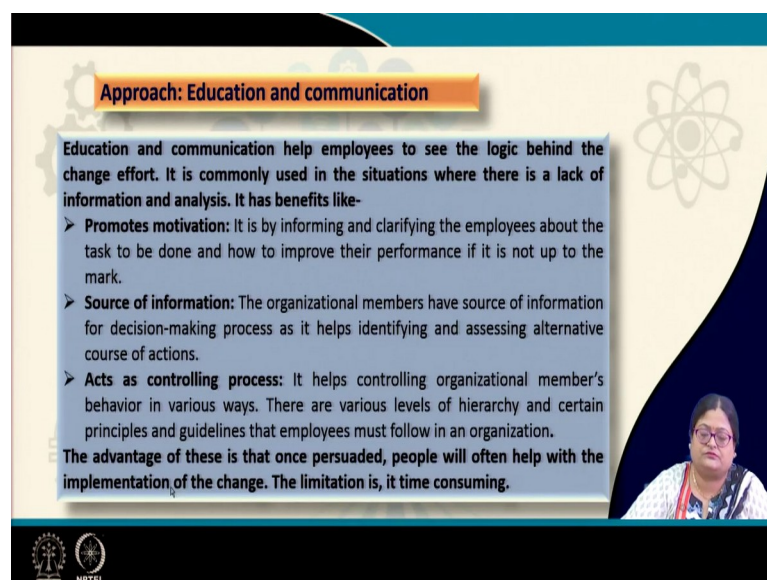
certain ways, and to incorporate the change it is going to disturb those systems. It may happen at the technological level, because new technology needs to be adopted.

And out of all these things, the individuals may become resistant to change, because they may not be ready to like learn new things, accept new things, or they may be in fear of the unknown. So, for various reasons individuals also become somewhat resistant to changes.

So, for this, it is very important like part of change management that we need to understand how to deal with the changes. So, and in this context, we have to understand because change is necessary, we have to find ways how to deal with the resistance, and maybe overcome it, and make people accept the changes and perform under the changed situations.

Aswathappa in 2014, has pointed out six approaches to manage the resistance to change. These are like education and communication, participation and involvement, then facilitation and support, negotiation and agreement, manipulation and cooperation, explicit and implicit coercion. In today's discussion, we are going to discuss briefly on each of these different techniques as suggested by Aswathappa.

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Approach: Education and communication

Education and communication help employees to see the logic behind the change effort. It is commonly used in the situations where there is a lack of information and analysis. It has benefits like-

- **Promotes motivation:** It is by informing and clarifying the employees about the task to be done and how to improve their performance if it is not up to the mark.
- **Source of information:** The organizational members have source of information for decision-making process as it helps identifying and assessing alternative course of actions.
- **Acts as controlling process:** It helps controlling organizational member's behavior in various ways. There are various levels of hierarchy and certain principles and guidelines that employees must follow in an organization.

The advantage of these is that once persuaded, people will often help with the implementation of the change. The limitation is, it time consuming.



Now, education and communication; education and communication, helps employees to see the logic behind the change effort. It is commonly used in the situations, where there is a lack of information and analysis.

So, what we find like sometimes people resist changes because, they do not know why the change is required or as a process of change what all things are going to be introduced what things they are expected to do in a different way. So, because of this lack of information, firsthand knowledge, people sometimes become resistant to change.

So, if the resistance to change needs to be reduced, the first step is of course to educate people about the why change is required, bring in more awareness, how the change will be introduced implemented, what is the effect that is going to have on the employees, these things need to be communicated properly.

The benefits that it may have are like it promotes motivation. So, it is by informing and clarifying, the employees about the tasks to be done, and how to improve their performance.

Like, if it is not up to the mark, if it is like communicated to the employees like how it should be done, how it can be improved, what is expected of them, then it promotes motivation.

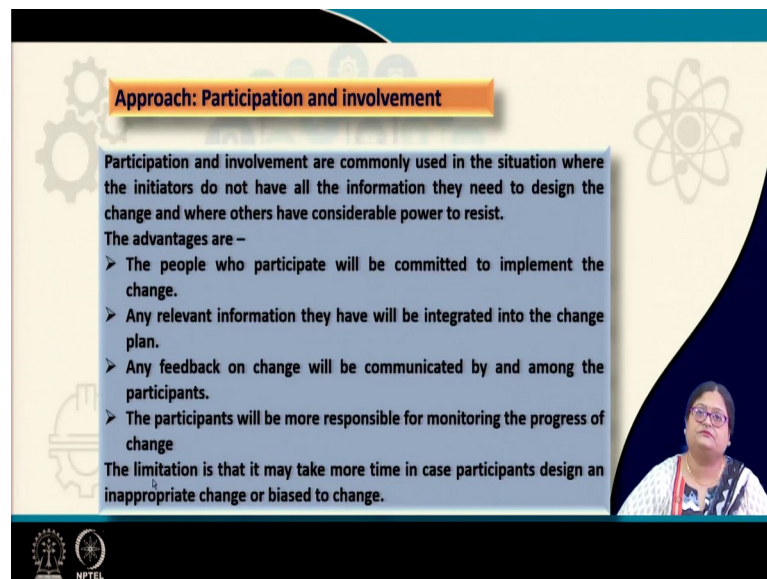
Source of information – now as the organizational members have source of information for the decision-making process, and then it helps them to like identify and assess alternative courses of actions. So, if they have the source of information like, how the decisions are being made, then they can actually brainstorm think of like how to do it in alternative ways.

Act as a controlling process – so educating people and communicating them about the expected behavior in the change situations, which also helps to like give a certain sort of systematic pattern to the organizational member's behavior in various ways.

So, as there are different levels in the organization, there is a hierarchy if it is known like what are the expectations from each of the levels and what they are supposed to do to contribute to the organization's objectives, it gives some sort of systematic pattern to the employees to understand how they are going to contribute to the organizations purpose.

So, the advantage of this is that is to summarize like, when people are communicated and they are well aware of the change process, many a times they are going to like help with the implementation of the change process, but it is time consuming and we have to like have a lot of perseverance for it like, some people even while the process of education and awareness generation is going on, people may have many questions and in their mind. So, those needs to be answered. and clarify it properly before we like accept them to like accept everything and start performing according to the expected standards.

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Approach: Participation and involvement

Participation and involvement are commonly used in the situation where the initiators do not have all the information they need to design the change and where others have considerable power to resist.

The advantages are –

- The people who participate will be committed to implement the change.
- Any relevant information they have will be integrated into the change plan.
- Any feedback on change will be communicated by and among the participants.
- The participants will be more responsible for monitoring the progress of change

The limitation is that it may take more time in case participants design an inappropriate change or biased to change.

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So, after the education is like done properly, after the like there is questions are answered, then people become more aware of what is expected of them and they may become motivated to participate.

So, the next approach is that of participation and involvement. So, the participation and involvement are commonly used in the situation, so where the initiators like, they do not have all the information that they need to design a change, and some people may have the power to resist it.

So, when it happens like the initiator of the change process may have some idea, but what happens in order to become the for the change to become successful in the organization, the participation of other members is also very necessary. Like without their cooperation and without the coordination between the different departments and maybe the team members. Then what happens, change because change may not be

introduced properly, because some of the functions are like complementary to each other.

So, the change initiator may have some idea, but that change initiator may not have all the competency overall competency required to bring in the like big change process in the organization, where the participation of other members is extremely important.

Now, when the others have the required competency, so and that is also very important component for the organizational change process to take place. It may so happen like they develop a power to resist also. So, when you are talking of participation and involvement, so if like people are asked to participate from the start of the change process itself, and they are involved in the change process, then some sort of commitment develops, and it helps in the implementation of the change.

So, the first advantage is the people, who participate will be committed to implement the change. So, any relevant information that they may have will be integrated into the change plan.

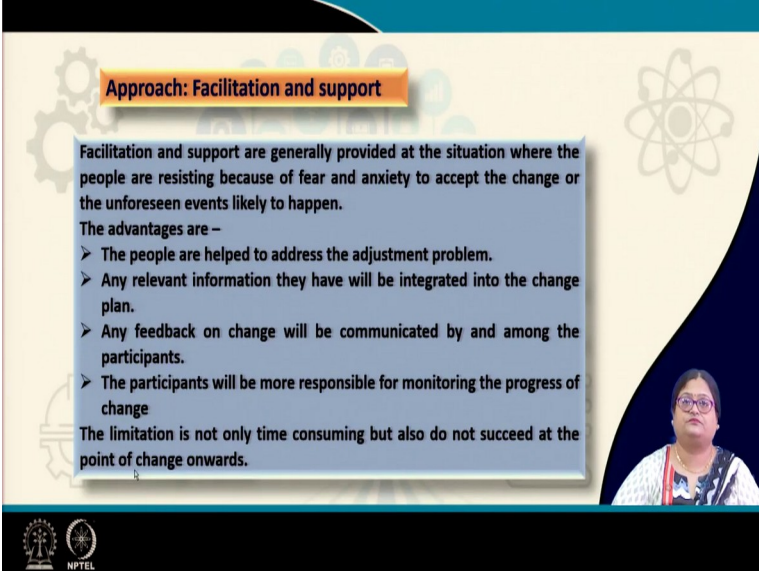
As we said like because the initiator may have some idea, but may not have the competency to give total shape to it. If others who are having the relevant competency are involved from the start itself, then they may give relevant information, which is going to improve the and could be integrated into the change plan.

So, any feedback then on the change will be communicated by and amongst the participants. So, if there is a like dialogue, which is opening between all the team members who are participating in the change process, then any feedback given and like which is accepted by the group, then it adds value to the change process. So, because people are getting involved in the change process, so they become more responsible for monitoring the progress of the change.

So, the limitation of this is like sometimes it may take more time. If some participants design some processes, which are inappropriate to change or bias to change. Or if somebody thinks because, I have initiated some idea that is the best idea and others have only to accept it and add to it, they cannot change or they cannot rather challenge the ideas that have initiated, so that is where this goes slow.

So, what is more required over here is openness to acceptance of others ideas, trust amongst the team members, who are going to participate in the change process.

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Approach: Facilitation and support

Facilitation and support are generally provided at the situation where the people are resisting because of fear and anxiety to accept the change or the unforeseen events likely to happen.

The advantages are –

- The people are helped to address the adjustment problem.
- Any relevant information they have will be integrated into the change plan.
- Any feedback on change will be communicated by and among the participants.
- The participants will be more responsible for monitoring the progress of change

The limitation is not only time consuming but also do not succeed at the point of change onwards.

NPTTEL

Facilitation and support- so after people have got educated, awareness is generated, and change is communicated, people have decided to participate and get involved in the process also.

So, then next step, what is required over here is the facilitation and support. So, when people decide to participate their idea of bringing in change to do something new should be facilitated by a proper system, proper environment, and there like the climate and the culture of the organization should support that.

If organization is also introducing some changes, on the other hand and again employees are communicated about it, and they have also decided to participate in it, then employees should also try to support the idea and facilitate through their participation in the process to make the change happen.

If the employees are not ready to open up to accept the changes or try to work on it and find out how things are happening, then maybe the in change cannot be introduced in the organization.

So, what happens when you are talking of facilitation and support? It is generally provided in the situations where the people are resisting because of like the fear or

anxiety to accept the change, and the unforeseen like events that they make that is going to happen.

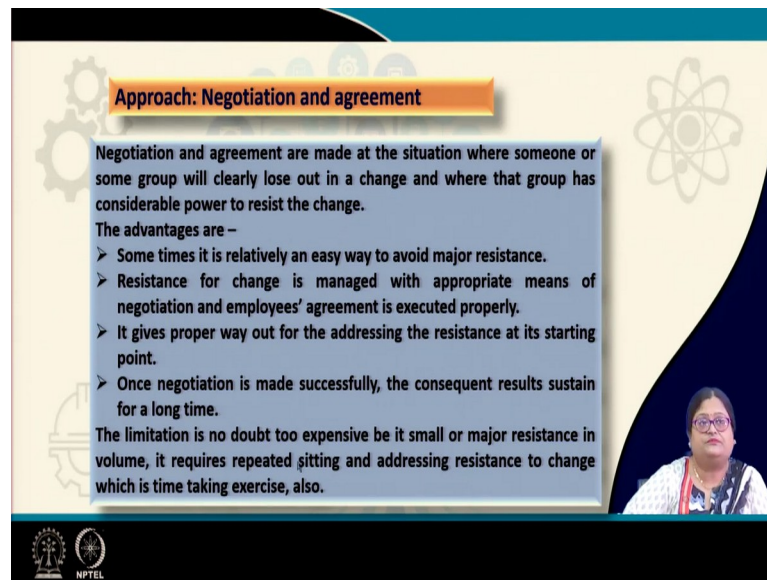
So, if the organization is telling, no, like this is a this is not going to harm you in any way, but rather it is going to bring in some positive changes in, how the present situations are, and then it gives a psychological support to the employees and which helps them to address the fear and anxiety factor. Then people may open up to give new suggestions, or participate more, or maybe give new ideas also.

So, if they get the feeling like yes there will be no such personal loss to them in terms of job loss or getting punished in the organization for telling something different, talking something different, then what is the set pattern of the organization, and they can freely like express their views and give suggestions, then if that psychological support is given facilitating environment is given, then people would be more open to accept a change and like progress with it.

So, the advantages of this facilitation and support are that the peoples are helped to address the adjustment problem, any relevant information that they have will be integrated with the change process. And then any feedback again will be communicated amongst the change members, the participants will be more responsible for monitoring the change process. And you see like the limitation is that it is, yes, time is of course, a factor and also like sometimes it does not succeed, after like the change has taken place.

So, what happens like this we understand like this is not going to happen in a day, because to this is like an ice breaking exercise. Where the people have to trust you to develop their belief on you, and for that what happens like it needs to it will take its own time maybe it is going to happen very slowly, and sometimes it also happens like after this change is happening, then what happens if this facilitating mechanism is no longer there, so then it may not succeed also. So, these are some of the limitations that may happen.

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Approach: Negotiation and agreement

Negotiation and agreement are made at the situation where someone or some group will clearly lose out in a change and where that group has considerable power to resist the change.

The advantages are –

- Some times it is relatively an easy way to avoid major resistance.
- Resistance for change is managed with appropriate means of negotiation and employees' agreement is executed properly.
- It gives proper way out for the addressing the resistance at its starting point.
- Once negotiation is made successfully, the consequent results sustain for a long time.

The limitation is no doubt too expensive be it small or major resistance in volume, it requires repeated sitting and addressing resistance to change which is time taking exercise, also.

NPTEL

Next is what negotiation and agreement. So, as we told like the last slide, yes, facilitating mechanism helps you to introduce the change, but sometimes you know, it may not work beyond a point, why, because what happens like you may find like there could be two different viewpoints so, about the how to bring in the change.

So, if there are more than one viewpoint about how to introduce the change, then we need to negotiate amongst it. So, having a facilitating mechanism or support system in the organization will help you to open the discussion, will help you to be less fearful about your like the uncertainties of future, but if the change has to be introduced, then other things are also required, which is beyond this facilitating and supporting system.

Of course, where like before we accept anything, then it has to be well debated about it, well thought about it, we need to consider the alternative viewpoints also, and that is where negotiation and agreement comes in.

So, where you find like people may have contrasting views and feelings about like, when some group things like they are if the mechanism is facilitating or bias towards one side, bias towards one side, then some group like is going to win, and as a process of change maybe some group is going to lose.

So, when this win loss feeling stays with the person or one group at the one group feels like, I am going to lose we are going to lose, and the other group is going to win. So, then the group which thinks that we are going to lose may resist the change.

So, when we talk of negotiation and agreement, it helps these two groups, who are acting in contrary to each other because they have different perspectives of the same problem. If they discuss and come to some common points of agreement, then introduction of the change becomes easier.

So, the advantage of this negotiation and agreement is that, it is relatively an easy way to avoid major resistances. So, resistance for change is managed with appropriate means of negotiation and employee's agreement is executed properly. So, it helps to address the resistance at its starting point. So, once the negotiation is made successfully, the consequent results is going to sustain for a longer time.

So, one of the limitations is that it may be like too expensive in terms of like of course time, and then bring all the parties, who are conflicting having thought processes to make them come to a common point and then discuss about issues, and then it requires repeated sitting and addressing resistance to change, which is like is a time taking exercise so, it is for all other points also. So, one of the common like maybe idea that we get from here is change cannot be introduced in a single day.

So, if you really want your organization to change after a certain point of time, the background work needs to start much early. So, if you should have a like a future focused vision like, if I am going to if my if I want to see my organization changed at a certain point of time, my background work my homework for the change should begin much early to from early from where, I want to see my organization to be changed in certain ways.

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Approach: Manipulation and cooperation

We find these two are generally undertaken at the situation where other tactics will not work or are too expensive. The people are biased and demotivated due to lack of appropriate communication.

The advantages are –

- It could be a relatively quick and inexpensive solution to meet up the problem of resistance.
- It brings specific individuals into roles that are part of change management.
- It involves the selective use of information to encourage people to behave in a particular way to overcome resistance to change.

The limitation is that it might be seen as unethical, might be caused future problem if the people feel it is manipulated and might be only option.

NPTEL

Next is manipulation and cooperation. So, these two are generally used in situations where other techniques have not worked or are too expensive. So, these we will tell are not very you know like ethical techniques of bringing in changes because, if you see the other four techniques that we have discussed, which is the like bringing in awareness, education and communication, then participation and involvement.

After that we have discussed about the facilitating and supportive environment, then we have talked about negotiation and then agreement, these are techniques which are based on the fact like we are trying to give the full information about, the upcoming change processes and its expectations to all the employees.

So, that there is no like information asymmetry or lack of communication, and being well-informed, being well-aware of the thing there and having a facilitating environment, then people are developing their own viewpoints about the change processes, then they are trying their own ways of action steps towards the change processes.

Then the facilitating and supporting given a facilitative and supporting environment, they are negotiating and bringing coming to an agreement like how to move with the change process forward. But when we, but all these we have seen, it is very time consuming and also sometimes expensive also in terms of monetary terms.

But when you are talking of like manipulation and cooperation, so it is somewhere if people are will not tell like it is totally ethical in the sense like we are trying to manipulate somebody's viewpoints, creating some biasness and when like, there is a like lack of communication, then what happens people are biased and you try to manipulate their viewpoints and gain cooperation towards your own sides.

So, what happens? It could be advantageous, yes, it gives you a quick fix, it gives a relatively quick and inexpensive solution to meet up problems of resistance. It also may bring specific individuals into the roles that are part of the change management process.

So, also if you see it uses selective use of information to encourage people to behave in a particular way to overcome resistance to change. So, what happens like you are somewhere influencing the thought processes of others, and making them behave in ways, which you want them to behave in.

So, this could be a part of the unethical ways of dealing with the change because, it may cause future problem and that people may feel like it is manipulated, and they did not know what the other options were.

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Approach: Explicit and implicit coercion

We find these two are generally undertaken at the situation where speed is felt essential and the change initiators possess considerable power.

- This approach is very much the last alternative if other methods of overcoming resistance to change fail. It is speedy can overcome any kind of resistance.
- Explicit coercion involves people been told exactly what the implications of resisting change will be happened.
- Implicit coercion involves suggesting the likely negative consequences for the business of failing to change, without making explicit threats.
- The big issue with using coercion is that it almost inevitably damages trust between people in a business and can lead to damaged morale.

The limitation is that it can be risky if it leaves people angry at the initiators.

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Explicit and implicit coercion is also, where we tell it is not a very ethical practice, where the where we want to get things done very quickly and this is, where you show your powers and you give a message of like the direct like directly you tell like. If you

are not adjusting to the change situations, then you are going to face these consequences or indirectly that message is given to the people.

So, this is and out of that fear of the consequences people, may feel like not resisting to the change processes or they think not to resist the change process out of the fear of consequences.

So, we can take it to be the last alternative, if the other methods of overcoming resistance to changes failing. So, explicit coercion involves when people are told exactly, what will be the implication of resisting to change like what has happened, and maybe in the past giving examples of people maybe, who have been like demoted or thrown out of the organization, because they try to resist the change processes.

Then implicit coercion involves suggesting the negative consequences for the like resistance to changes so without giving explicit threats.

So, one thing is that it really damages, the trust between the person and the organization, and it may lead to damage to morale. So, it is also riskier the limitation is that it is very risky because, it leaves people angry at the change initiators.

So, when you want to bring in when you change by the process of threat like there is no wholehearted acceptance of the people, about the change process, so everything becomes very like imposed upon on the person, they may not wholeheartedly accept it, and they will not be happy with the change situations also.

So, it is very doubtful like even if this change is trusted on the people whether the performance is going to improve based on the change processes, because the people feel like it has been imposed on them, they their views were not considered, their feelings were not taken care of, and there is a threat everywhere and which is very suffocating.

So, under that suffocating situations where the people will be able to perform well or not, they may keep quiet, they may not tell you anything, but they may be angry from within which may affect their performance.

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Interval

This discussion will be resumed again with remaining parts of lecture including other methods of dealing with change, limitations of the methods dealing with change etc.

We will be taking a short interval over here. The discussion will be resumed again with the remaining parts of the lecture, including the other methods of dealing with the changes, limitation of the methods dealing with changes etcetera. Stay tuned with us.