

# RESISTENCE TO CHANGE

- ego are fragile, see change as threatening.

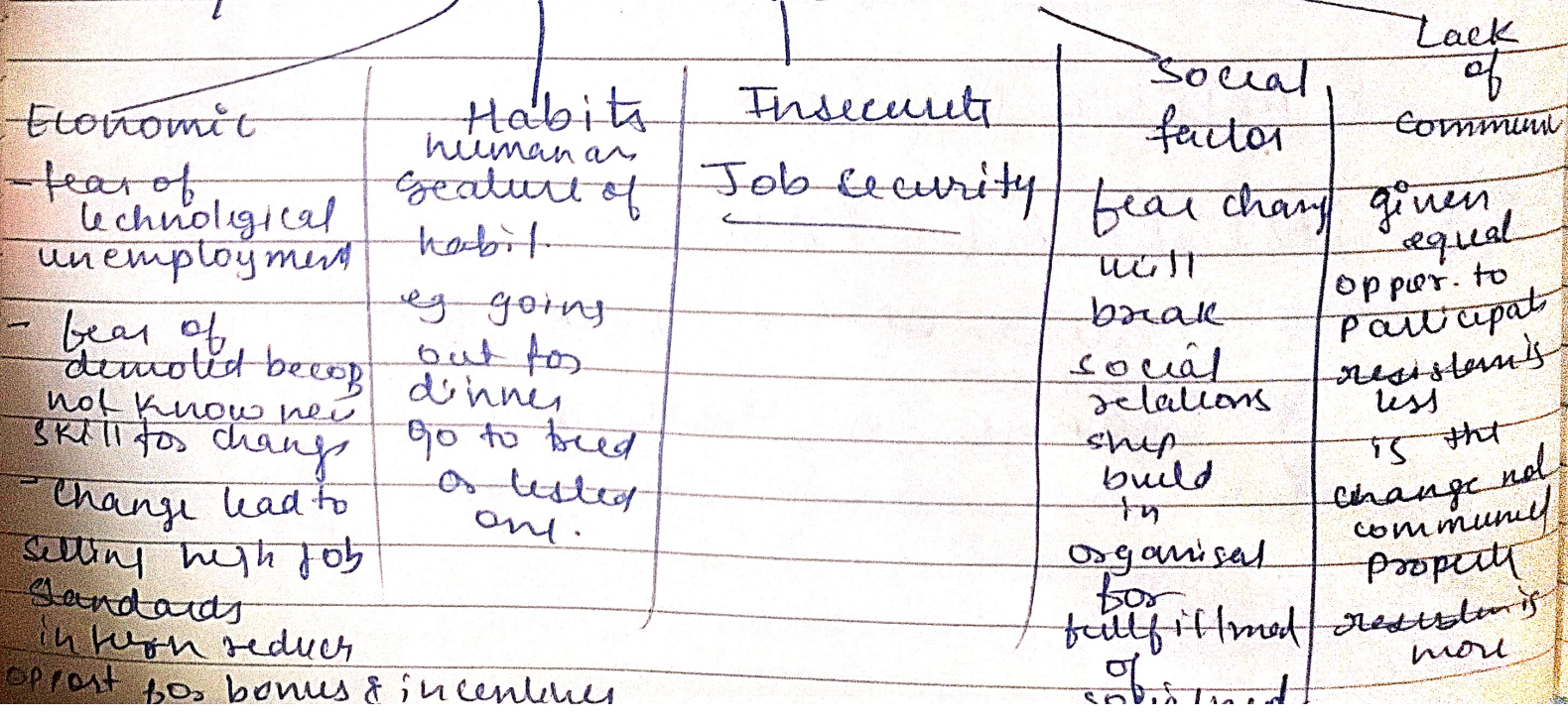
- when shown data for change they show what data they can find to show they are fine whenever they are there as no need of change.

- change as negative ↑ sick time, quit

- as positive as well

- 3 categorised

## Individual resistance



## 27 Organizational Resistance

<p>Threat to power</p> <p>decision makers in board &amp; top level</p>	<p>Org structure</p> <p>Flow of communication</p> <p>line of authority</p> <p>org made of many subunit</p> <p>change not be like one change do not affect others</p>	<p>Threat to specialisation</p> <p>change may threaten expertise of specialised group</p> <p>eg training of comp to all employees &amp; giving personal comp threatens the comp. dept of org</p>	<p>sunk costs</p> <p>capital invest will go to waste due to change</p>
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### Techniques to deal with resistance to change

- Communication
- Participation
- Support and commitment to org
- Develop positive relationship — build trust of employees on human
- Implementing changes fairly
- Manipulation ~~and~~ ~~cooptation~~  
twisting backs to rumors
- Coercion

## Development in evolutionary change.

- evolutionary change is gradual, incremental & narrow focused.
- do not do drastic and sudden changes of the basic nature of an organisation's strategy & structure but constant attempt to improve, adapt & adjust strategy & structure incrementally to accommodate change taking place in the environment.

There are 3 instruments of evolutionary change that org use in their attempt to make incremental improvements in the way work gets done, that are.

### ① Socio-technical system.

Eric Trist

- one of first theories that proposed importance of changing roles & task or technical relationship to an org effectiveness.

- It emerged from a study of changing work practices in a British coal mining industry.

- After WW II new technology that changed work relationships between miners was introduced to British

mining industry

- firstly "hand got method"  
then "long wall method"
- On paper new tech. promised efficiency but after the introd at the mine, efficiency rose slowly an absences among miners highly increased dramatically
- tech destroyed informal norms & social support & disrupted long established informal working relationships & reduced group cohesiveness
- to solve this problem research recommen to link new tech with the old coal system by generaling old system of task & role and etc.

② TQM.

③ Flexible workers and Flexible work teams.

## Development in revolutionary change.

There are some time org have to make major changes quickly

They do not want to take time to set up & implement programmes that firstly evolutionary changes or wait for the results can bring about

- Faced with drastic, unexpected changes in the environment or with impending disasters result from years of inaction, of and neglected and organisation needs to act quick or decisively

This is revolutionary change

- This change involves a bold attempt to quickly find new ways to be effective
- likely to result in a radical shift in ways of doing things, new goals & new structures.

It happen in all levels operate, divisional, functional, group & individual

### 3 Instruments -

① Reengineering.

② Res Innovation -

It is the successful use of skills and resources to create & better respond to the needs of customers.

It is one of the most difficult instrument of change to manage.

③ Restructuring

Reengineering & restructuring are closely linked

Restructuring refers to the process by which managers change task & authority relationships and <sup>de</sup> design organisational structure & culture to improve organisational effectiveness. The move from a functional

some <sup>or</sup> former divisional structure, the move from one divisional structure to another is one common form of restructuring

Another type of restructuring is downsizing

The process by which managers streamline the organisational hierarchy and lay off managers and workers to reduce bureaucratic costs.