Principles of Management
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module - 09
Lecture – 44
Resistance to change

Welcome to the course on Principles of Management. Today, we will know about the Resistance to change. In the earlier two discussions, we have understood about what is organizational change. We have also understood about the types of forces which are leading to organizational changes.

In the types of forces while discussing the types of forces leading to organizational changes, we have discussed about the phenomena when the like it is very important to understand the individuals' reactions to changes and how they are like assimilating or adapting themselves to the change situations.

Because they are the ultimate people on whom the effects of changes are shown and they are the people who have to live with the changes and perform in the situation of changes and after the changes are implemented also in the organization.

So, today's lecture will be particularly dedicated to understand like the what are the like when a change is, we understand change is a force and when the change and there are types of forces which demands changes which have already seen in the last lecture. And, then we in the last lecture also if you remember we have discussed about the some of the factors of resistance to change which we promised that we will be discussing more elaborately in the upcoming lectures.
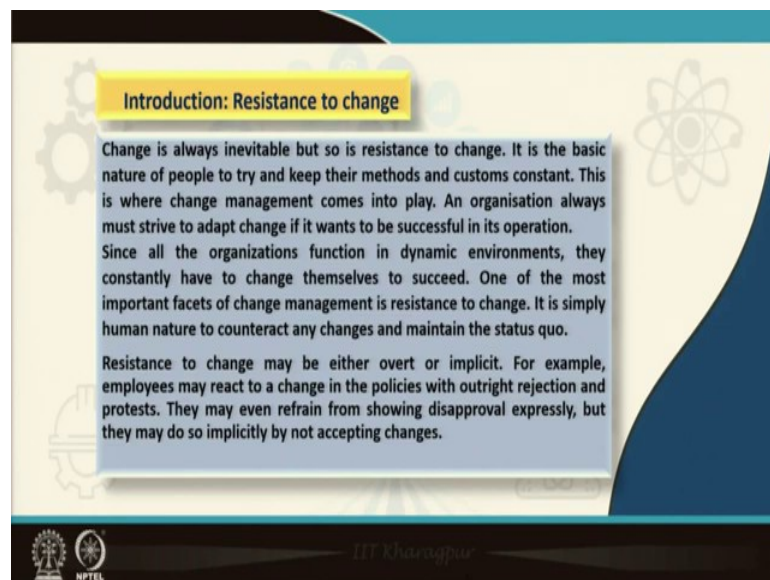
So, in today's lecture we are going to focus and discuss more only on the resistance to change in a like in much depth. So, let us begin with today's session.

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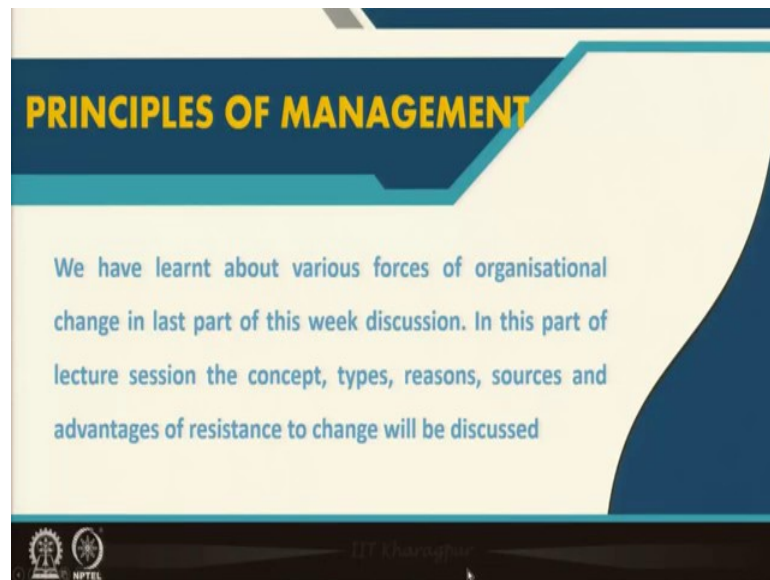
So, here we are going to discuss about the concept, types, reasons, sources and advantages of resistance to change in this particular session.

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When we are discussing about change, we understand like the change is always inevitable in organization, but so is also the resistance to change. These are two oppositely acting forces on the at the same time and it is the basic nature of people to try and keep their methods and customs constant because whenever you are talking of change there will be like disequilibrium will be created, but the people want to maintain

the status quo. They want to they are very comfortable with whatever is constant in their lives.
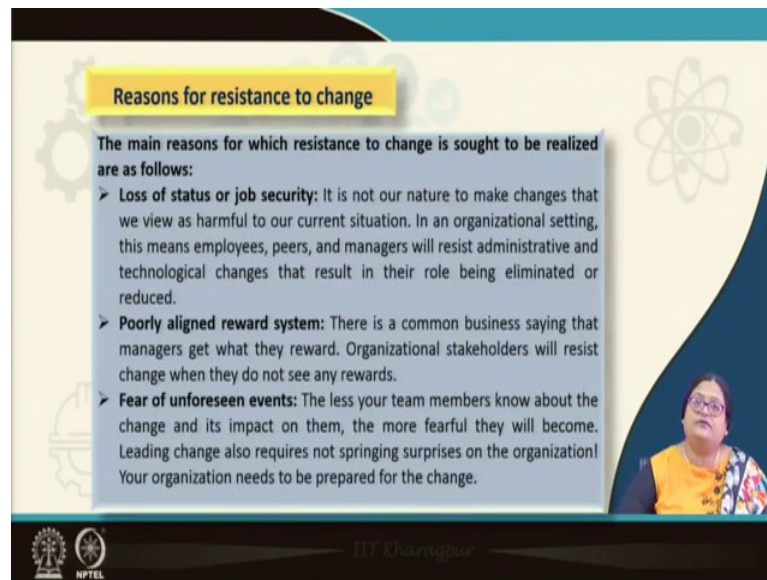
So, this is where the change management comes into play because the change will the change process will want to disturb your equilibrium and the people will try to be in their constant state. But the organization if they have to progress, they really have to move from one constant state and to maybe an improved next state through the process of change. So, it is very important that an organization always must try to adapt to change if it wants to be successful in its operation.

So, since all the organizations function in a dynamic environment, they constantly have to change themselves to succeed. So, one of the most important facets of change management where people have to deal with it or the managers have to deal with is the resistance to change. It is a simple human nature it is simply the human nature to counteract any changes and maintain the status quo.

When we are talking of resistance to change, we have to understand it can be of like either overt nature or it is an implicit change. For examples, employees may react to change in the policies with outright rejection and protests which is visible from outside. They may even refrain from refrain from showing disapproval expressively, but they may also do so implicitly by not accepting the changes.

So, either they can demonstrate their disapproval their resistance or they may not actively like demonstrate it, but it can be a passive rejections or implicit rejections also where people are not accepting the changes. So, resistance to change can either be overt or implicit.

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Now, there could be various reasons for resistance to change like what happens people may feel a sense of insecurity, helplessness, fear of unknown these are certain things like which may resist people from accepting any change.

So, let us see what are the main reasons and like we will discuss some of them in details. The loss of status or job security is one of the major factors for resistance to change because sometimes people have a lot of attachment of self identity with the job like the status of the job is a part of their self identity. So, in that case it is people try to resist any change which is going to bring in going to impact their loss of status or job security.

So, because it is not our nature to make changes, that will be as harmful to our current situation. So, in an organizational setting this may means like employees, peers and managers will resist administrative and technological changes that result in the role being eliminated or reduced.

So, if they are if they perceive like which may be not a correct perception also, but from their perspective if they feel like they will their role in the organization is becoming less important or it is getting eliminated due to some like due to some technology; due to some technological changes happening then they may resist the change due to the fear of job like job loss or like their status getting reduced, becoming more less important and lack of job security.

Poorly aligned reward system. So, sometimes what happens? Organizational stakeholders will resist to change anything when they do not see any rewards connected to it because there is a common business saying that managers get what they reward. So, when the stakeholders do not see any connection or between what they are doing and the situation which is rewarding to them, then the they may not be interested for moving forward with the change.

So, this could be also due to the short sightedness of the people or organization not being able to connect their vision mission and strategies together to make the people get a holistic understanding of why the change is important and how it is connected with the future development not only of the organization.

But if these changes are brought in how it can be rewarding for the; how it can be rewarding for the employees also. Because, the employees are not able to see the connection between the course of action that is required for change and ultimately any rewarding situations happening; so, they may not be interested for this change.

Fear of unforeseen events this is a very important phenomena which like or the one of the main reasons for resistance to change is like this is the fear of unknown I do not know what is waiting for me. So, the less the team members know about the change and its impact on them so, they really become more fearful. So, it is and this fear of unknown creates lot of rigidity in the people to accept change.

So, leading change also it does not mean like giving surprises on the like just throwing surprises to people or the organization. So, but it should be a well-informed activity to the employees were also, involved in the process of change. So, in that way we can reduce the fear of unforeseen events.

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Peer pressure this is also one of the important factors of resistance to change, we have seen like whether we are introvert or we are an extrovert. In the organization generally there are group formations based on maybe the hierarchy the people are working in many informal group formations also happen.

So, and there are sometimes peer pressures due to which like even if personally I may support the upcoming changes, but because I belong to a particular team which may be thinking in certain way. So, due to that group pressure or the peer pressure then what happens, people may start resisting changes also.

Climate of mis-trust this is a very important point to be dealt into while we are discussing resistance to change. So, what we have to understand change is a process which is going to bring in lot of disequilibrium, it is going to shift oneself from your comfort zone, it is going to make yourself move towards the zone of maybe unforeseen and unknown if proper information is not shared with the employees.

So, in that case if there is no mutual trust between the leader and the team members then change implementation becomes very difficult. So, meaningful organizational change does not occur in a climate of mis-trust; trust involves the faith in the intentions and behaviors of others. If there is a mutual mistrust so, it is going definitely to ruin the otherwise well conceived change initiative and it is definitely going to be a failure.

The whole exercise of change management rests on the shoulders of mutual trust between the change like the initiators and the change implementers and the people who will be the affected by the changes.

So, if there is no mutual trust between the change introducers and the people who are affected by change and who is going to like work on it to give it a reality though those who have to adapt to it then whatever initiative it is been taken it is not going to yield any good result in terms of like the effect of change.

Organisational politics: so, sometimes changes are resisted as a political strategy to show that the decision is wrong. So, sometimes this becomes a more of a person specific attacks in the organization where the decision where the criticism that is like which is focused it shifts from the task the process initiated to the person who is initiating the change.

So, sometimes it is politically oriented to show these resistances to show that the person leading the change is not up to the task; others may resist because they will lose some power in the organizational hierarchy. So, these are certain like self interested reasons for which people may resist change either.

And, generally here the issue like the focus like shifts from the issue at hand regarding which change is to be initiated and debating about how it is done in a proper way and not. And, it moves towards more personal attacks on or personal like defamation of the person who is leading the change and whether that person is capable enough to introduce the change or not.

Another important part for our reasons for resistance to change is that fear of failure sweeping changes in the job can cause to doubt the capabilities of employees to perform their duties. So, they may be resisting these changes because they are worried that they cannot adapt.

So, when people are not like when people are not very much aware of confident of theirs competencies and their ability to deal with the changes, their ability to answer to the changing demands, their ability to learn to adapt to the new technology or do things in a different way people may resist change, so that they do not want to face the new

situations and they do not want to have a face loss in front of others like they are the they are not able to perform their duties as demanded or as expected.

So, in order to prevent that face loss in because they have their doubt in their self capabilities and maybe the ability to adjust and adapt sometimes people resist these changes because they are worried like they cannot adapt.

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So, when we are talking like adapt change the word adaptation to change is or adaptation of change comes hand in hand whenever we are talking of organizational change being introduced, resistance to change and adaptation to change. So, generally, people find it convenient to continue something as they have always been doing. So, making them learn something new is very difficult. So, that is why adapting to change is sometimes difficult also.

So, rejecting the alterations we have to understand change is always brings in about alteration in a person duties powers and authority and influence. Hence, the people to whom such changes will affect negatively will always resist.

But this is again we will tell like discussing maybe time and again this is how you perceive the like effects of change the same change process introduced maybe like viewed as positive or as negative based on your own perspective. So, we will be

discussing these things in details also like how emotions affect like your adaptation to changes, how like perception like affects your adaptation to changes.

Lack of willingness people who are adamant on maintaining customs instead of taking risks and doing new things will always resist changes. This can happen either due to their insecurities or lack of creativity innovation and will. So, because people do not have those are not interested or innovation and willingness is not there or they are they are lacking creativity or they are feeling insecure. So, due to those reasons they may also resist changes and they are not willing to invite the or adapt to the change processes initiated in the organization.

So, in, so, here we have discussed various reasons which may lead to resistance to change. So, all these reasons may come separately or they may come together in a combined way also. So, in order to facilitate transition and changes managers must first be able to identify the exact reasons for resistance which like which is common in all organizations and in very specific to the situations that we are dealing with.

So, these reasons we have just listed over here, but it generally depends on the experience and the acumen of the manager to sense like what are the reasons or the combination of reasons working over here in this particular situation that he or she is dealing with.

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The way people resist changes may be classified into three types. First is the logical resistance. This kind of resistance basically arises from the time people genuinely take to adapt and adjust to changes. For example, like when computers became common, they had like the accountants had to shift from accounting on paper to digital accounting. This naturally takes time to adapt to.

So, in that case what happens like people sometimes resist changes because they have to learn a new way of doing things. So, in that case a proper time needs to be given to them to adapt. So, people if people are resisting on those grounds, like I have to learn a new thing.

Psychological resistance: to change under this category the resistance occurs purely due to the mental and the psychological factors. Individuals often resist changes for reasons like the fear of unknown, less tolerance to change, dislike towards the management etcetera. So, it is like within their mindset.

Sociological resistance to change is where the resistant relates not to the individuals, but to the common values and the customs of the groups. Individuals may be willing to change, but will not due to the peer pressure from the group they are members of. So, for example, like if a workers' union protests against new management policies all workers face pressure to protest together.

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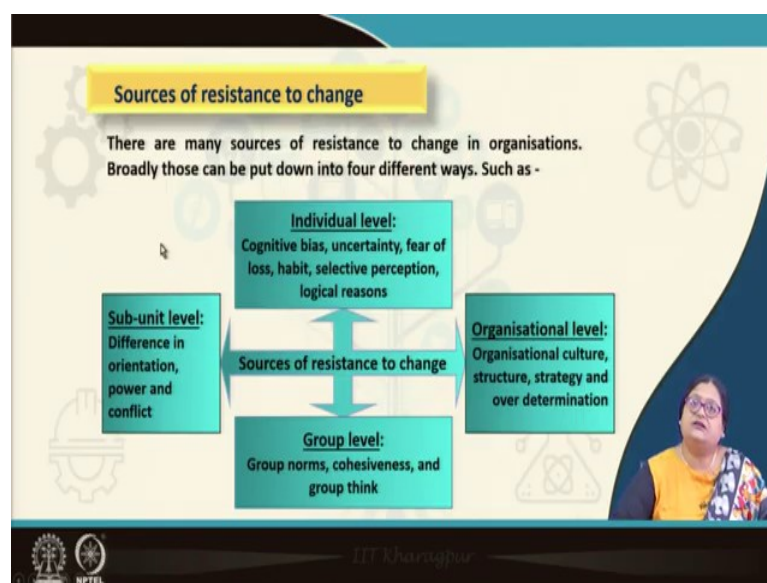
So, there may be here we are discussing the sources of resistance to change this is a diagrammatical representation of the different sources of resistance to change. So, there we can be like it can be listed under four different levels. So, at the individual level, then you find that the group level, then sub-unit level and the organizational level.

At the individual level you will find these the sources of resistance to change could be the cognitive bias, uncertainty, fear of loss, habit, selective perceptions and logical reasons. At the group level is the group norms, cohesiveness and the group think. At the sub-unit level, it could be the differences in orientation, power and conflict and, at the organizational level – organizational culture, structure, strategy and over determination.

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So, some of the reasons at the individual level we have already discussed like sources of resistance while discussing I have talked about the reasons behind the resistance, we have discussed about like why like what are the types of resistance that may happen and while discussing it if you have noticed I have talked about the changes like differences in mindset, differences in perception, fear of uncertainty and loss and habit. So, we have discussed about logical reasons also.

So, we will move quickly through some of those reasons like inherent like reasons which is working at the psychological level while people resist changes these are first is when we talk of the cognitive bias. So, which is the cognitive means change biases in your

thought processes which affects your interpretation of the situation. So, sometimes even if two people see the change the process happening, they may interpret in different ways.
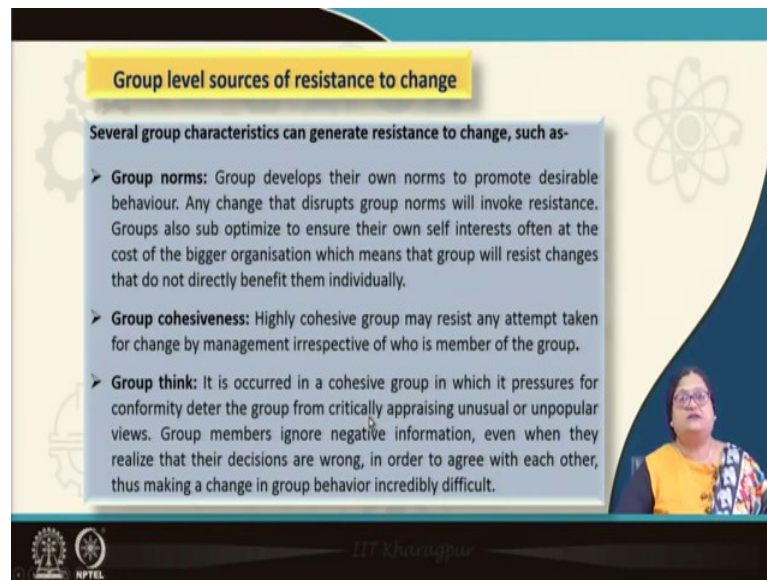
So, the way that you interpret the situation link the different processes together to come conclusively about the meaning could be different based on your personality pattern, based on your values, based on your interest level, based on your perceptions and that will lead to a bias in the like persons mind about the interpretation and the thought processes. Uncertainty it is about the changes like people make like when it is resistance to changes.

Fear of loss employees may fear of losing the job that we have already discussed. So, perception is sometimes people may selectively perceive the information which is consistent with their existing views and focus like focus on it when only the change takes place. So, this is called a selective perception they only look into those aspect of the thing which are important and which are consistent with their viewpoint. They, like, fail to register the other parts of the things which may be carrying some important information.

So, another thing is like habit being habitual to certain things employees' preference for familiar action and events are also an important source of resistance and logical reasons. So, sometimes people may have real logical reasons for resistance to change as we are discussing in the introduction of computer situations.

So, if in that case, people are expected to like change overnight adapt new things and learn new things maybe it is not possible for people to do it. So, in that case there are definite logical reasons for changes.

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When we are talking of group level sources of resistance to change that we have discussed about the phenomena that is happening like people are resisting to change because there is a group pressure. Now, what is the underlying dynamics mechanics happening over there is like it is the group norms.
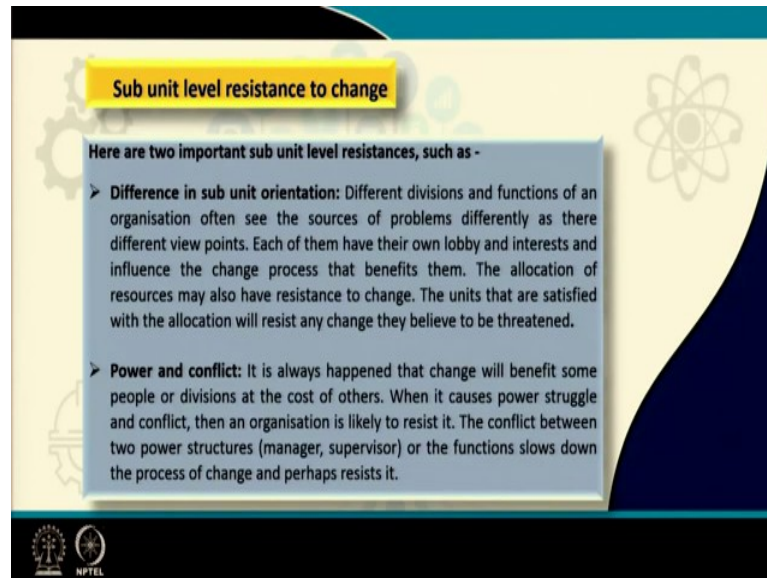
Groups develop their own norms to promote desirable behavior. Any change that disrupts these group norms will involve resistance. Groups also sub optimize to ensure their own self interest often at the cost of the bigger organization which means that the group will resist changes that they do not directly benefit them individually.

Group cohesiveness, so, it is also the binding glue within the group. So, highly cohesive group may resist any attempt taken for change by management irrespective of who is the member of the group. Group think is how like the cohesive group puts pressures for the conformity which deters the group from critically appraising unusual or unpopular views.

So, what happens even if the individual is thinking differently due to this group thing because all other members are thinking in some way, it creates a process in which their people ignore the group ignore negative information even when they realize that the decisions are wrong. In order to agree with each other it does makes change in the group behavior very difficult.

Because if the it is like majority of the group are thinking in certain way the minority views or the single individual views many times goes unheard of or unrecognized. So, that is called the group think.

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Sub unit level resistance to change: there are two sub unit level resistances and which occurs a change such as difference in sub unit orientation. Different divisions and functions of an organisation it happens like they see the sources of problems differently as there are different viewpoints.
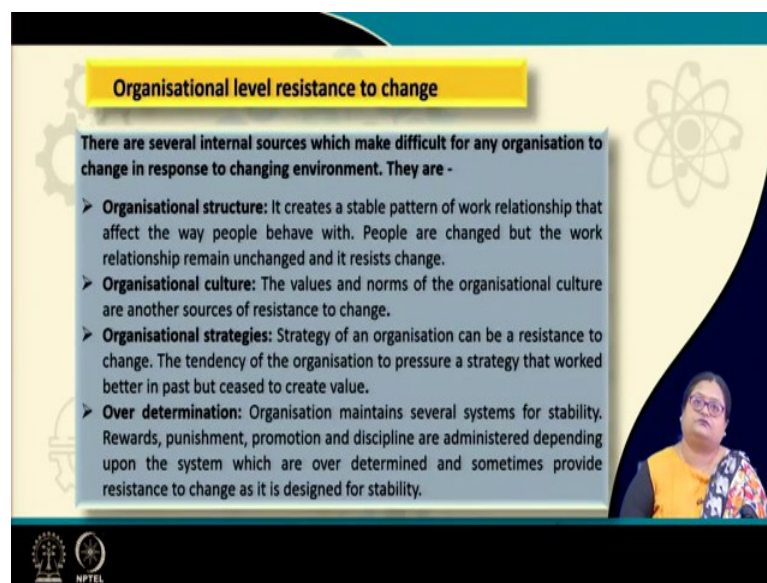
Each of them has their own lobby and interests and influence the change processes that benefits them. The allocation of resources also may have also resistance to change. The units that are satisfied with the allocation will resist any change that they believe are to be threatening to them.

So, if there are different perspectives of two sub units who may view the change process in different ways, they may resist the change process. One that is already satisfied with the ongoing thing we like to resist the change process if they feel like there is a disturbance of the how the processes are being done or there is a disturbance in the allocation of resources new, it will be done in a new way which will may be detrimental to their own interest of that particular sub unit.

Next is important resistance occurs at the subunit level is that of power and conflict. So, it is always happened that the change will benefit some people or divisions and at the cost of others. So, which causes a power struggle and conflict then the organisation is like to likely most likely to resist it. The conflict between the two power structures whether it is a manager and the supervisor or the function slows down the process of change and perhaps like resists it.

So, until and unless two people are viewing like they have a super ordinate goal where both of them can be contributing together which like is going to benefit both of the divisions and they are not winning a game at the at the cost of the other unit of the people, then this there is no end to this power and conflict and these will give rise to resistance to change.

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And, the organizational level there are also resistance to change. So, there are several internal forces or the sources which make difficult for any organization to change in response to a changing environment.

So, first hindrance which is created maybe is by the organizational structure. It creates the organizational structure generally creates a stable pattern of work relationships that affect the way people behave with. So, it helps as a facilitating process for the ongoing things happening in the organization.

So, generally what happens, the organizational structure remains unchanged people may get change, but the structure remains unchanged. So, when a new change process comes in and which demands an overall change of the how the work process itself is done, then the organizational structure may act as a barrier. It is the already established organizational structure may act as a barrier in implementing new work processes.

Organizational culture the values and norms of the organizational culture are another source of resistance to change. So, if there is an established way of doing things, then what happens then bringing in new ways of doing things asking people to start doing things or think in different ways may sometimes faced resistance to change.

Because people are happy with how things are already established with the status quo they are like they are going through a very tranquil state. So, it is very happy situation for them. So, telling anything to do in a newer way to think and do things in a very different way maybe from whatever they are doing in the present time may lead to resistance to change.

Organizational strategies: strategy of an organization can be a resistance to change. The tendency of the organization to pressure a strategy that worked better in the past, but it failed to maybe fail to create a value at then what happens that may bring resistance to change.

So, if we have to understand you something has worked better in the past maybe due to the it fitted well into the demands of the situation that was at that existed at that point of time and at that scenario, does not mean the same because it has once yielded good result is going to like be successful again.

But, when sometimes you fall in a trap like if a strategy has worked well once so, there is always a pressure to try the same strategy again and again in a newer system and think like it is going to create a value and that makes resistance to change newer ways of doing things newer ways of thinking maybe are not encouraged because you have an already chopped out plan of doing something in certain ways.

Over determination: so, organization maintains several systems for stability. So, rewards, punishments, promotions and discipline are administered depending upon the system like which are over determined and sometimes provide resistance to change as it is designed

for stability. Sometimes when you are following the norms, then you get rewarded and if you are not following the norms you get punished.
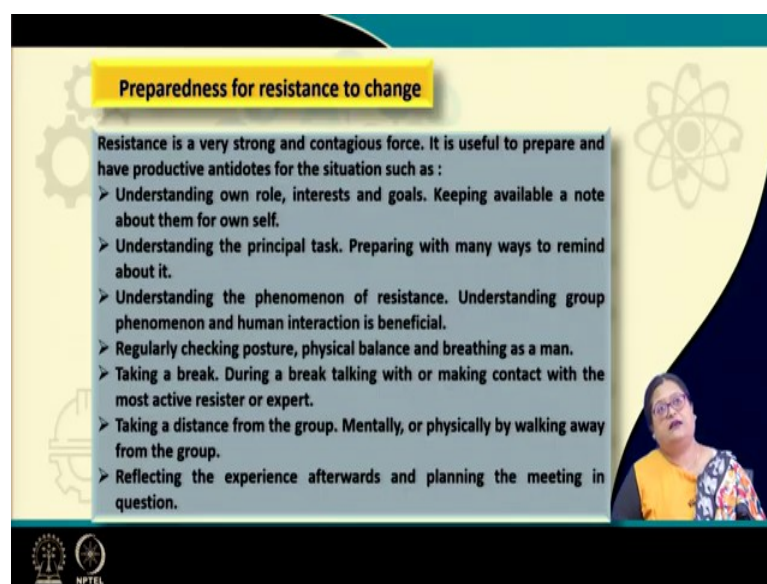
There are promotions for you doing good work as expected and disciplined so that you do not like deviate too much from the organizational established ways of doing things in culture. So, these are all systems which are there in place to bring a stable system, but sometimes with change what you require is disrupting the system so that you can bring in new things.

So, these are sometimes not encouraged in the organisation and these and also you do not know how to like reward this kind of behavior. Do you like punish a person who is challenging you or do you reward a person who is challenging you?

So, these types of question mark remain and so, policies and practices which are designed for over determination sometimes may acts as resistance to change at the organizational level where it requires maybe you come out of the established system and you try to do something in a different way.

So, the over determination of certain things may try to act as barrier for people trying out these are experimenting with newer ways of doing things.

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So, if we understand as we are discussing like as change is inevitable so, change is that it is the truth of the organization you just cannot tell that change is not going to happen.

Similarly, you cannot deny the fact like resistance to change is not going to happen. Because there is a change process obviously, there will be resistance to change.

And, there will be resistance to change at various levels that we have discussed because there are change which are like focused on maybe technology, then we are focused on human being. Ultimately as you have told like it will come on the person to either adapt to implement with or implement the change and leave it to it and perform under it also.

So, there will obviously, be resistance to change either from the organizational level group level, individual level or at the unit level. So, because there will be resistances so, the organization needs to be prepared also of how to like deal with the resistance to change.

So, here now we are going to discuss on the preparedness for resistance to change. So, resistance is a very like strong and contagious force. So, therefore, it is very useful to prepare certain productive antidotes for the situation. So, first is understanding the it is our own role interests and goals. So, keeping available a note about them for own self.

So, if we are not clear about what are our own expectations goals interests what we are supposed to do what will be our future role, then or what will be our role in this change situation then maybe we cannot be enough prepared for facing the resistance to change. Understanding the principal task. So, preparing with many ways to remind about it. So, what is the principal task for why this change is required? So, what we need to do about it this is which is expected.

Understanding the phenomena of resistance. So, it will be beneficial to understand like the group phenomena and the human interaction until and unless we understand why people are going to resist the change. Then, and are they because it is, they are they facing any uncertainty are they facing any are they going doing it on the fear of unknown. So, why people are resistance to change if we understand that then it will be easy or a group is resisting a change, it will be easy to answer to those problems.

Regularly checking like posture, physical balance and breathing as a man. So, these are the things when we talking of resistance to change and dealing with the stress related to it. So, then what happens? So, this point talks of you like maintaining your own calm and

like quietness of mind because if your mind is disturbed, then what happens you will not be able to interpret the situations properly.

So, sometimes you need to take a break from the situation. So, if you just separate yourself from a situation and look at it as a distant observer maybe you can look at many situations neutrally. So, it is very important that you take a break sometimes and in that break you can also like talk with or contact with some of the experts or the people who are resisting, so that you get to understand their viewpoints also.
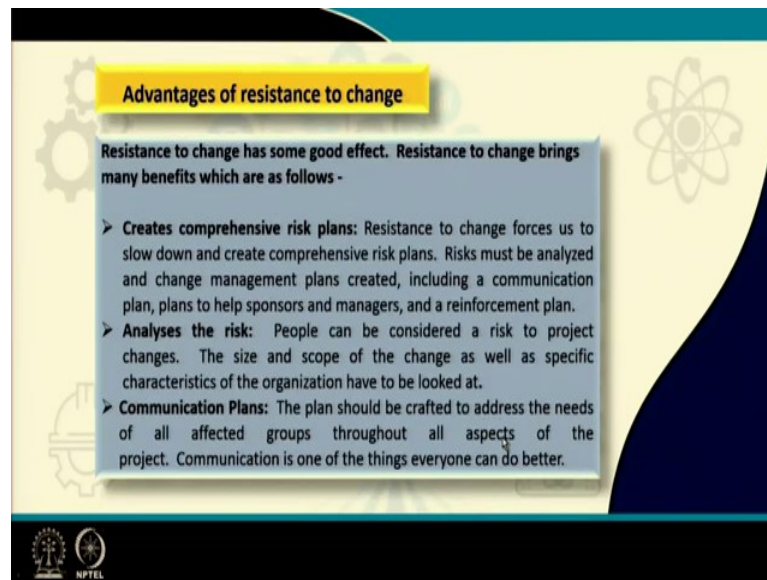
So, as we talked of taking a break it is also very important to take a looking at the situation from a distance taking a distance from the group so that you can look at it from a distant and see from a neutral perspective, observers' perspective, what is right, what is wrong you can please yourself in the registers perspective and get to understand why that person is or the group is resisting.

So, you can try out all these techniques to find out the why people resist change and you can prepare well for the upcoming resistances and how to answer to them. So, then you can reflect on those situations later on and planning the meeting in the question. So, you have to like prepare a question answer like if you are asked something what will be your answer and why you are answering that, based on that what type of questions may come in.

So, a lot of background work is required in order to like face resistance to change. Because in the process of when we talk of change management facing resistance to change communicating the change in a proper way to the people in the organization is very important. It is a very important we should talk of it is an art of communication that is very important.

In order to do that the background work the homework that you need to do is very important and this is these are some of the points that we have highlighted over here that there could be other ways of preparing also these are some of those things that we have highlighted over here.

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Advantages of resistance to change: resistance to change has some good effects also. So, it may bring in certain benefits like it creates a comprehensive risk plan. So, if there is a resistance to change it forces us to slow down and create a comprehensive risk plan.

As we were discussing in the last slide like when you are preparing yourself or facing the resistance to change you have to put yourself into the other persons perspectives, other persons shoes and try to understand why that person is thinking in that way. So, what are the factors happening in the persons mind or situation that is compelling the person to react in these ways.

So, and here it is not only one person who is maybe resisting there could be a group of people who are resisting or a like maybe the organization structure itself is not prepared for it and the reasons for each of them could be different and your answers to each of these should also be different. So, when you face a resistance to change it compels you rather to slow down and to create a comprehensive risk plan.

So, when you feel you have to risk analyze the risk from each of the corners and the change management plans are creates created accordingly and of which one of the important things is that of communication.

So, communication like to how to communicate about the change, then who are the like what will be the how the managers are going to communicate it and what will be the

reinforcement plan for a change management process and what to do with the change survivors. So, many kinds of things you need to like plan about the risk and act accordingly.

Analysis the risk: so, people can be considered a risk to project changes. So, the size and the scope of the change as well as specific characteristics of the organization have to be looked at. So, like if the project changes, people may face bring resistance to change and there may be like the shift of people also. So, how the how big is the change and what is the ripples that it is going to create back on the project – these needs to be analyzed properly when you are talking of analyzing the risk.

Communication plans we are telling repeatedly communicating about the change is a very important part of change management process. The plan should be crafted to address the needs of all the affected groups throughout all aspects of the project. So, communication is one of the things like that everyone that needs to do it in a much better way.

So, the way that you communicate, the way that you communicate, the change processes the introduction of the change process the necessity of the change process helps you to create awareness and acceptance in the peoples mind as about the change process. It is very important to an to have a good communication plan and like roll it out accordingly so that people become aware of it accept it and then they move along with the change process.

Some of the other advantages are employee's participation. It is very important that the employees involved like get involved in the process to so that they can secure better solutions. This generates ownership and ownership minimizes resistance. Employees' participation further enhances their skills and abilities in continuous improvement which makes them more valuable employees.

Employees need to listen more. Listening provides feedback on the results and the returns. So, as we are telling communicating the change properly to the people, taking them along with the process is very important, so that they also get ownership of the changes. They feel like they are given due importance and their feedback are also contributing to the organizations purpose when this is done properly, then there is less resistance to change.
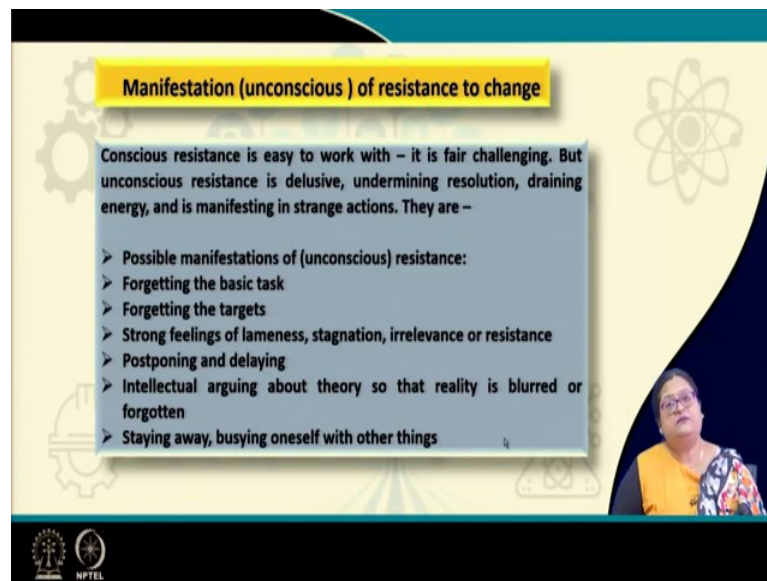
Reinforcement plans. So, a plan must be there in place to reinforce new behaviors or people will revert back to their old behaviors. So, the checking must ensure that the new behaviors are in plans and positive checks should be rewarded. Mobilizing managers and stakeholders: stakeholders and managers need to be told what is expected of the change during a transformation process. So, at this stage coaching takes a very important prominent place in the whole system.

Because coaching people to understand like what will be the responses of the key people towards the change situation, how to help them to make people move along with them in

the change process and assimilate the change and get prepared for it and perform in a better way after the change has been implemented requires coaching and counseling of the implementers of change also.

So, mobilizing the managers and the stakeholders are an important point which like helps to people to face the resistance to change in a better way.

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Sometimes there are conscious resistance to change which are like which we can observe and we can understand like this these are the observed behavior patterns like people are resisting to change and we can try to deal with them. But sometimes what happens there are unconscious resistance to change. So, in those cases it is sometimes you are not able to understand like why this is happening and that may do not give you any clue of also how to deal with it.
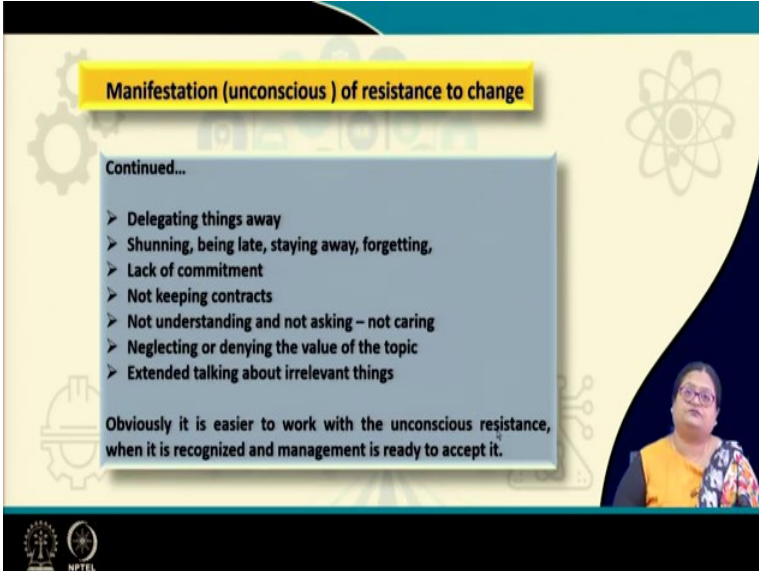
So, some of the possible manifestations of unconscious resistance to change are so, these behaviors we need to understand these behaviors because these are important from psychological perspective. And these you if you do not know you cannot you cannot connect it like these are something which is happening because the person is unconsciously resistance showing resistance to change. So, that is why we are discussing it over here.

So, the possible manifestations of unconscious resistance are like forgetting basic tasks, then the forgetting what your target is. So, when you are having a feeling of like strong feelings of lameness, stagnation, like irrelevance or resistance then you are either postponing or delaying facts, then sometimes you try to argue much in the theory and you do not take into consideration what is the reality and you try to forget that reality.

So, staying away from certain things and busying with busing yourself with other things which are not directly connected with the change processes. These are certain unconscious like signals for like these signals rather for people's unconscious resistance to change.

And, if some people are showing this kind of behavior so, we may understand like though people are do not demonstrating it upright and maybe even telling yes, we are very much there with the change process, but at the back of the mind unconsciously something may be happening and that is why this like these things you can find they are doing and which you can connect to the unconscious resistance to change.

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So, other things are like delegating things away; then being late, staying away, forgetting; lack of commitment to certain things; not keeping contracts; then not understanding and not asking, not caring about certain things or neglecting or denying the value of the topic extended talking about irrelevant things. So, these are certain unconscious resistances.

Why we are discussing over here? Because, if we can recognize it properly and then connect it with the reasons for resistance and then dealing with it becomes easy; otherwise, if it goes unnoticed because it is unconscious resistance which may manifest itself in a very subtle way if it gets unnoticed. Then what happens people may like you may not focus much on it or give much importance to it and that is why resistance may continue.
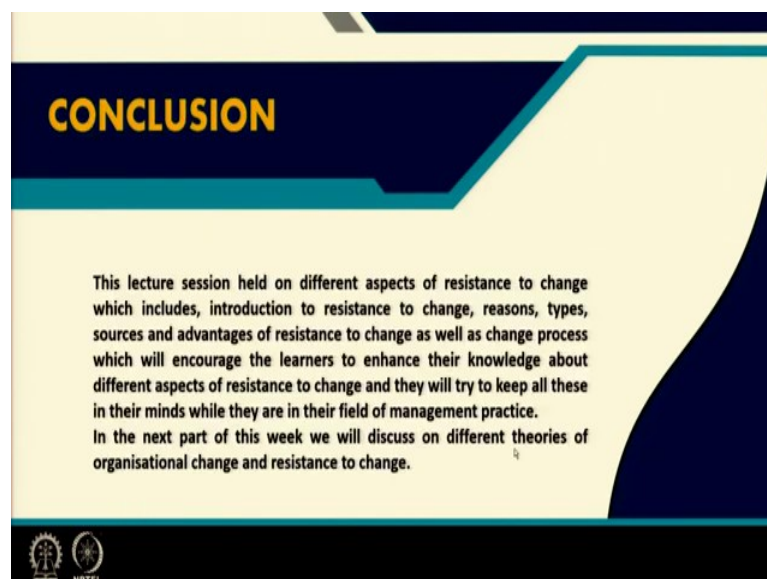
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So, this brings us to the end of the topic of resistance to change. In the next session, we are going to deal with like mostly on the theories of like how change happens, then what are the reasons for change, how we proceed more with the change management processes behave. We will again come back with the behavioral resistance to change and how to explain it and we delve further into the change management processes.

Thank you.