



# Overcoming Resistance to Change

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## Chapter 6



# Objectives

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- Identify the forces within individuals and organizations that cause resistance to change programs
- Recognize strategies that can increase the motivation to change
- Diagnosis the forces driving and resisting organizational change
- Experience reactions to a change situation.



# Change and Reinvent

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- Faced with continuing economic pressures and increasing competition.
- Organization today face a major challenge in managing change effectively.
- The most serious challenges to improving programs all have the same focus people.
- Solving organizational problems usually involves the introduction to change.
- On a personal level change represents the alteration of set patterns of behavior, defined relationships with others, work procedures, and job skills.



# The life Cycle of Resistance to Change

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- Phase 1- Seeing the need for change
- Phase 2 – Movement toward change
- Phase 3- Conflicting forces
- Phase 4 –Shifting in the balance of power
- Phase 5 – Alienation of resisters



# Leading Change

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- The purpose of change is to increase the organization's effectiveness or even to ensure its survival
- **Factor Effecting Change**
  - Advocates of Change
  - Degree of Change
  - Time Frame
  - Impact on Culture
  - Evaluation of Change



# A Change Model

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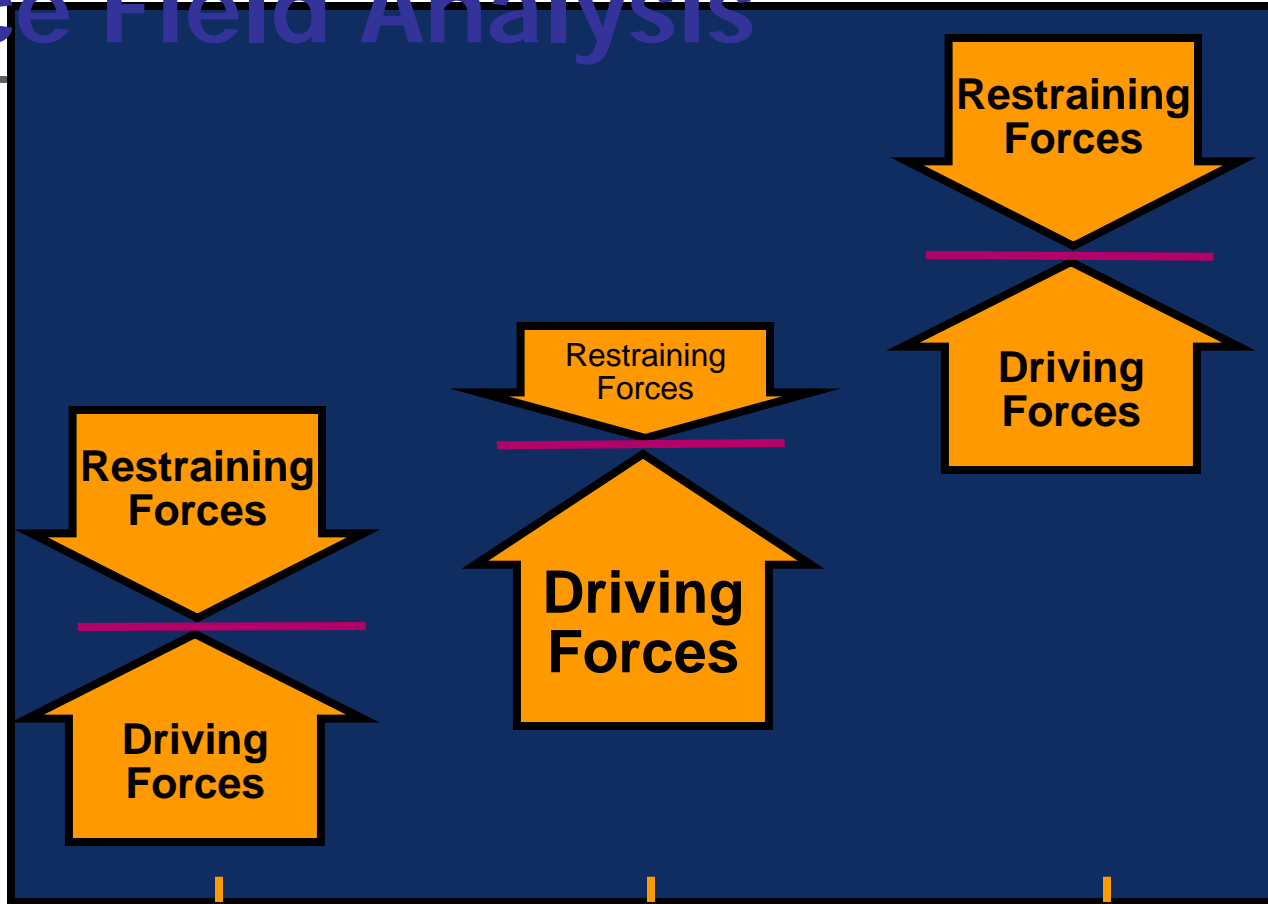
- Minor change, minor impact on culture
- Minor change, major impact on culture
- Major change, minor impact on culture
- Major change, major impact on culture

# Force Field Analysis

Desired  
Conditions



Current  
Conditions



Before  
Change

During  
Change

After  
Change



# Driving forces Toward Acceptance Change program

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- Driving forces are anything that increases the inclination of an organization to implement a proposed change program.
- **Need for Change Program**
  - Dissatisfaction with the Present Situation
  - External pressures toward change
  - Momentum Toward Change
  - Motivation by Management.



## Restraining Forces Blocking Implementation of Change Programs

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- The Comfort Zone
- Fear of the Unknown
- Disruption in Routine
- “What’s in it for Me”
- Threat to security
- Threaten to Position Power



# Restraining Forces Blocking Implementation of Change Program

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- Redistribution of Power
- Disturb Existing Social Networks
- Conformity to Norms and Culture
- Driving Forces and Restraining Forces Act in Tandem



# Strategies to Lessen Resistance

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- Education and Communication
- Creating a Vision
- Participation of Members in the Change Program
- Facilitation and Support
- Negotiation Agreement, and Politics

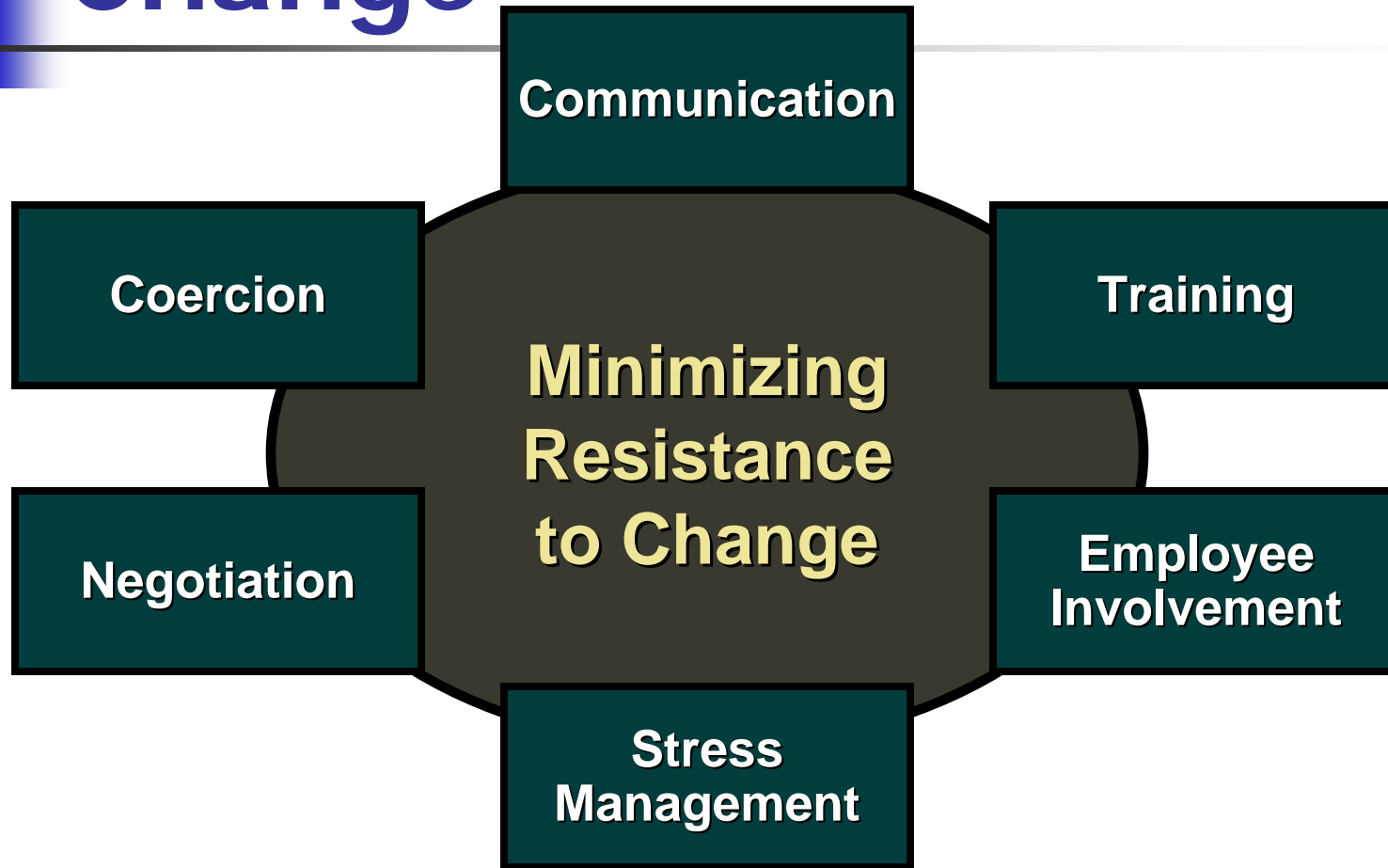


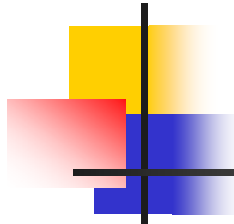
# Strategies to Lessen Resistance

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- Reward Systems
- Explicit and Implicit Coercions
- Climate Conducive to Communication
- Power Strategies

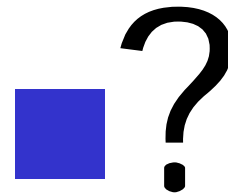
# Minimizing Resistance to Change





# Questions

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# Reference

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- Brown, D.R. & Harvey, D. (2006). *An experiential approach to Organizational development*, (7<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall.