

Principles of Management
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Module - 09
Lecture – 47
Methods of dealing with change (Continued)

Welcome to the discussion on the Methods of dealing with changes. In this discussion, we will continue with the discussion that we already started in the earlier session. We will discuss here about the other methods of dealing with the changes, the limitations of the methods of dealing with changes and then we will summarize about the overall learning of this week. So, let us begin.

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Other methods of dealing with change

Morton C. Orman, M.D., a Baltimore, based physician has developed a list of ways to cope with these increasingly common organizational changes. Such as -

- **Preparedness for change:** Organizational changes can happen at any time for which preparedness is important for it by planning how to handle the changing situation.
- **Express feelings about the future:** When people get laid off or fired, everyone hurts, denying feelings or trying to suppress their expression will only make things worse, so expression of feeling can help handling.
- **Facing the unrealistic expectation:** Neither employees nor employers are likely to have their expectations met if they aren't explicitly voiced and systematically addressed during times of organizational change.

Other methods for dealing with change. So, what we understand from the previous discussion? Why people resist change is that either they are not prepared for it or they do not know about it.

They do not know how to like behave in change situation, they do not know about the future expectations or the future outcomes and they have to face may be unrealistic expectations which are not linked with their present level of competences and many other things.

So, if these problems could be addressed, then what happens? The maybe dealing with the resistance to change becomes easier. Morton C. Orman, he introduced, he developed a list of ways to cope with this increasingly common changes and resistance to change processes.

The first of course, is that of preparedness for change. So, we have to understand like organizational change can happen at any point of time and people need to be prepared for change and preparedness is important. For like in, by sense if by scanning the environment properly by sensing the situation, you need to understand some changes may be upcoming and you have to keep yourself like well prepared for it.

So, then it will not come as to you as a sudden situation. So, if you are able to understand like, if some changes are upcoming and you keep your preparation, start your preparation well ahead. Then when the change actually comes in the because of the changes in the environmental situations and other things, because you have started your homework much earlier, then it does not come to you as a sudden shock. So, that is the importance of preparedness for change.

Express feelings about the future. So, what happens, when people get laid off or fired? So, these negative consequences definitely people may feel bad about it so, but in order to suppress those feelings in order to suppress those emotions. It becomes it may affect the psychological state of mental state of the person; it may have an adverse effect on the like physiological and physical health of the person.

So, sometimes venting out the feeling is very important. So, if you are having some negative emotions as a part of the after effect of certain situations and a window given to vent out that feelings are very important. So, that negative energy is not trapped in your mind and body and which has an adverse effect on your health.

So, expressing feelings about the future is important. Facing the unrealistic expectations; so, if something is demanded of the employees which is unrealistic in nature or even the employees are demanding something from the employers, which are unrealistic in nature, which should be voiced, it should be told, instead of keeping it to themselves and like after it is voiced, it could be systematically addressed during the process of organizational change.

So, if certain demands are made which are unrealistic, which is not meeting which is much higher than like what is your present competency or what you really can perform within a certain time limit given, other constraints that are present, then it should be clearly stated. And then you have to systematically address the situations in terms of organizational change.

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Other methods of dealing with change

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- **Prevent the abuse:** When others have been fired or laid off, it's natural for those who remain to worry they might be next. This fear makes them vulnerable to being exploited by the company and afraid to speak out.
- **Acknowledge increased pressures, demands or workloads:** Even if a company does not recognize the increased stresses experienced by those who remain in the workforce, workers should acknowledge these pressures to themselves, their family members and their co-workers.
- **Protect leisure time:** When companies undergo change, the extra work tends to erode the remaining employees' off time, taking up lunches, weekends, evenings and holidays. This is a dangerous practice just because everyone else starts acting insane others don't have to go along.

Prevent the abuse. So, it is when others have been fired or laid off is very natural for those who remain to worry like this, we are the next person who are going to have this future. So, this fear may then become they may become vulnerable to being exploited, manipulated by the company and afraid to speak out. So, this is sometimes called the holocaust effect, like people who stay back, people who remain, what is the effect of these others your friends being led off or fired on them.

Because every morning you go to the office, you stay in the fear maybe next is me and that somewhere like curbs your power of speaking and maybe make you more vulnerable, to get manipulated unduly by the organization. Acknowledge increased pressure, demands or workloads. So, even if the, if a company does not recognize the increased stress experienced by those who remain in the workforce. Workers should acknowledge these pressures to themselves, their family members and their co-workers.

So, these are like parts of life, you cannot just say no to it, but ignoring it also is not what should be done. So, if under change situation your work pressures have increased, it may

increase because due to layoffs with me, happen that you are sharing your work which others used to do, there could be restructuring, there could be your redefinition of your role and your work pressure may increase.

So, in that case what happens you should understand yes, you have to accept the fact that yes, the work pressure has increased and that needs to be communicated well to your family members and co-workers also. The leisure time should be protected. So, it should be seen like the when this companies are like undergoing the change, the extra work sometimes tends to eat up the employees of time like taking up lunches, then weekends and other holidays.

So, this is somewhat a dangerous practice, because the leisure there should be well balance between your work time and leisure time. So, this needs to be kept in mind, like the leisure time should be protected. Because that is the time when, leisure time is the time when you really rejuvenate yourself to come back and work in a better way. So, the even if your work pressures have increased there has been a role redefinition you have to think do more things and all.

But you should see like you really have a proper leisure time also, where you really rejuvenate yourself with your friends and your families and then come back again to work in a fresh mood and in a proper health.

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The slide features a title bar at the top with the text "Other methods of dealing with change" in white on a dark blue background. Below the title, the word "Continued..." is written in a small font. A list of four bullet points follows, each starting with a right-pointing arrowhead. The text is black on a light blue background. In the bottom right corner, there is a small video inset showing a woman with glasses and a patterned top. At the bottom left of the slide, there are two circular logos: one for NPTEL and another for an institution.

Other methods of dealing with change

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- **Maintaining family:** Although work should always be a priority, family should be an equal priority. If an employee in a changing organization puts too much emphasis on either area, they will eventually find themselves in trouble.
- **Managing stress:** Handling stress through alcohol, drugs, food or other maladaptive coping behaviors should be avoided.
- **Remaining as optimistic:** This doesn't mean individuals who are fired or who remain at work after others have been fired must pretend to be upbeat when they are actually depressed, but it means if they look at the complete picture, they'll probably find some positive aspects to focus on.
- **Facing the challenge:** Reframing the situation and viewing it as an exciting challenge rather than as an insurmountable obstacle.

Maintaining family is very important. So, though we understand work is a priority. So, family is an equal priority also. So, here really, we are discussing issues which are more related to employee's health and employee's social health work life balance.

Because these when we see like organizational changes happening, there these are the areas the employee's mental health. These are the areas where lot of pressure comes in and it gets somewhat disbalanced, but in order for the organizational change process to become successful, this side have to be managed very well also.

So, like work life balance, is an important thing where you find like there should be well balance between your work time and the time that you give for your family. Otherwise, you find at this after certain point of time, many due to the spillover effects many troubles may come in and if you are feeling like due to increased work pressure, you are not able to give proper time to your family it is going to affect your work also.

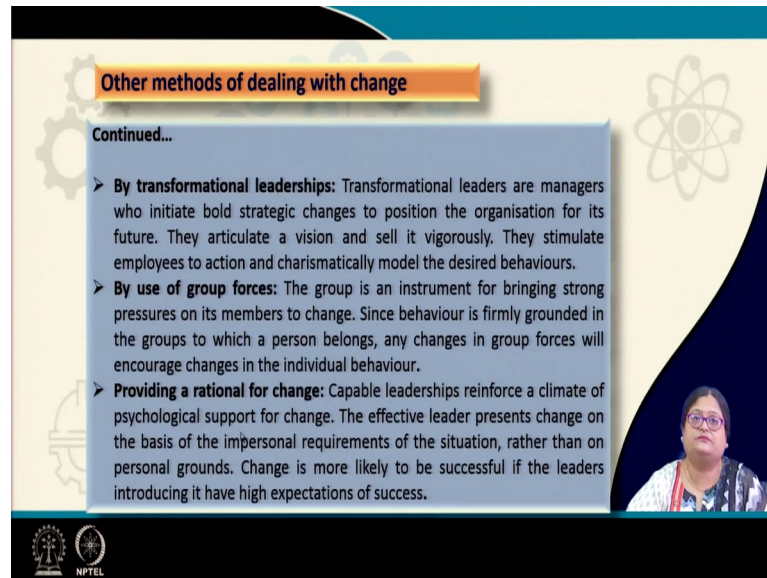
Managing stress. So, sometimes people take into behaviors like alcohols, drugs and food for or other. These are maladaptive coping strategies which needs to be avoided. So, which is another very important part is to like to remain optimistic. So, like this does not mean like those who are fired or remain at the work, after others have been fired must pretend to be a bit when they are actually depressed, but if they look at the complete picture maybe they will probably find some positive aspects to focus on.

So, this is what we understand by remaining optimistic, but again with the point of caution is that this optimism of being optimistic, should not be to the extent of life which leads to a like optimism bias. So, what happens in that case? Like even if you find that, this you are getting signals about the organization not able to cope up properly or it is in the verge of decline and all. So, whether you are going to still stay back with the same organization with hoping like this yes, the organization is doing very well.

It is going to change one day in a brilliantly perform and all. So, those things need to be, you need to have a proper rational thinking about the whole thing. Being optimistic is very important that that optimism should not be a leading you to some optimistic bias. Facing the challenge reframing the situation and viewing it as an exciting challenge rather than an insurmountable obstacle.

So, you have to face the challenge. If something is given to you as a challenging situation, then you have to relook it at the different perspective and to take it up as a challenge, rather than as an obstacle for change, that can it is not achievable.

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Other methods of dealing with change

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- **By transformational leaderships:** Transformational leaders are managers who initiate bold strategic changes to position the organisation for its future. They articulate a vision and sell it vigorously. They stimulate employees to action and charismatically model the desired behaviours.
- **By use of group forces:** The group is an instrument for bringing strong pressures on its members to change. Since behaviour is firmly grounded in the groups to which a person belongs, any changes in group forces will encourage changes in the individual behaviour.
- **Providing a rational for change:** Capable leaderships reinforce a climate of psychological support for change. The effective leader presents change on the basis of the impersonal requirements of the situation, rather than on personal grounds. Change is more likely to be successful if the leaders introducing it have high expectations of success.

One of the important points over here is that of transformational leadership. So, we will discuss about leadership more, like when we will be discussing in the in the week that we are discussing about leadership. Transformational leaders or managers who initiate, bold strategic changes to position in the organisation for its future.

So, they articulate a vision and sell it vigorously. They stimulate employs to action and charismatically model the desired behaviour. So, having a proper leader in place, who can guide you towards the behaviour is really very important. By use of group forces. Also, like the, group is an instrument for bringing strong pressures on his members to change.

Since the behaviour is firmly grounded in the groups to which the person belongs, any changes in the group's forces will encourage the changes in the individual behaviour. When we have discussed about like the resistance to change, we have discussed about the group think behaviour groups effect on decision making.

We have discussed about group cohesiveness, we have discussed about group moral all these things we have already discussed, we are again going to revisit these concepts

when you are discussing about team behaviour and organisational change. Providing a rational for change is also very important capable leaderships, reinforce the climate of psychological support for a change. The effective leader presents changes on the basis of impersonal requirements of the situations, rather than on personal grounds.

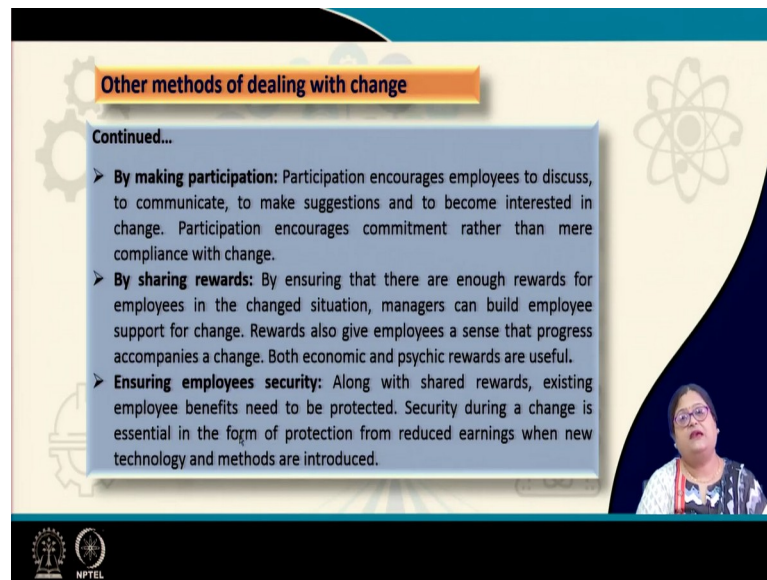
Change is more likely to be successful, if the leaders introducing it have high expectations of success. So, if the leaders can tell like yes, I believe that you will be able to overcome the situations and I truly believe in your competencies. Like you will be able to bring in the change processes, this trust the faith of the employees is going to act as a motivator for change.

So, then and the change processes, should be linked with the things which are relevant for the organization, not something which is connected to the leaders own views, a leader own feeling like yes, I really do not need to show something. If the change is really required for the organization for its better performance, then that change should be introduced.

Not because only the leader or the initiator wants to do something differently. So, this is very important like there should be an impersonal requirement based on the situations, if it is really required for the organizations purpose. Then change should be introduced, it should not be introduced because the leader may have to show certain performance or proof to the world like I am a very good leader.

I have done things differently. So, that is not the way that the change should be introduced in a particular organization.

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Other methods of dealing with change

Continued...

- **By making participation:** Participation encourages employees to discuss, to communicate, to make suggestions and to become interested in change. Participation encourages commitment rather than mere compliance with change.
- **By sharing rewards:** By ensuring that there are enough rewards for employees in the changed situation, managers can build employee support for change. Rewards also give employees a sense that progress accompanies a change. Both economic and psychic rewards are useful.
- **Ensuring employees security:** Along with shared rewards, existing employee benefits need to be protected. Security during a change is essential in the form of protection from reduced earnings when new technology and methods are introduced.

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By making participation. Participation encourages employees to discuss, to communicate, to make suggestions and to become interested in change. Participation encourages commitment, rather than mere compliance with change. So, what we are talking of like, when you are allowing people to participate it encourages the commitment, rather than comply.

So, whenever we are talking of coercions, whenever we are talking of manipulations. Then we are we may expect compliance, but if you really want commitment then participation is very important. Sharing rewards, also we have to ensure like there are enough rewards for employees in the change situation. So, managers can build on for like bringing in support for changes.

So, rewards, recognitions however, like you may tell it. This reward gives the employees a sense, that the progress accompanies a change. So, whenever people are on the right track, people are doing something in a positive way which is moving more closer towards the implementation of change, the effort should be recognized, appraised with rewards and recognition.

So, it does not mean like the reward should always be monetary in nature, but a simple recognition like or a praise for the efforts taken. You can you think of designing rewards in an innovative way, but if that feedback is given, if that encouragement is given, it

helps people to like get encouraged more and become more motivated towards like participate in the change process.

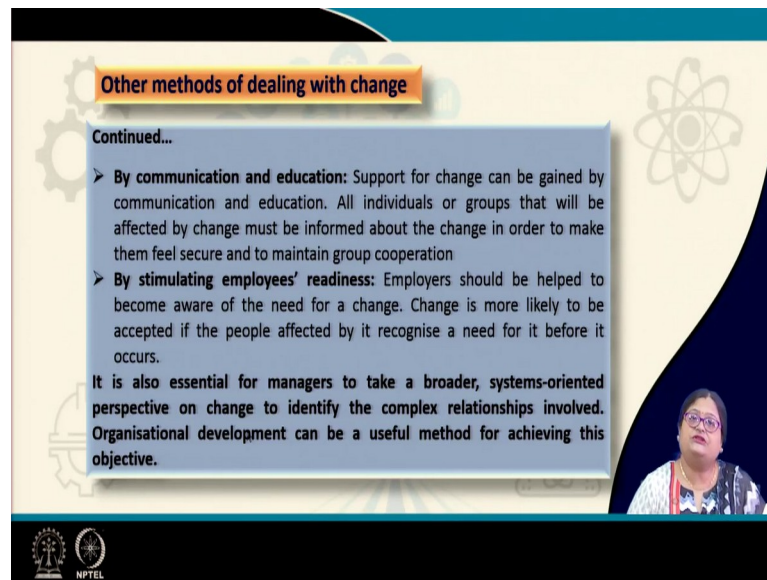
Ensuring employees security. So, this is also very important so, along with the shared rewards existing employee benefits need to be protected. So, security during a change is essential in the form of protection from reduced earnings, when new technology and methods are introduced.

So, that this we discussed at the start itself, like when people are fearful about their uncertainties of future, which may be changes may be are going to adversely affect their earnings or maybe their job itself. So, in those cases only, people are going to resist to changes, because they do not want to lose what they are having at present.

So, if there is like ensured protection, for whatever is there at present is not going to reduce. Because of the in terms of like getting new methods or introduce a new technology is getting introduced. There like earnings are not going to reduced from whatever is there at present is going to give them a sense of security.

So, because that is very important, this the present earning is directly connected with their maybe the name some of the very basic needs of maybe shelter and maintaining the family and other things. So, if the change processes bring in disturbances at the basic need level, then people may go resist changes. So, the security is ensuring, like whatever benefits people are getting at present needs to be protected and it should not be disturbed as a process of change happening.

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Other methods of dealing with change

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- **By communication and education:** Support for change can be gained by communication and education. All individuals or groups that will be affected by change must be informed about the change in order to make them feel secure and to maintain group cooperation
- **By stimulating employees' readiness:** Employers should be helped to become aware of the need for a change. Change is more likely to be accepted if the people affected by it recognise a need for it before it occurs.

It is also essential for managers to take a broader, systems-oriented perspective on change to identify the complex relationships involved. Organisational development can be a useful method for achieving this objective.

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In communication and education, as we have told is very important. So, it can be gained by communication change can be change process becomes easier, support for change is obtained by communication and education. So, all the groups, specifically who get who are will get affected by the change processes must be informed about the change, in order to make them feel secured and to maintain the group cooperation.

So, employees should be prepared to change by stimulating employee's readiness for change also. Employee should be helped to become aware of the need for a change, like why change is required. So, it is more change is going to be more likely to be accepted, if the people affected by it recognize a need for it before it occurs.

So, if people are sensitized well, if people could be made aware like change is required. Without change, we are not the organization is not going to survive and these are the reasons for which change is required. So, if that makes people ready and prepared for changes. So, that makes in introduction of the change easy. So, people should be well stimulated to make them ready for change.

So, another thing which is very important over here, like the whole change process should be looked at the from a very systems-oriented perspective, to identify the complex relationships be involved between the various processes of the organization, various departments and the and at the various levels of the organization.

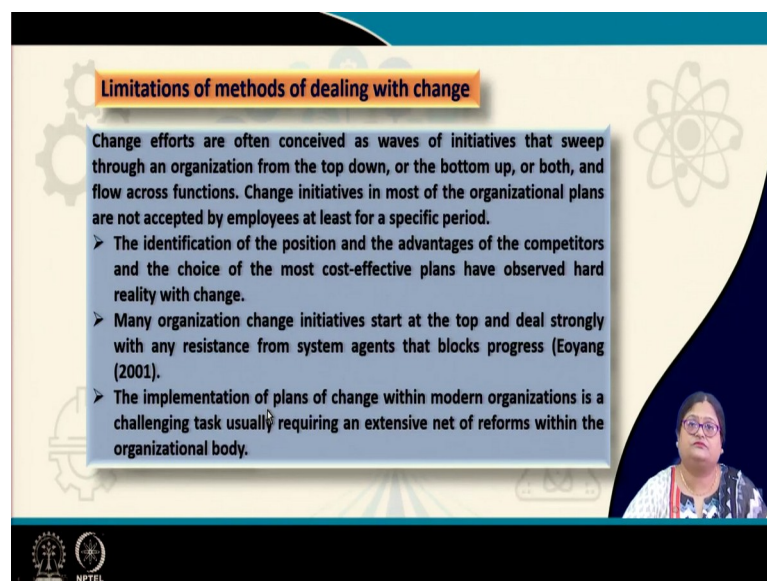
Because if you are looking at change process in silos. Then we may not be able to understand the ripple effect of change on the other related subsystems of the organization. And if you are going to the all the effort to improve only a sub part of the organization may bring in, very adverse effect to the other subparts also which will which in the long run may, like create like barriers to the improvement on the department or on the process that we are focusing into.

We have to understand like the organization is an integrated, well balanced, orchestrated system of various subsystems sub processes functioning together. And in order to look at the change organizational change process and how to introduce the change, what effect it is going to have on it, we need to have a very holistic idea about the change process, we need to take a systems-oriented perspective about the change.

And because there is a complex relationship involved at each of the levels. So, that approach should be taken by the initiators of change, like if I am thinking of changing one's particular area. How the other connected factors are going to change? Or how they need to adjust to the change process? So, that this change over here becomes successful.

So, organisational development is a technique, which can be useful method for achieving this objective. We will be discussing organisational development in details in a separate discussion.

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Limitations of methods of dealing with change

Change efforts are often conceived as waves of initiatives that sweep through an organization from the top down, or the bottom up, or both, and flow across functions. Change initiatives in most of the organizational plans are not accepted by employees at least for a specific period.

- The identification of the position and the advantages of the competitors and the choice of the most cost-effective plans have observed hard reality with change.
- Many organization change initiatives start at the top and deal strongly with any resistance from system agents that blocks progress (Eoyang (2001)).
- The implementation of plans of change within modern organizations is a challenging task usually requiring an extensive net of reforms within the organizational body.

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So, some of the limitations of the methods of dealing with change are like, change efforts are often conceived as waves of initiatives, that sweep through an organization from the top down or the bottom up or both and flow across functions.

So, change initiatives in most of the organizational plans are not accepted by employees, at least for a specific period. So, why this happens is, the identification of the position and the advantages of the competitors and the choice of the most cost-effective plants have observed hard reality with change.

So, what happens like who gets benefited, what is the cost-effective nature of that benefit, so whether what happens to the competitors. So, these are points which need to be looked into. Sometimes, organizational change initiatives are starting at the top and any resistance to change from any of the agents that blocks the progresses, have been dealt with very strongly by the people from the top.

So, that is why we were telling off like, we have discussed here about many techniques. But generally, what we see like either manipulation or coercion is followed, which is not a very acceptable way, to get the trust of people, to get the wholehearted support of people towards introduction of change.

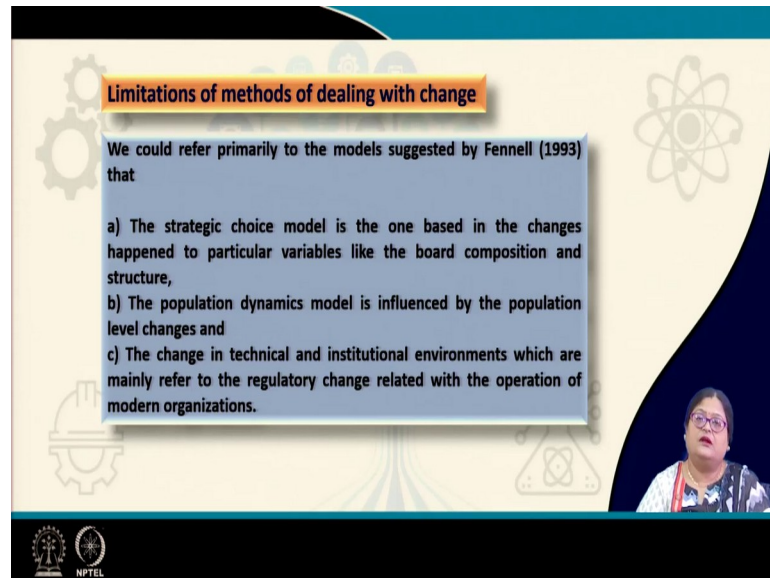
Because they may comply to whatever you introduce, but they may not get committed to the change process and resistances like, passive resistances may continue like and the outcome could be like delayed functioning absenteeism and many other behavioral problems which later on you may not find like you are not able to connect directly with they may be your change initiatives.

But these behaviors may become more like you may get to observe these behaviors more in the organization, where the change processes have been done through, like specifically through coercions and people have been forced to accept the change. So, that is why the implementation of plans of change, within modern organization is a challenging task, so which requires definitely a change in mindset of the people, recognizing the employees at giving worth to the employees.

Understanding them like they are team members in this whole change processes. They should be informed about what are the upcoming requirements of change and what is like how they can cooperate with the organization, to help this change process to happen

and like their participation is like sought for the suggestions are sought for. So, that they become more involved in the change processes.

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Limitations of methods of dealing with change

We could refer primarily to the models suggested by Fennell (1993) that

- a) The strategic choice model is the one based in the changes happened to particular variables like the board composition and structure,
- b) The population dynamics model is influenced by the population level changes and
- c) The change in technical and institutional environments which are mainly refer to the regulatory change related with the operation of modern organizations.

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As we saw like certain reforms are required at the organizational levels also, to bring in new changes here we can refer to a model suggested by Fennell in 1993 which states that that if you have to make a choice, between like where to start the reform with.

We can have three options, like the strategic choice model is the one based in the changes happen to a particular variable. Like the board composition and the structure. The population dynamics model is influenced by the population level changes and the change in technical and institutional environments, which are mainly referred to the regulatory change related with the operations of modern organizations.

But we should understand over here, these are three definite models suggested with our ease of understanding of them in details, but while we come for actually introducing the change. As we are telling like we need to look at it from a systems perspective. Because this if you are only looking at the strategic choice model and you are ignoring the other two, you are looking only at the population dynamics model and you are not looking into the technical and institutional environments.

This is not a proper way of looking at the whole problem, because the strategic choice like the will the technical and the institutional environment which is definitely going to

have an impact on the strategic choice model. And the strategic choice model will have an impact on the population dynamics model which together will have again a feedback to the environment and to the strategic choice model.

So, all these are interlinked with each other and we need to see the, if you are introducing a change in one of those particular levels or then how it is going to affect the other levels also. So, with this we come to the end of the discussion for these methods of dealing with changes.

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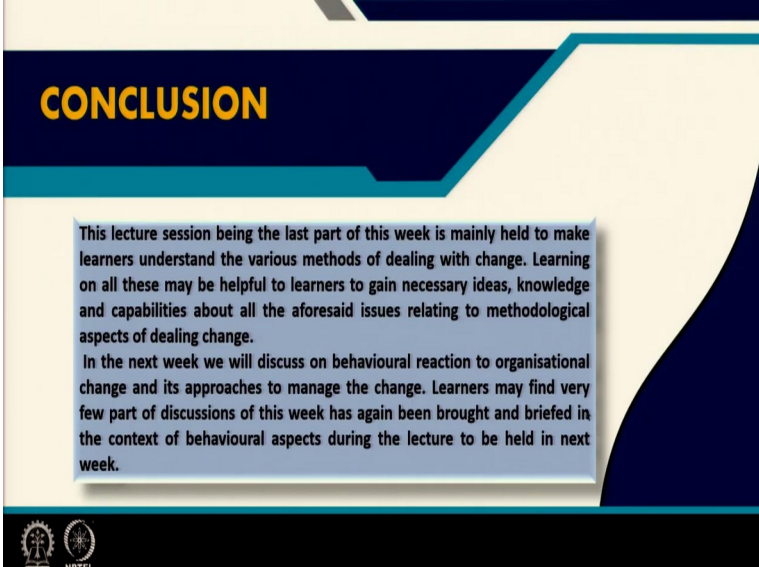


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CONCLUSION

This lecture session being the last part of this week is mainly held to make learners understand the various methods of dealing with change. Learning on all these may be helpful to learners to gain necessary ideas, knowledge and capabilities about all the aforesaid issues relating to methodological aspects of dealing change.

In the next week we will discuss on behavioural reaction to organisational change and its approaches to manage the change. Learners may find very few part of discussions of this week has again been brought and briefed in the context of behavioural aspects during the lecture to be held in next week.

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So, as this lecture session being the last part of this week is mainly helped to make the learners understand the various methods of dealing with change, learning on all these may be helpful to the learners to get necessary ideas knowledges and capabilities about all the aforesaid issues relating to methodological aspects of dealing with change.

In the next week we will continue with organisational change, because we understand it is a very vast topic. So, we will be continuing the organisational change and discuss on the behavioural reactions to organisational change and its approaches to manage the change.

Learners may find it is like the some of the discussions, which have been made this week are again discussed in the next weeks also. Because, these are very interrelated topics and we need to revisit these topics again and again while we are discussing the other topics and have to link with the like topics of the next week. So, that you can understand the effect of one and on the other subsystems getting discussed and the vice versa; which will help you to get a holistic idea about the principles of management.

Thank you.