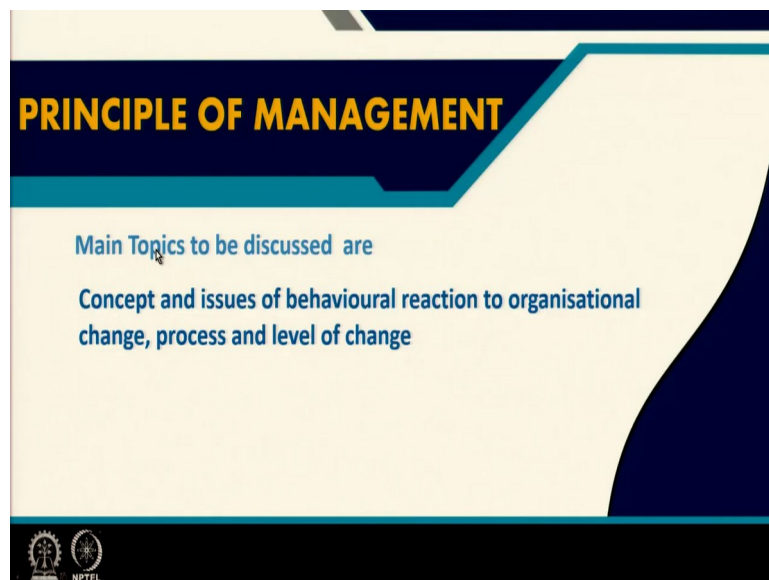


**Principles of Management**  
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**Module - 10**  
**Lecture – 48**  
**Behavioural reaction to organisational change**

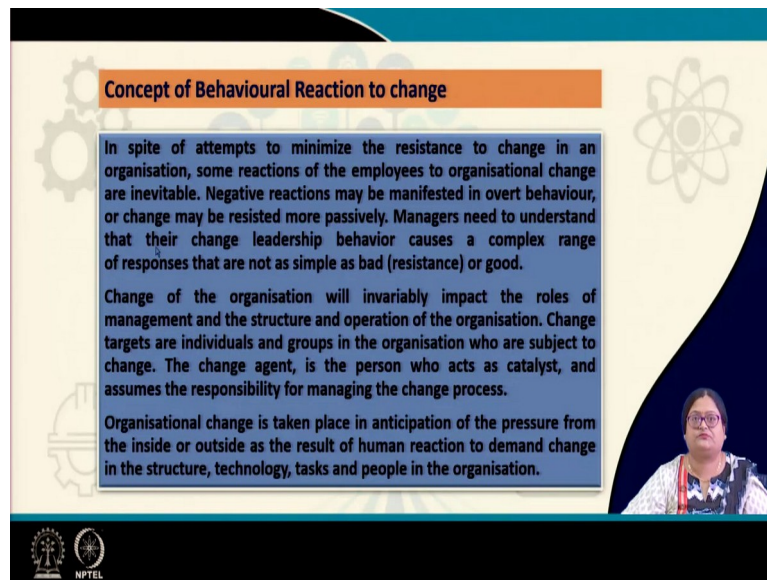
Welcome to this week's discussion, we will continue our discussion on Organisational Change. Today we are going to discuss on the Behavioural Reactions to Organisational Change.

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So, the today's discussion will be centered around, concept and issues of behavioural reaction to organisational change, process and the level of changes.

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**Concept of Behavioural Reaction to change**

In spite of attempts to minimize the resistance to change in an organisation, some reactions of the employees to organisational change are inevitable. Negative reactions may be manifested in overt behaviour, or change may be resisted more passively. Managers need to understand that their change leadership behavior causes a complex range of responses that are not as simple as bad (resistance) or good.

Change of the organisation will invariably impact the roles of management and the structure and operation of the organisation. Change targets are individuals and groups in the organisation who are subject to change. The change agent, is the person who acts as catalyst, and assumes the responsibility for managing the change process.

Organisational change is taken place in anticipation of the pressure from the inside or outside as the result of human reaction to demand change in the structure, technology, tasks and people in the organisation.

The slide features a blue header with the title, a central text box with a blue background, and a video inset of a woman in the bottom right corner. The background includes faint icons of gears and a molecular structure. The NPTEL logo is visible in the bottom left corner.

So, what we have seen in the earlier discussions is that like in spite of many of the attempts which are taken to minimize the resistance to change in an organisation, some of the reactions of the employees to organisational change are inevitable. So, and mostly the negative reactions may be manifested in overt behaviour or change may be resisted in a passive way.

So, it is very important for the managers to understand their change leadership behaviour, because it causes a complex range of responses that are not very simple in nature. And we just cannot classify it as a good or bad reaction that the employees are having towards organisational change. So, sometimes it is a mixed feeling, sometimes it is a feeling of uncertainty.

So, if we give a clarity of negative phase may like has the possibility to change to a positive one. So, changes in the organisations are invariably going to impact the roles of the management and also the structure and operations of the organisation. So, we have to understand like the who are the change targets. In the organisation the change targets are the individuals and groups in the organisation because they are the subject to the change process.

So, and the change agent is the person who acts as a catalyst and assumes the responsibility for managing the change process. So, organisational change we understand takes place in anticipation of the pressure from the maybe inside the organisation or from the external environment.

And there are many human reactions to the demands of change processes in the like when changes change comes in the structure, technology, task and people in the organisation. Because the people and the groups are the subject to change processes, so they may demonstrate various kinds of reactions to the change process.

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**Behavioural Reaction to Change**

We find different behaviour of the employee help to react at different change situations as mentioned below -

Behaviour	Reaction to change
That seems risky	Risk is worth, not to do change is riskier
Fear of the unknown	Provide information and encourage
It worked in the past	Yes, but in the changed situation the same can not
No felt need to change	Demonstrate the problem/opportunity
Need for safety	Clarity of intention and methods
Not our cup of tea	Nothing wrong to try new things
Poor timing	Delay and wait for better time
Lack of resources	Provide adequate resource/cut down expectation

So, it is very important to understand the behavioural reaction to change here we have tried to classify the different behaviour and like what the managers can do in order to like answer to that behaviour. Like if the behaviour demonstrated is that seems risky, then the manager says that catalyst has to make people understand like the risk is worth definitely because the not to change is even riskier.

So, if the demonstrated behaviour is that of the fear of the unknown, then it should be like the manager should be providing information to and encourage people to change. So, sometimes there are suggestions like a particular suggestion worked in the past.

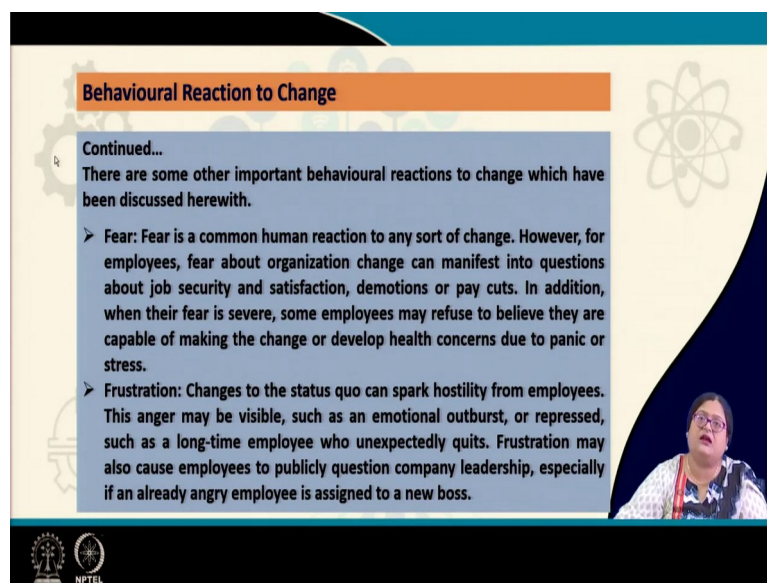
So, in that cases if the change has to be initiated, if people have to start thinking in a new way then we have to acknowledge that yes something you have worked in the past. But in the change situation the same cannot work in the similar way and we have maybe to try out with new things. So, if the demonstrated behaviour is there is no felt need to change, then the reactions like in order to facilitate the changes like demonstrate the problem or opportunity.

If the demonstrated behaviour is the need for a safety, then we had to like discuss about the clarity of the intentions and methods. So, that the people get a feeling like there, the basic physiological and the like psychological needs are not going to suffer in the organisation as a process of the change, which is going to be initiated.

Then it is sometimes we have the we see the behaviour ok, that is not our cup of tea it is to be like to be taken up by somebody else, then the we should motivate people by telling like ok, there is nothing in trying new things. So, if we talk of like it is a poor timing then we have to tell like ok, we have to wait for better time and maybe like how much we can delay and wait for the better time.

So, if it is lack of resources then provide adequate resources and or to like the either to provide adequate resources or make people do realistic expectations that is the cut down the expectations.

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**Behavioural Reaction to Change**

Continued...

There are some other important behavioural reactions to change which have been discussed herewith.

- **Fear:** Fear is a common human reaction to any sort of change. However, for employees, fear about organization change can manifest into questions about job security and satisfaction, demotions or pay cuts. In addition, when their fear is severe, some employees may refuse to believe they are capable of making the change or develop health concerns due to panic or stress.
- **Frustration:** Changes to the status quo can spark hostility from employees. This anger may be visible, such as an emotional outburst, or repressed, such as a long-time employee who unexpectedly quits. Frustration may also cause employees to publicly question company leadership, especially if an already angry employee is assigned to a new boss.

The slide features a video inset of a woman speaking in the bottom right corner. The background includes a gear icon on the left and an atom icon on the right. The NPTEL logo is visible in the bottom left corner.

There are like some important behavioural reactions to change. So, we are discussing of fear many a times. Because it is one of the prominent behavioural demonstrations that we see like the fear of unknown, fear of uncertainty of what is there in the future then fear of like changing. So, there are these are the fears like which is there in the people mind. So, fear of job security, so it is one of the most common human reaction to any sort of change.

So, and this gets demonstrated into questions like fear about job security and satisfaction demotions and pay cuts. So, when people get this fear become very severe some employees may refuse to believe that they are capable of making the change and develop health concerns due to panic or stress.

So, if we understand people are suffering from any kind of this type of fear, then they need to be like hand-held properly, counseled properly, coached properly to understand there is nothing to be fearful about they need to try out with the changes that are upcoming and try to see like what they can contribute to the process of change.

Frustration is another thing which is another rather important reaction that we see. So, sometimes what happens when there is a tranquility, when there is a status quo like people are very satisfied in doing whatever they are doing. Because it gives stability their work is in a very routine fashion, they know when to start when to end and maybe when to give time to other things.

So, but when there is a disturbance in the status quo, which obviously change any change is going to disturb your state of tranquility, status quo. So, that can spark hostility from the employees. So, this anger may be visible in terms of emotional outburst or repressed such as for long time employee who unexpectedly quits.

So, frustration may also cause employees to publicly question company leadership, especially if an already angry employee is assigned to a new boss. So, these are some of the demonstrations the behavioural demonstrations to organisational change which is alarming and the leaders supposed to like take care of these issues.

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**Behavioural Reaction to Change**

Continued...

- **Enthusiasm:** Some employees may warmly embrace a leader's call for change, as this group may see opportunity for themselves or perceive the change as a natural next step in the life of the company. Others may understand that the change is necessary for the company's survival.
- **Gossip:** It always an organizational challenge, often escalates during periods of change. Employees who feel a loss of power and control may respond with frustration, anger and disbelief—and resort to vicious gossip. Unfortunately, this gossip is detrimental to a positive forward thrust during change.
- **Panic:** Some employees, finding comfort in a predictable routine, panic at the mere mention of change. They worry about changes in the way they normally proceed with their jobs. They may resist, not out of stubbornness, but out of fear about how the changes will impact them personally.

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Enthusiasm, so this is where some employees may warmly embrace a leader called for change, as this group may see opportunity for themselves or perceive the change as the natural next step in the life of the company. So, and others may understand it that the change is necessary for the company's survivor. Next important thing, which needs to be discussed over here is that of Gossip.

So, whenever there is a gap of information then to fill up that gap whenever the people make certain assumptions and that spreads in forms of gossip. So, it is always an organization challenge, because it gossips often escalates during periods of change employees who feel a loss of power and control may respond with frustration anger and disbelief and resort to vicious gossips.

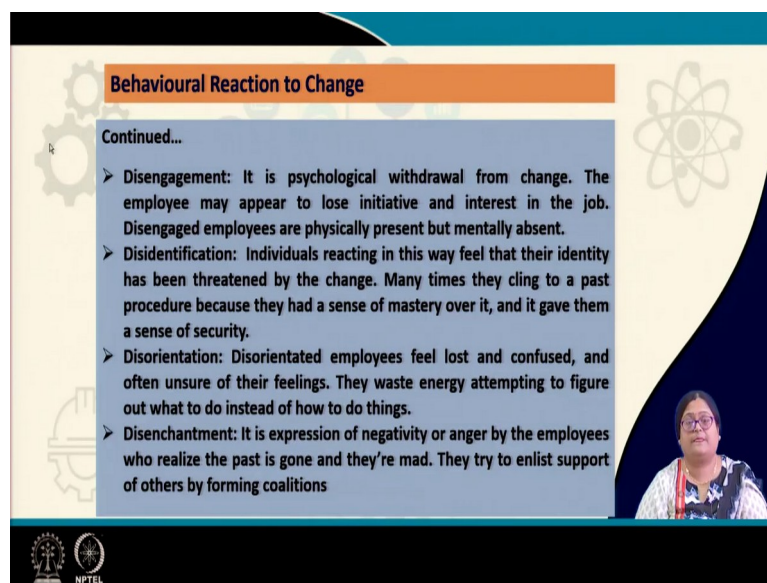
Unfortunately, this gossip is very detrimental to positive forward thrust during change and that needs to be taken care of. So, when we understand like there is no proper information flow from the change initiators then in that volumes, in that space where it gets filled up with like information coming from other sources which may not be reliable and trying to give rise to various reactions from the employees which ultimately emerges as gossip.

So, if we have to deal with gossips and grapevines at proper information should come down from the change agents' initiators themselves. So, that people become aware of whatever is there in which ahead or in future sorry. Panic some employees finding comfort in a

predictable routine panic at the mere mention of change, they worry about changes in the way they normally proceed in their job they may resist not out of stubbornness.

But out of fear about how the changes are going to impact them personally. So, in that case, if they are about to like, if they are counseled properly, if proper goal setting technique is taken with them, so, that their targets are set in an incremental way proper time management is done they are made to understand about how to do time management then this panic is going to go away.

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The slide is titled "Behavioural Reaction to Change" and is presented in a blue and white color scheme. It features a list of four behavioral reactions to change, each with a brief description. The slide also includes a small inset image of a woman in the bottom right corner and the NPTEL logo in the bottom left corner.

**Behavioural Reaction to Change**

Continued...

- **Disengagement:** It is psychological withdrawal from change. The employee may appear to lose initiative and interest in the job. Disengaged employees are physically present but mentally absent.
- **Disidentification:** Individuals reacting in this way feel that their identity has been threatened by the change. Many times they cling to a past procedure because they had a sense of mastery over it, and it gave them a sense of security.
- **Disorientation:** Disorientated employees feel lost and confused, and often unsure of their feelings. They waste energy attempting to figure out what to do instead of how to do things.
- **Disenchantment:** It is expression of negativity or anger by the employees who realize the past is gone and they're mad. They try to enlist support of others by forming coalitions

Another behavioural reaction to change is that of disengagement. So, disengagement is a psychological withdrawal from change, the employee may appear to lose initiative and interest in the job, disengaged employees are physically present, but mentally they are absent. So, they generally mentally withdraw from the process and whether it is progressing or whether the organization is regressing really does not affect them mentally.

So, they are physically present in the organization for the sake of continuing in the organization, but they are mentally absent, so that is called becoming disengaged. Disidentification individuals reacting in this way feel that their identity has been threatened by the change. So, many a times they cling to a past procedure; because they had a sense of mastery over it and it gave them a sense of security.

Sometimes what happens or people attach their identity towards particular skills that they have developed or particular positions that they hold in the organization. So, when these becomes challenged and they have to learn something new something average same they do not want to lose the identity that they used to have. And by having a sense of mastery about certain processes or occupying certain positions and that is why they sometimes show a disidentification with the process of change.

Disorientation disoriented employees feel lost and confused and often are unsure of their feelings, they waste energy attempting to figure out what to do instead of how to do things. They are the people who do not have a clear idea about like what is the change process, how it is getting initiated what it is up to and more. So, what is in there for them as they take away or what they need to contribute in the change process.

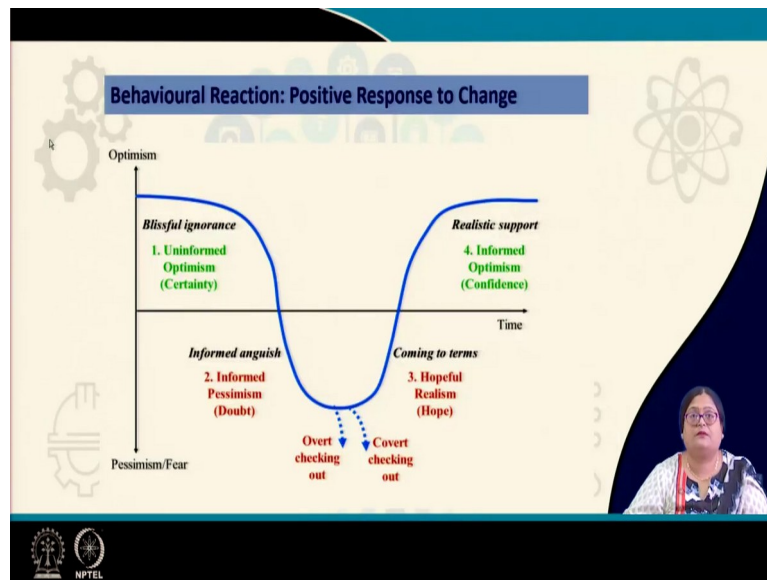
So, there is no clarity of thought for them and that is why they become disoriented and confused and they try to find out what to do instead of like how to do something; because or so that they go on attempting for the like activities rather than understand zeroing down on particular thing and progressing forward it in how to improve on it.

This enchantment is an expression of negativity or anger about the employees who realize the past is gone and sometimes they run mad about it. So, they try to unleash support of others by forming coalitions. So, if the past if something was very dear to me some position was very dear to me in the past and when I see like those power is gone out of my hand and new things are coming in people are acting in different ways.

So, they give rise to an expression of negativity or anger and what they try to do is they try to form a group of coalitions who are going to support their ideas. And they try to form a subgroup, like of people who are going to support their own ideas of like whatever they were doing in the past. So, this behaviour is called disenchantment.



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So, if we see like we can classify we can represent in the form of a graph both the positive and the negative response to change. So, what we see like the range starts moves from like the optimism in one end the scale to the pessimism in the other end, where there is a fear and pessimism and optimism in the other end.

So, the first state, see we can see it is a state of blissful ignorance. So, uninformed optimism so because we are not informed about what is going to happen next. So, this gives rise to uninformed optimism a positive look and certainty. So, this is called blissful ignorance.

So, after this when the people get informed about the change starts, so this state is called informed anguish. So, when people get to know like that there the change is upcoming it sometimes gives rise to the state of what we called informed pessimism. Or it starts giving the doubt in the, it starts giving doubt in the people's mind.

So, after the doubt is done. So, people go through various like checking behaviours. So, this is called over checking out trying to figure out really what is happening and how they are going to fit in what is the like expected behaviour and looking within also which, you called covert checking out.

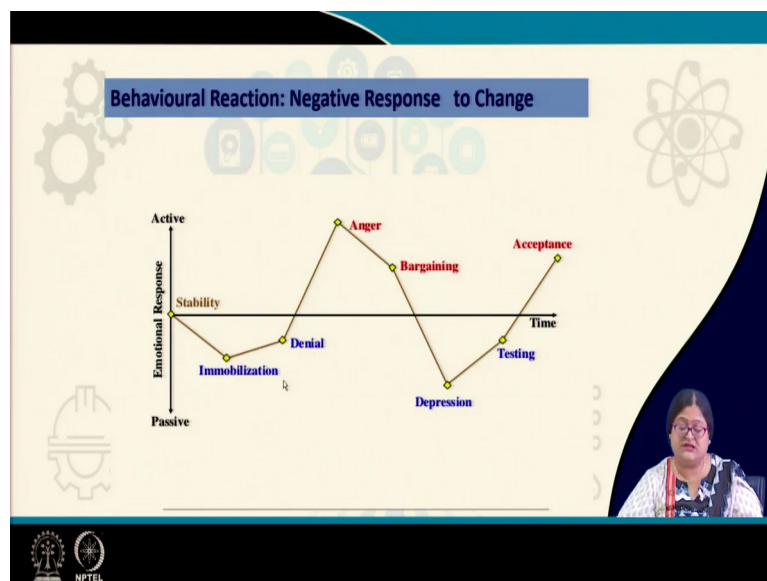
After we go do these self-checks for ourselves, we see the study the environment and do the scanning and find out where we stand and where we need to progress. So, then what is term is

coming to terms it is called hopeful realism, we hope like if the change process is initiated if it begins it is going to create a positive impact in the future.

So, and this you find is the times timeline. So, in the realistic support if the next term is the realistic support where you find informed optimism which is the confidence. So, from uninformed optimism which is certainty the wait time after passing through this valley where you find there is informed anguish, then overt and covert checking taking place giving rise to come into terms.

Then there is a realistic support where people have informed optimism, yes, they are optimistic because they know like change is definitely going to bringing some positive results. And they are able to deal with the change demands of the change that gives rise to confidence in the people.

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On the other hand, there is a negative response to change also. What we see like it has again two end points one is the active reactions to negative response to change and passive response to change which is the emotional response and this is with time. So, at the start when you find there is a stability, this is the at the start when you find stability this is the Tranquil state.

Then when the change is initiated sometimes, we see some passive reactions like immobilization. So, we are not ready to move from our stable ideas' old mindset, so that is

immobilization. Then maybe we realize like the change is inevitable, but we though like at the back of a mind we realize it.

But generally, we deny like yes change is required, but it is for others it is not for us it is not required for us and we try to deny the change. So, when it moves to the but with time when it shows like yes, we cannot avoid change.

So, the active reaction that is demonstrated is that of anger we are very angry with the like the change process which disturbs our state of stability. Then in order to bring our state back to the maybe a new stability over time we start bargaining over like what to change how much to change and why.

So, after the initial point of anger is over people start bargaining about how much to change what is the least effort that can be taken for change, so that people can resort back to the stable state. So, after that again people may drop down to the state of when we talk of depression which is a passive state like nothing good is happening.

I am not able to see anything bright in the future. So, it is happening because others are maybe have accepting, I am not able to cope up with the change. So, those kinds of things will give rise to depression. And then again with time we go on testing for it this could be this again the overt and the covert testing and the final active response would be the acceptance of the change process.

So, we see like people go on demonstrating the relative response to change more like either in an active way or in a passive way. So, this is what we can visualize, but these happens within the mind of the individual and sometimes you are not as change agents if you do not know these things.

Then it is very difficult to understand the behavioural thought processes and the demonstrated behaviours that is going on in the persons mind and what that person can do next. So, we cannot connect the behaviour with each other and relate like this behaviour is happening, because of the change process that is initiated.

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The slide is titled "Three sets of behavioural change principles" in a blue header. The main text, in a grey box, states: "Roger Philby, CEO of The Chemistry Group, UK has identified a set of three principles of behavioural change for the workplace. Such as –". It lists two principles: 1) "Behavioural change needs a support network: Individuals make the behavioural change in groups, support from people who are all going through the same change. A group dynamic can motivate people to adopt the behaviours they know, more quickly and more effectively." 2) "A subject expert is the wrong teacher: Having a peer in the behavioural change process is also likely to result in more effective and accurate feedback, as they will have a more in-depth and immediate experience of the context and process, rather than just a finished idea of what the end result should look like." To the right of the text is a circular inset image of Roger Philby, a man in a blue shirt. Below that is a smaller inset image of a woman with glasses. The slide also features faint background graphics of a gear, a chemical structure, and a hand holding a pen. At the bottom left, there are logos for IIT Bombay and NPTEL.

So, there are three sets of behavioural change principles like the Roger Philby the CEO of the Chemistry Group, UK has identified a set of 3 principles of behavioural change for the workplace. Such as behavioural change needs a support network, individuals make the behavioural change in groups, support from people who are all going through the same changes. A group dynamic can motivate people to adopt the behaviours they know, more quickly and more effectively.

So, when there are a likeminded people who are going through the same set of consequences, they are or have under been in the change process and have lived through the process of change and survived. So, they can act as a support network to like deal with the some of the behavioural. Behaviours demonstrations during the change processes to deal with some of the passive responses to the change and make people overcome the stress and anxiety that they feel during the change process.

So, a subject expert is sometimes it is taken to be wrong teacher because people of the same status who had had the similar kind of fate and survived through it. They sometimes are better teachers in terms of giving the feedback. And in terms of sharing their more in-depth experiences and the context and the processes and just like they can like share their experiences.

And they are much better teacher in and making a people understand what are the realities of undergoing through a change process, rather than just telling like at the end this is waiting for

you. So, experience of people who have survived through the process of change and has become successful, their feedback is really very important has to be shared for to motivate other people and make themselves encouraged to the change process.

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The slide is titled "Three sets of behavioural change principles" in a blue header. Below the header, a grey box labeled "Continued..." contains a bullet point: "Focus on one step at a time: Focus on managers of people. Managers should do one thing at a time to get great at it and to be consistent before going to do the next thing. Behavioural changes are in dilemma when there are multiple work assigned to completed in a given timeframe." The slide also includes a circular inset photo of a man in a blue shirt and a video call window showing a woman. The background has faint icons of gears, a hard hat, and a molecular structure. The NPTEL logo is visible in the bottom left corner.

So, focus on one step at a time is another important lesson. So, it is very important like the manager should be do one thing at a time, so and become consistent in it before going to the next thing. So, behavioural changes what happens in many cases gives rise to dilemma. So, when there is multiple work assigned to be completed in a given time frame.

We have already discussed earlier that in order for a change to happen it really takes time it is a time-consuming exercise, if we want like the people have an awareness of the change, they just do a self-search for themselves, find out for themselves like why the change is required get satisfied with the answers that they get for themselves.

That is given by the organization come to terms with it like understand for themselves, yes change is required. And it is inevitable at the end like we have to move forward with it come to understanding like how they can contribute towards it. Try take initiatives in trying out certain steps for themselves yes errors will be done definitely.

But again, like what is the facilitating environment what is the trust level of the organization to allow them to get well-adjusted into the situation, maybe take their suggestions respect them recognize them. All these is time consuming because, everywhere people are moving

from a dilemma because from dilemma from known to unknown dilemma from being certain to moving to uncertain.

So, and this adjustment coming to terms with new things really takes time and it has to be like progressed in a very like incremental steps. So, one step done it solidifies and then we move on to the next step. So, if would like multiple works are assigned at a particular time, so then they need to kind like creates further confusion into the whole system.

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The slide is titled "Levels of Organisational Change" and contains the following text:

We are recalling our discussion made in earlier week on organisational changes which are relevant to this. It is found to be in three levels, such as individual, group and organisational levels. We may have a brief discussion on all these three as follows-

- Individual level change: Change is reflected in job assignments, physical move to a different location or change in maturity of a person which occurs over time and will have repercussions beyond the individual.
- Group level change: Changes have greater effect on workflows, job design, social organisation, influence and status system and communication pattern as most of the activities in organisations are organised on a group basis.
- Organisational level change: Changes involve major programmes that affect both individual and group as decisions at this level are mainly taken by senior management

The slide also features the NPTEL logo and the text "IIT Kharagpur" at the bottom.

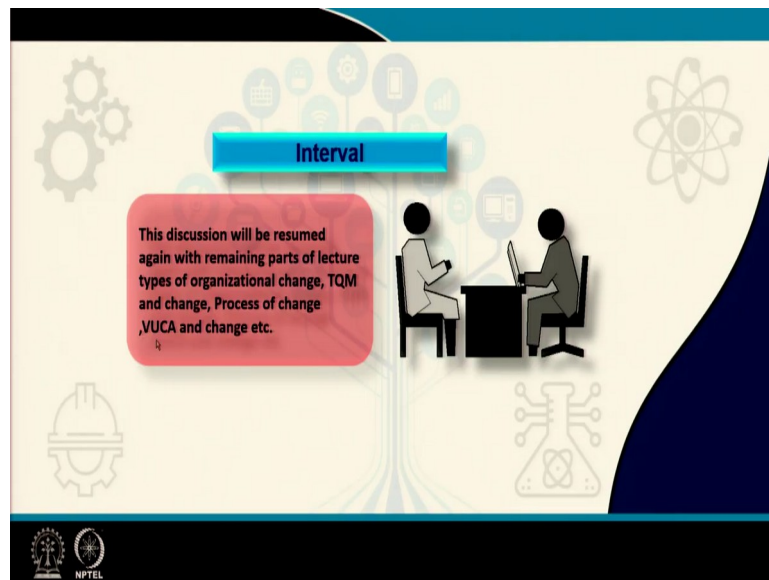
So, there are various levels of organisational change just to recapitulate we have already discussed it earlier, like there are changes at the individual level, there are changes at the group level and like there are changes at the organisational level.

So, in the changes in the individual level is reflected in job assignments physical moves to different locations or change in the maturity of a person which occurs over time and have repercussions beyond the individuals.

Then group level changes are changes which are which has an effect on the workflow job design, social organisation then the status system within the organisation and communication pattern; as because as most of the operations in the or are organized at a on a group basis.

So, an organisational level changes are it involves major programs that affect both individual and group, as decisions at this level are mainly taken by the senior management.

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We will take a short break over here we will resume again with the remaining parts of the lecture on organisational different types of organisational change, TQM and the change process then the VUCA environment and change. So, stay tuned with us meeting you shortly.

Thank you.