On Managing Change in Organizations
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Lecture – 14
Resistance to Change

So, welcome back to the next session on Resistance to Change. You know that before this session, we have been discussing about various models and frameworks which can be used to diagnose change because if you want to implement change you need to identify where the change is required.
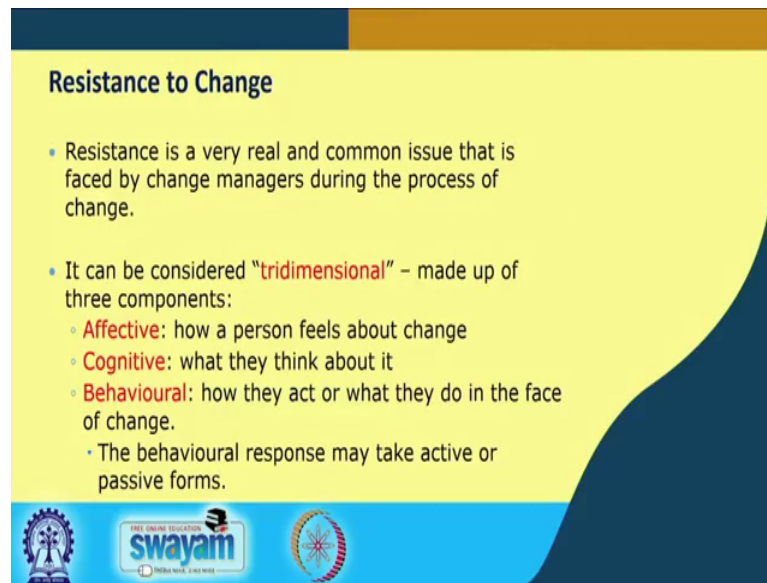
Whether the change is required in the structure aspects, HR aspects, technology, culture of people related issues because these are the 5 focal areas where the change happens. Now when we are discussing about implementing change one important aspect that we need to discuss that whether employees are ready to accept change or not right.

Because the moment you talk about change in the organization, you will find that employee start resisting about it they do not go want to go for a change they need to maintain a status go or they want to maintain a status go. Because they think that whatever change the organization is going to be bring weather it is going to be successful or not what will happen to them. So, lot of anxiety uncertainty is created when you are going to introduce any change in any of these focal areas that we have discussed so far.

Irrespective of a what models you have used, what frameworks you have an used to analyze and diagnose the kind of change that you want to bring it is very very important for the change managers to understand that, what needs to be done to manage resistance. So, what we are going to discuss in this session is that, how do we go about resisting change so that the change is going to be in success; successfully implemented in the organization because ultimately who is going to carry out or implement the change in the organization it is the people.

So, you must communicate and make them understand that, why we want to go for this kind of change so that you are able to reduce the level of resistance. Now based on this say preamble we are going to discuss about this topic on resistance to change.

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 You know that it is very very real because the moment you think about change people become a skeptical and they think that this is not good ok. They find that some kind of uncertainty is associated with any kind of change right.

So, the change managers are going to face this kind of issue when whenever they want to go for implementing the change in any organization. Now if you look at this resistance any change it has three major components and that is why with this tridimensional and nature and these three components include effective, cognitive and behavioral. Now suppose you want to go for a change let us take an example.

Suppose you want to bring about a change in the structure of the organization or suppose you want to bring about a change in the technology of the organization. Technology means that how the system is going to produce certain goods or services right, the moment you think about bringing about a change in the technology or the structure or when you are going to change about say the HR policy of the organization right. Suppose you want to bring about a change in the performance management system.

The moment you think about it and communicate with the managers they become a skeptical about it, that why we want to go for this kind of change in the performance management system or the technology or the HR policy of the organization. Because they think that the system has been doing very well they are not basically communicated about the benefits of the change right.

So, it is very very important to understand it from the perspectives of the employees who are going to resist to these changes there could be number of factors which could be related with the resistance of change, but what is more important here is to understand the concept first and then will discuss what are the factors which could be associated with resistance to change. Now if you look at the resistance as such it has as I told you that the effective component is that the moment to introduce a change are you want to say that we want to go for this kind of change, people start thinking about it.

So, effective component is that how a person feel about the change right then cognitive what they think about it that how it is going to affect them right. Then behavioral, how they are going to act in the face of the change right suppose you are go for a technological changes. So, if you bring it about a change in the technology then there is a possibility that people need to learn and work to in order to work with a new technology.

And sometimes people may not be ready to accept this kind of things because they are habituated to work with the kind of systems and processes which is they have right. So, all these are important. So, sometimes you accept it, sometimes you do not accept it right. So, what is very very important is that the kind of behavior which is being reflected or displayed by the people in face of any change. Sometimes you become active, active in the sense that you react to the change or sometimes you do not react to the change.

Though you whether you like it or not, but you are you become passive it right. So, you are not going to react to the changes, that is going to happen or sometimes you react to the changes. So, the behavioural response is very important whether it is an active form or passive form, both need to be managed effectively right. For example, even if you are not reacting to the change you are become passive even then it suggest that you are not supporting this kind of change alright.

Or for reacting then definitely it is known to the managers and then they are going to see that how this could be managed better alright.

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So, moving further what we are going to talk about is that fears about the change. So, we talked about four different kind of fears, analytical fears, what is that? Sometimes the managers do not communicate to the employees the kind of change that they want to bring all right. So, this not enough information, the decision that is taken relate to the change is not correct right or sometimes they ask to accept a force to go for a change right. Then amiable means that yes it might damage the relationship there could be confrontations seeming the employees with the management and even if they are participating they are not being recognized for the efforts which should be appreciated by the change managers and then the drivers.

So, we different the driver's role basically sometimes you might lose control over the employees right and then it might lead to failure and then it you loses your purpose also. Because if you are not able to communicate the objective of the change how it is going to benefit the employees what will happen to them. So, are not going to clear the clouds related to uncertainty and then anxiety then as a change driver you are going to lose the control and it might failed right. And then you need to be very very expressive in the sense that, please communicate it very effectively to all the stakeholders.

So, that the come to know it they are not ignored about it right, they come to know about it and then you provide all the details that is required because this one fear is there that

they think that they are not going to participate involved in the change process right and what kind of change you want to bring you are not also discussing right.

Sometimes it may happen, but like in most of the mergers and acquisitions employees are not communicated that yes your company is going to merge with each other and their come to know only about this when the merger has actually has happened. So, what actually happens this create lot of anxiety and certainty among the employees of the acquired company that what will happen to them right and if we are not able to manage these kind of say issues then the mergers and acquisitions may not succeed right. So, it is very very important to communicate to the people or the stakeholders allow them to participate in the process, provide full information so that you can do away with the fears which may come out because of the changes.

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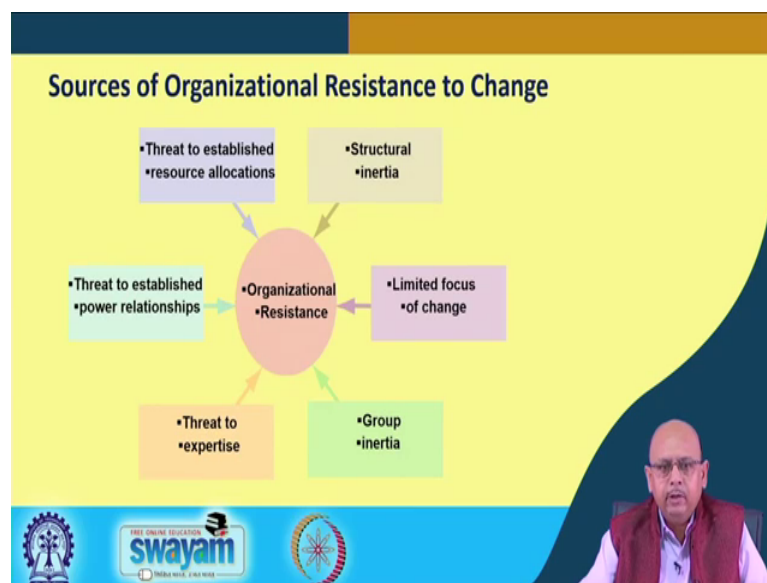
Moving further we will also discuss what are the sources why people go for assistance to change right. And if you look at some of these factors like threat to established resource allocations right you already have established norms and now want to go for a change and people want to maintain a status go.

And if that happens resistance will be there with structural inertia. It means that you have already created a structure which is working well and people are not interested to go for any kind of change in the structure of the organization right and then people find that the change is not important. The focus of the change is very limited it is not going to have

any significant improvement, either in the performance of the organization or a performance of the employee's right. Then the group may also not be very willing because of the inertia that is created among them, they have been habituated to work in a way and they are comfortable with that one and that is why they do not want to go for a change. And then it also create threat to the expertise what actually happens and people get habituated by working in a particular way and then they become experts.

Now suppose you want to bring about a change this structures system process or technology this expertise is being threatened of the employees because in that case they need to learn new ways of be having if you are going for a cultural change, new kind of reporting relationship we are going for a structural changes. Suppose you go and go on for changing the technology it means that they need to learn how to work with the new technology. So, the kind of expertise are the comfort which they which they have created for themselves gets threatened and that also create some kind of a resistance right and the power relationship also changes suppose you go for say structural changes right.

So, structural changes this fabulizes the power relationship among the people because now we are going to establish new relationship because of the structural changes and that people are not ready to accept and this also leads to what you call resistance to the any kind of organization change that, which the change manage is want to bring in the organization. Now, what we are going to discuss some of the factors which are could be related the individuals right.

 See this is one factor fear to failure when you are talking about fear to failure. So, what you think that if you bring about the change then there could be loss in productivity right you might fail so why it to go for a change. So, if you have fear of failure then it is not good.

So, the two concepts which is related this one is fear of failure the other one is fear of success, when I am talking about fear of failure it means that you are afraid of what will happen whether going to succeed or not right or whether going to fail and if this is the looming uncertainties anxieties then this might lead to fear of failure alright. Another related concept is fear of success, you think whether you are going to succeed or not and the change environment for example, if you go about the change in the structure and if other things are not managed the power relationship is not managed right.

And then you find that the new structure or the new form of the design of the organization this less coordination, less integration across a say hierarchy or across departments and then this change is not successful. So, all kinds of things might happen and that is why fear of failure need to be removed.

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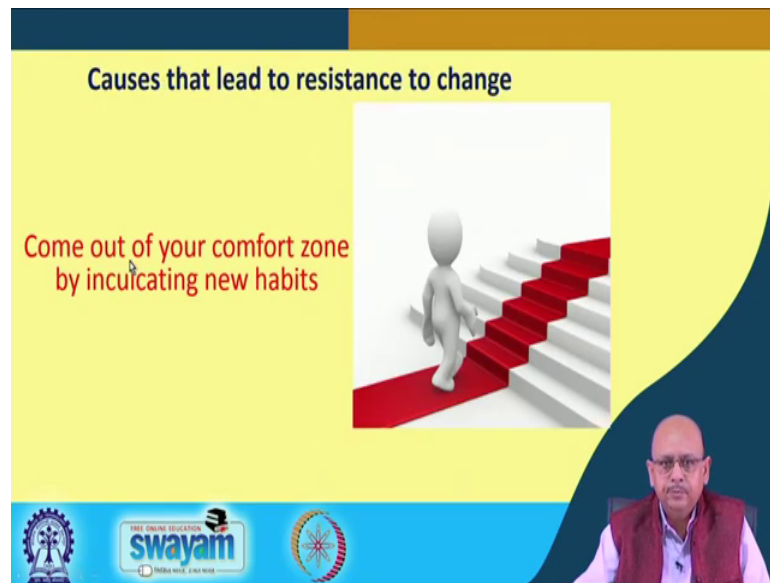
And there important factors right, that is what I have been discussing about this coming out of your comfort zone right, because in the new and change environment you need to develop two habits. And people are not comfortable with that right because they develop expertise, they develop the way habits to work in a particular way right. So, if you go for a change, you also need to ensure that people are ready to risks and come out of their comfort zones, try to learn and behave in no ways so that it helps the organization to grow and development right.

So, you need to create a culture where people are able to are ready to take risk right or trying to be more innovative and then you need to support this kind of culture so that people are ready to come out of the comfort zone right to break their old habits and there are important factor.

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 Most of the people are not able to realize the big picture; big picture means that how the organization is doing right. What is its vision mission whether the organization is able to maximize its profit or not what kind of market share is because there only concerned about either themselves or with the department, goals and objectives.

So, if they you have a very limited and narrow views about the organization which is limited to self or the department then you feel to see the big picture and you think that any kind of change if it is not impacting you will not accept it and then you will not align your activities along with the change that is to be brought by the organization. So, it is very very important to realize the big picture and if are not able to do it then it is not good.

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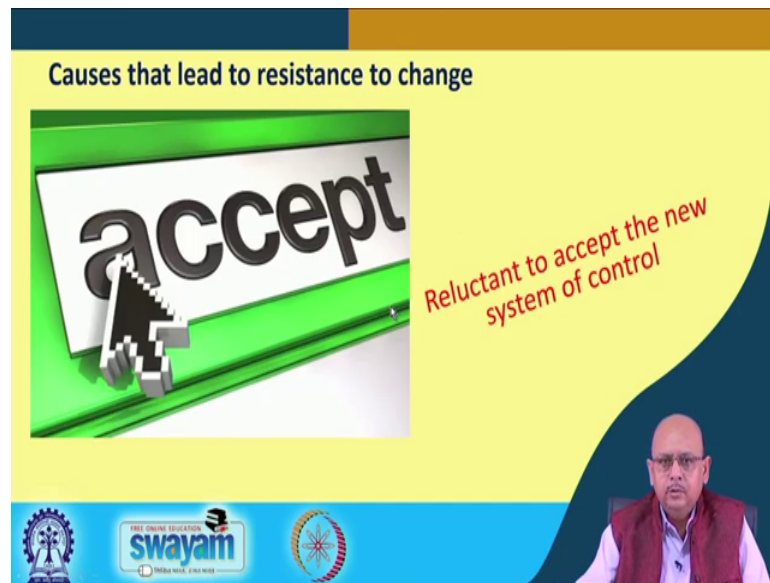
Next, accepting the change; are you ready to accept the change the new system of control? For example, the reporting relationship changes and your manager is someone else right and he is going to control your behaviour, are you ready to accept this kind of thing or not. So, if you are not able to accept then it shows that there is a resistance and that need to be looked into by the change managers and managed.

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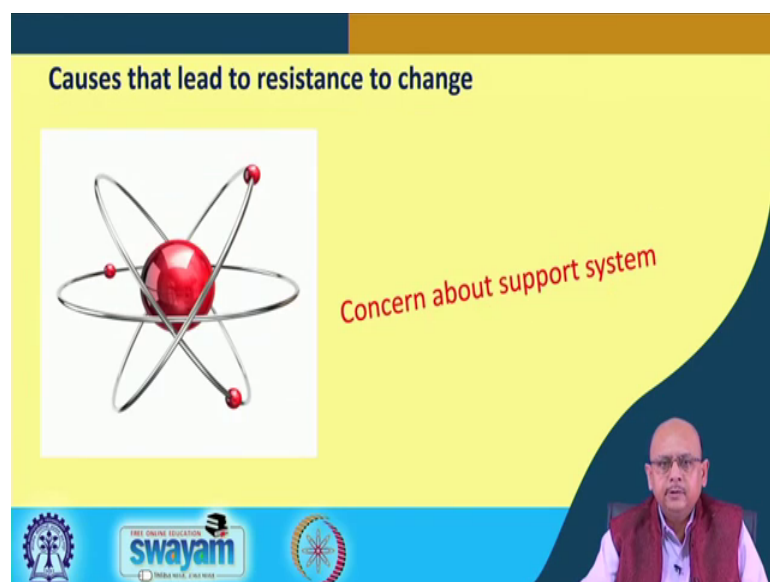
Then the support system which is very very important because if you want to bring about any kind of change, then the top management should come out with enabling factors

which are going to support the management so and the organization to ensure that the change is successful. So, how this support system is created? By aligning it whether other factors first and then providing resources that is required and in terms of help support right to the people so that they are able to accept change and if it is not there if there is no support system, that you have developed to bring the change implement the change successfully then there could be lot of resistance about it.

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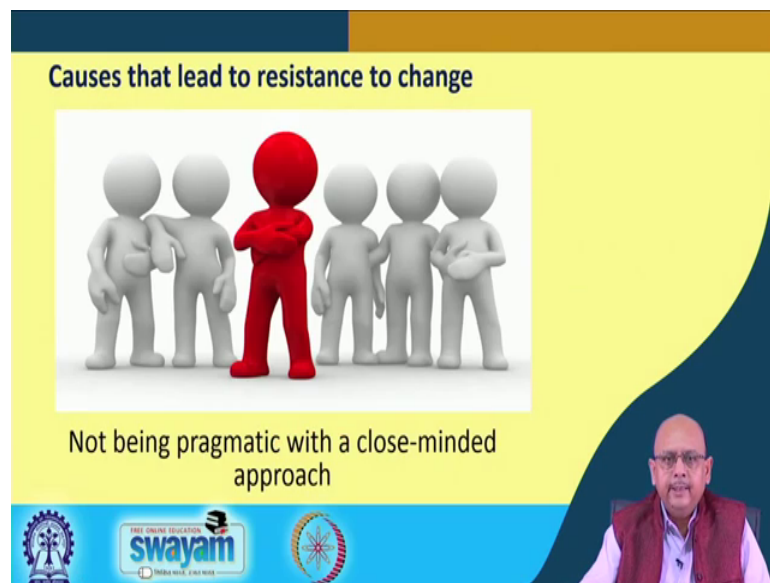
Then the next one is not being pragmatic you have a very close mind you are not open you only think about self interest right. So, if you are not pragmatic, I would do not think about others right, you have a very narrow minded approach a very close mind and you are thinking about yourself, then you will not accept change because you think there is there is nothing good for you in this particular change.

So, why you should go for it, while it might be good for others, but it is not good for you. So, if you go by this close mind then what will happen? You are not going to accept this kind of change you are not ready to accept and there is a going to be resistance, next.
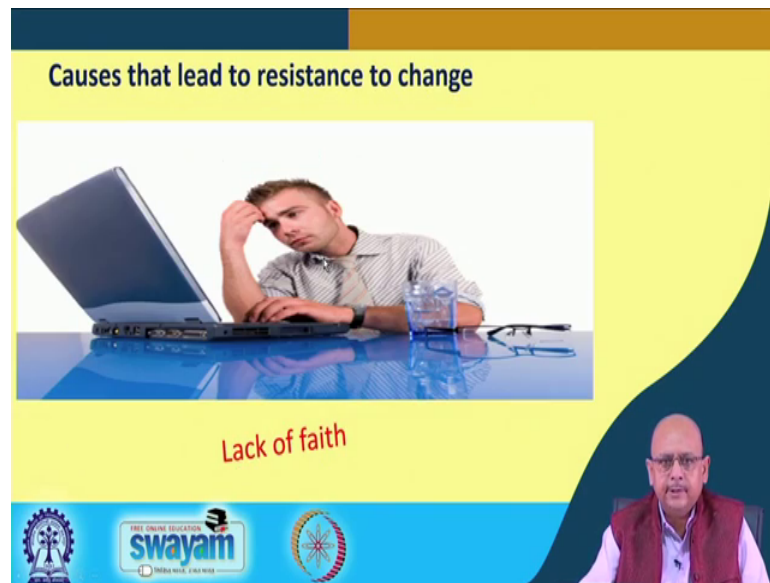
Lack of faith; you do not believe in the management the change managers because there is a gap in the communication. So, it is very very important to create trusts and commitment and for that the managers need to communicate to the employees why they want to go for a change, how it is going to benefit them right because if you have lost faith and trust among the employees are going to resists.

So, it before you implement the change and you have once you have identified what kind of change you need to bring in you need to communicate to the employees why you are going for it what kind of benefits it will have for the organisation right. What is heuristic in it right and these steps might create some faith and the employees and they might move to realize that yes the change is good for the organization and good for me as well and this would reduce the resistance.

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Then another important thing not willing to learn a developed new ideas right and that happens because of old habits right, a established ways of doing works. So, that and that is way that is what we discuss that yes if you are not willing to learn a work in the news structure, new system, new technology then these are the issues which might come up and then you resist to the changes.

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Moving further, yes how it is going impact me fear a personal impact you are not concerned about the organization growth and development department or the unit of the

organization you are only concerned about yourself that in what way this change is going to impact you. If you think that this change is not going to impact you are it is not going to have any kind influence are used then probably you do not react right.

And you are in a position to say that let us go for it, but if you think that it is going to affect you your status your power your position, your relationship then you do not accept it right. So, the management or the change managers I have to look into this is to ensure that these kind of things are taken care so that people are going through readily accept any kind of change that is brought in.

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Fear of uncertain outcome

Then uncertainty; so, any kind of uncertainty is also important and then you need to see that how this uncertainty can be brought into ensure that this resistance is reduced. So, you need to say that in what way this is going to benefit the employees, the organization what are the expected outcomes that you have and in what way this derived benefits going to help the employees as well as the organizations right.

So, if you are able to clear the clouds related to this, then you have less uncertainty because people think that how this is this change in the future is going to affect them, what will happen to them. So, in communication with from the chance change managers can change the situation.

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Now see what are the signs which since we talked about active and passive resistance. Now what we are going to discuss is that when people are actively resisting change what happens, they become critical, they try to find out the fault with any kind of change that you want to bring the thing that is a ridiculous thing that they management wants to bring out right.

They also able to the fear they actually communicate to the employees that it is not good so they try to create some kind of (Refer Time: 19:47) among the people and then using fact selectively. They do not bring all the facts together, they use those facts selectively depending upon their interests they said these are the things that would return and it will not it will not be good or beneficial for us.

So, let us not go for it all right and then they start blaming and excusing the top management, sometimes they when engage and sabotaging or damaging activities right. So, suppose you want to want to introduce a new technology and you got the new technology.
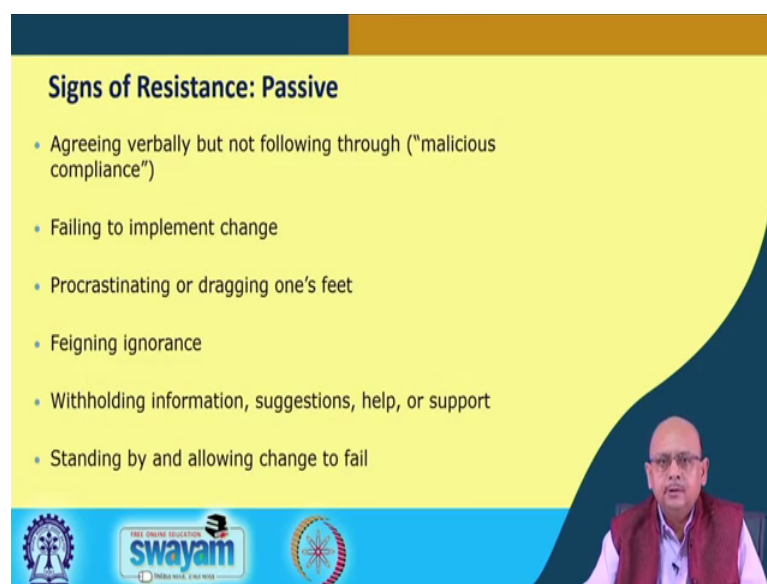
So, they will go for some kind of sabotaging activities and then tell you say you are brought this technology, but it is not effective it is not working it is not good right. And sometimes they also use intimidation or threats, they threat they try to threaten people or the when the change managers that you bring this change or if you want to bring and introduce any kind of change we will not accept it, we will back of it.

For example, the moment you say that you want to bring about a change and the performance management system to make it more objective there could be intimidation or threat from the employees. Especially those who are not performing well and then you start manipulating right and that is what most of the managers do, who are not ready to accept change.

And they become active so that this change is not going to implemented. So, you go for the starting the facts you create some kind of blocks so that the change is not going to be successfully implemented. So, you try to create some kind of obstacles in the process of the implementing the change you under my need to think the no this change is not going to be effective enough this change is brought it would be insignificant, it does not make any difference in the organization its productivity in performance right. And then it starts rumoring about it, you tell people see this is the last time this kind of change was brought and it did not bring success.

So, you basically create stories which are not correct which are fake basically and then you spread it so that people go by this rumors and do not accept change and then you keep or nor going why want to go further. So, become very very critical. So, if you engage in this kind of activities this shows that. Yes these are, were very active you do not want to go for a change.

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Then passive changes. So, passive resistance is where you basically do not, you are not vocal or expressive, but you are not interested to accept the change. So, what you do? When you say that [FL] lets go for this kind of change, but do not comply with the things which is required to go for the change right. You do not want to implement at your level right are you try to delay it or if somebody else is doing when you do not allow them to do it like one's feet right. And sometimes you feel you show your ignorance.

So, I did not do it yes, is it what we need to do it. So, actually you are not active, but passively you. So, all signs all such signs which actually suggest that, you are not ready to accept the change and you become a passive and so you are not interested in it right.

So, you with all informations, you gives different kind of suppose suggestions you do not provide any kind of help us support to implement the change successful at your level so that it gets blocked right. And then stand by an allow change to fail some and then you smile if something not does not happen since you are not interested, you do not want it, if it fails then say see this is what I was expecting.

This is not going to happen, why I do not know why the management did bringing this about this kind of change in the organization right. So, all these are passive science of resistance. So, what we have discuss now is, science of resistance both active and passive.

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Moving further so we have identified now those factors that why the change is resisted like you do not want to go for it because you do not do not like it. You have this comfort because of the uncertainty associated with the change, then you look into more negative aspects of the change instead of looking at the positive aspects of the change right and it.

You also try to link it with the culture and identity of the organization right and then you see that yes the kind of psychological contract the agreement that it was there between the employee and the employees being reached that is being violated because you want to go for a change right. And then you are not basically convinced or you have does not have the, that confidence that why we want to go for a change.

So, this is the lack of convection, you are not sure that, why the organization is going for a change and also there is less clarity that what is needed right. So, when you go for diagnosis of the change, you should be very clear of what kind of change you want to bring, how it is going to be aligned with others and similarly before implemented the change, you also need to ensure that this is managed well right.

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Then you have a believe that yes the change that is being proposed is not kind of right timing is not good, you have the organization is going for so many changes which is not good for the organization right.

And how all these changes are going affect our life it is become hell, how long we are going to keep on tolerating different kind of changes that is happening right. It is also clashes with integrity and ethics all right, you do not think it is right or wrong and then you try to relative to the previous experiences (Refer Time: 25:22) you think that the previous experience of the change was not good for you.

So, you say that yes this time the same thing is going to happen and how the change is being managed you are not sure that the whether change is being manage this time is good in the sense that the process through which the change is being implemented you do not agree with that well. So, you want another process to be adopted by the managers so that they go for this kind of changes. So, what we have discuss so far is that resistance and the various factors which causes resistance and what are the activities, the actions active and passive both which are shown by the managers.

Thank you very much.