



## **NPTEL ONLINE CERTIFICATION COURSES**

**Course Name: Managing Change in Organizations**

**Faculty Name: KBL Srivastava**

**Department: Humanities and Social Sciences**

**Indian Institute of Technology Kharagpur**

**Topic: Diagnosing Organizational  
Change**

## CONCEPTS COVERED

### Concepts Covered:

- ☐ Diagnosing change
- ☐ Models and approaches
- ☐ Resistance to change
- ☐ Managing resistance



# Organizational diagnosis for identifying change

- The main steps are:
- Selecting a conceptual model for diagnosis
- Clarifying information requirements
- Gathering information
- Analysis
- Interpretation

# The role of diagnostic models

We simplify the real world by developing models that focus attention on

- A limited number of key elements
- The way these elements interact with each other
- The outputs produced by these interactions

We use these models to :

Guide the kind of information that we attend to interpret what we see and decide how to act

# Diagnosing Tools and Change

- The image of the change manager has an impact on the types of tools that is used.
- The different images highlight the range of reasons why tools like these may be utilized.
- They illustrate the different ways change can be interpreted

# Images of Managing Change

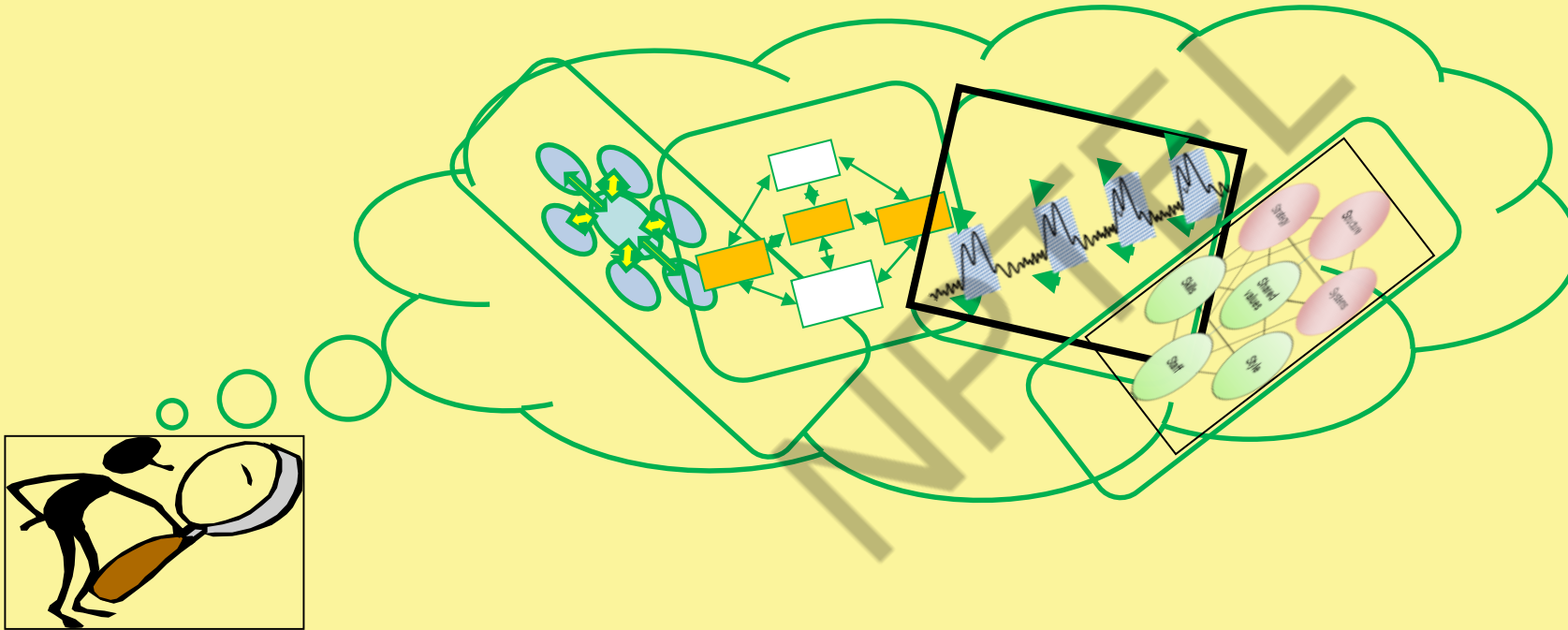
| Images             | Diagnostic Tools                                                                                                                                                                                                        |
|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Director</b>    | To build up knowledge base and confidence about what needs to change by using models that specify relationships among variables and pinpoint where change is needed                                                     |
| <b>Navigator</b>   | Diagnostic tools are attractive; models are ways of “mapping” the environment they describe.                                                                                                                            |
| <b>Caretaker</b>   | Not convinced about of the capacity of the diagnostic tools to support radical change, but several of the tools (see, e.g., PESTEL and scenario analysis) provide insights into the trends in the external environment. |
| <b>Coach</b>       | Focus on the diagnostic tools that highlight the goals being sought and the competencies needed to attain them                                                                                                          |
| <b>Interpreter</b> | Attracted to the diagnostic tools that emphasize images, framing, and cognitive maps                                                                                                                                    |
| <b>Nurturer</b>    | Having an interest in emergent strategy. Remain unconvinced of the value of diagnostic tools.                                                                                                                           |

# Advantages of Diagnostic Tools

- Simplify a complex situation.
- Identify priorities for attention.
- Highlight interconnectedness of various organizational properties (e.g., strategy and structure).
- Provide a common “language” with which to discuss organizational characteristics.
- Provide a guide to the sequence of actions to take in a change situation

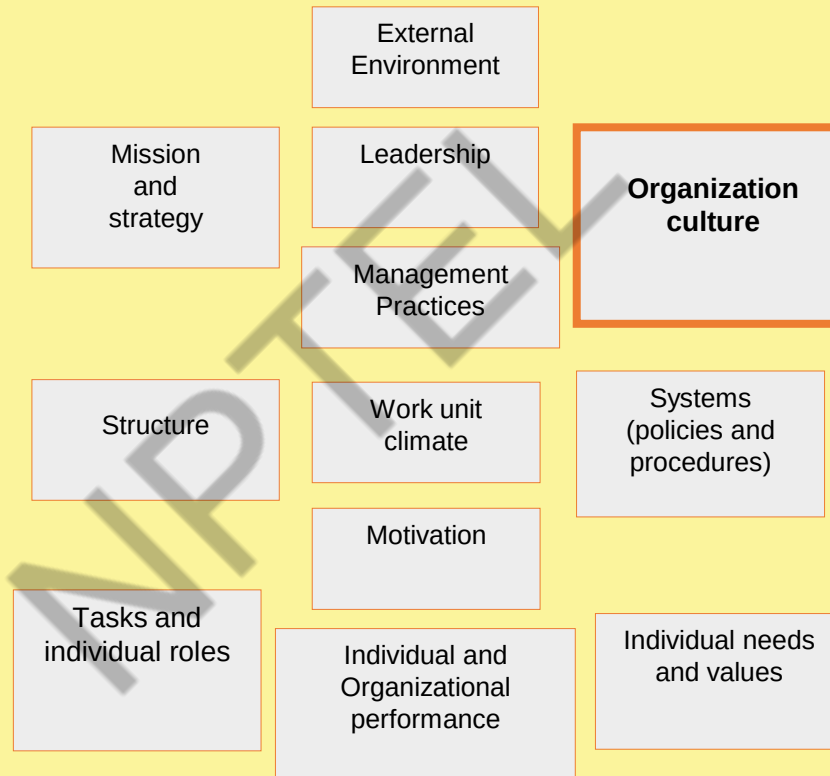
# Selecting models for diagnosis

Important for proper diagnosis to select appropriate tools and framework



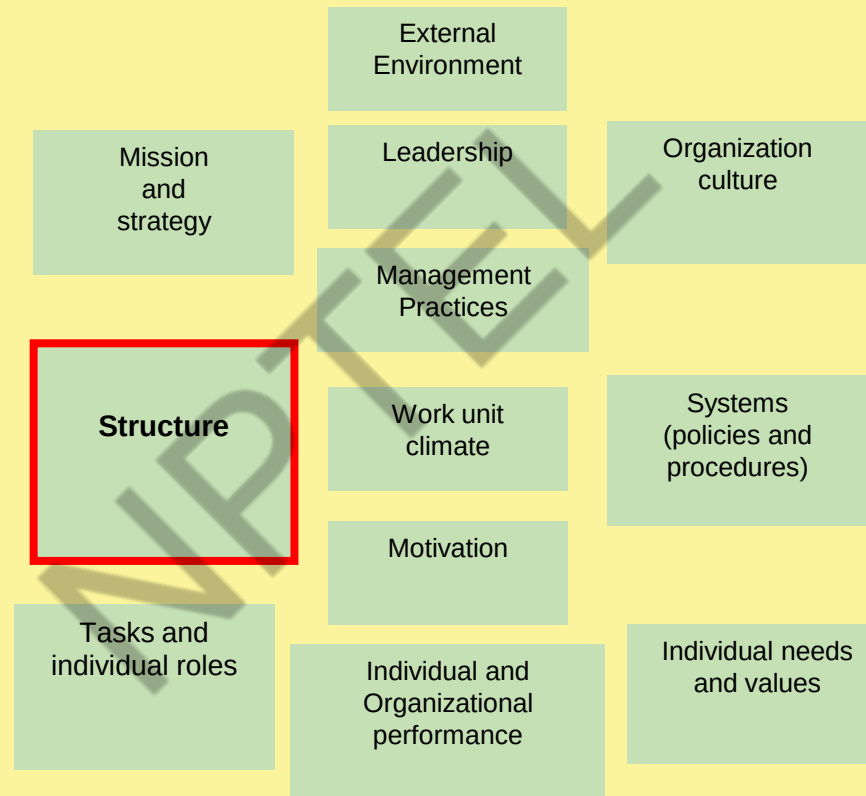
# Component and holistic models

Component models look at particular aspects of organizational functioning



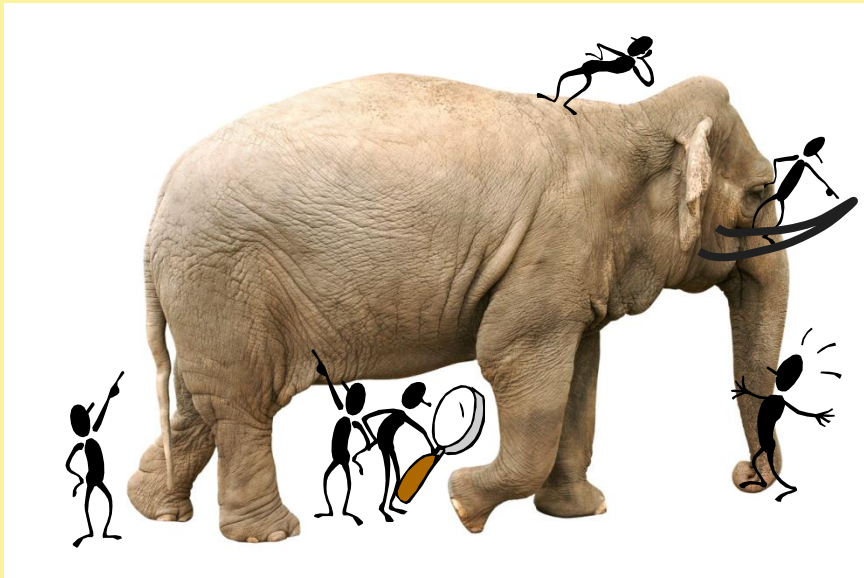
# Component and holistic models

Component models look at particular aspects of organizational functioning



# The story of the six blind men feeling an elephant

## Problems that can arise when using component models for diagnosis



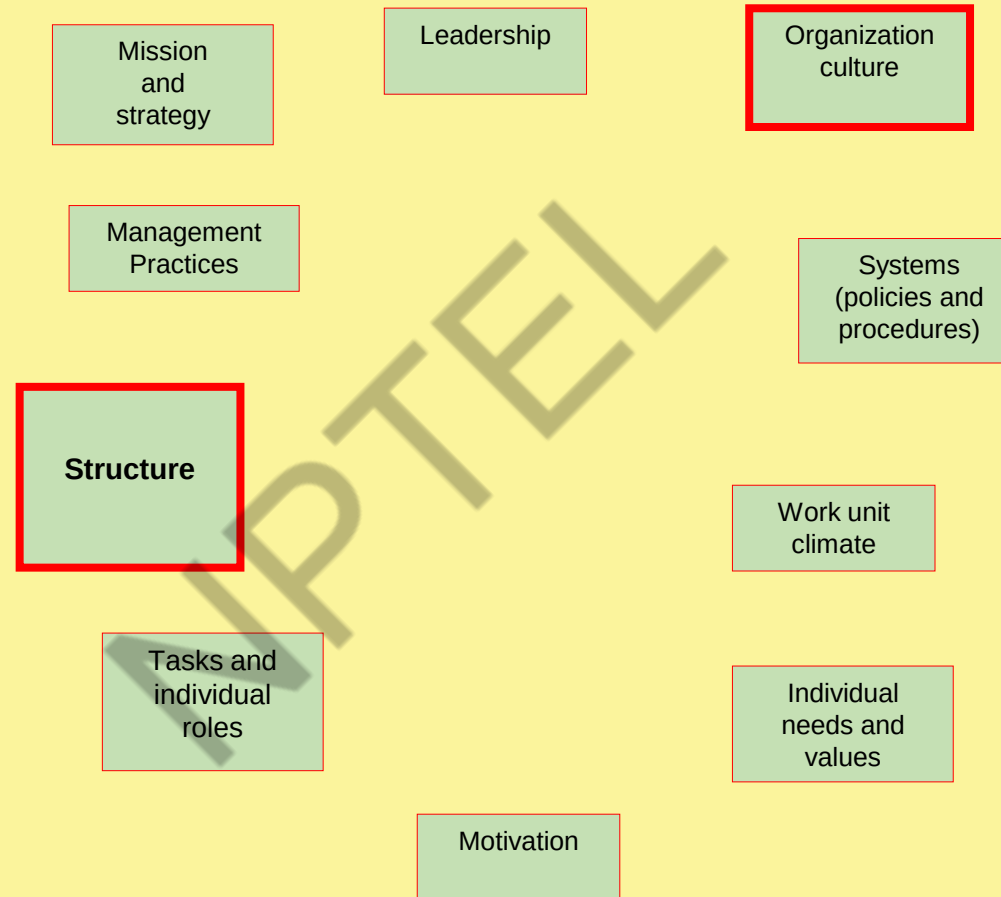
Each one touched a different part of the elephant's body.

- The blind man who felt a leg said the elephant was like a pillar;
- the one who felt its tail said it was like a rope;
- the one who felt its trunk said it was like a tree branch;
- the one who felt its ear said it was like a hand fan;
- the one who felt its belly said it was like a wall; and
- the one who felt its tusk said it was like a spear.

Only looking at specific components may not give a good impression of what the whole is really like

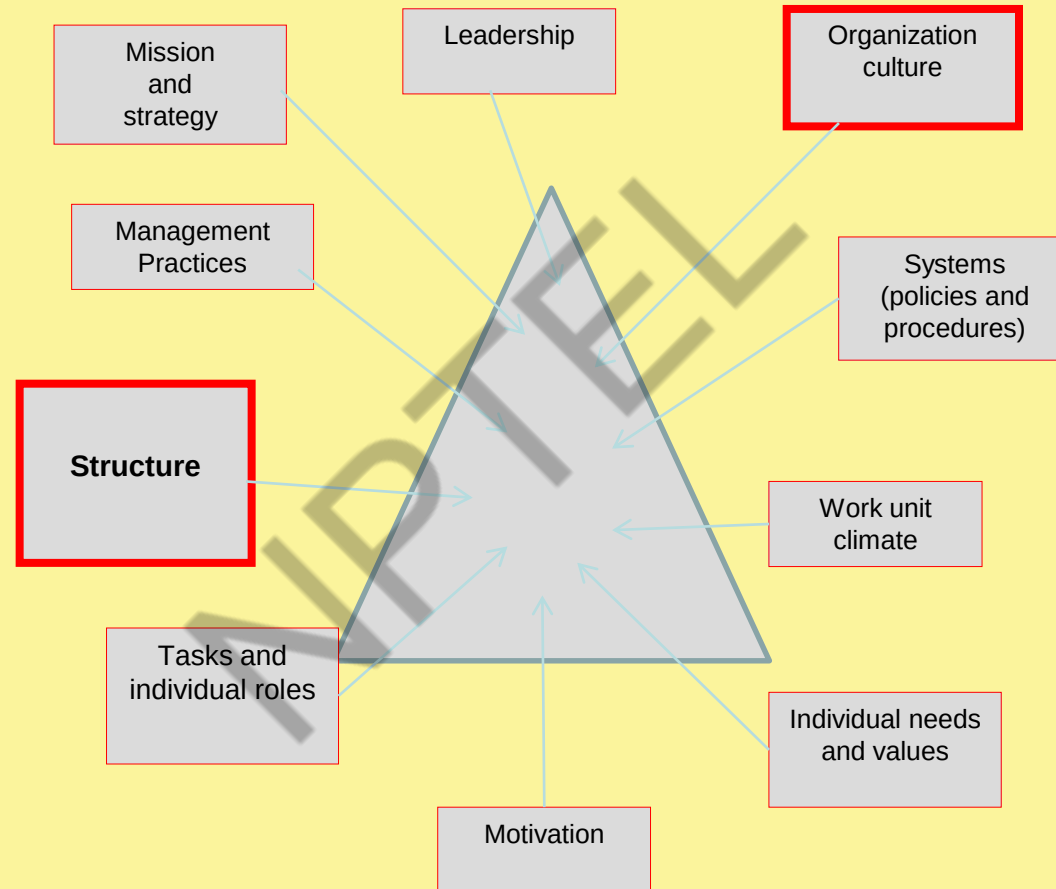
# Component models

One approach to diagnosis is to start by using component models to examine how the many different aspects of an organization are working



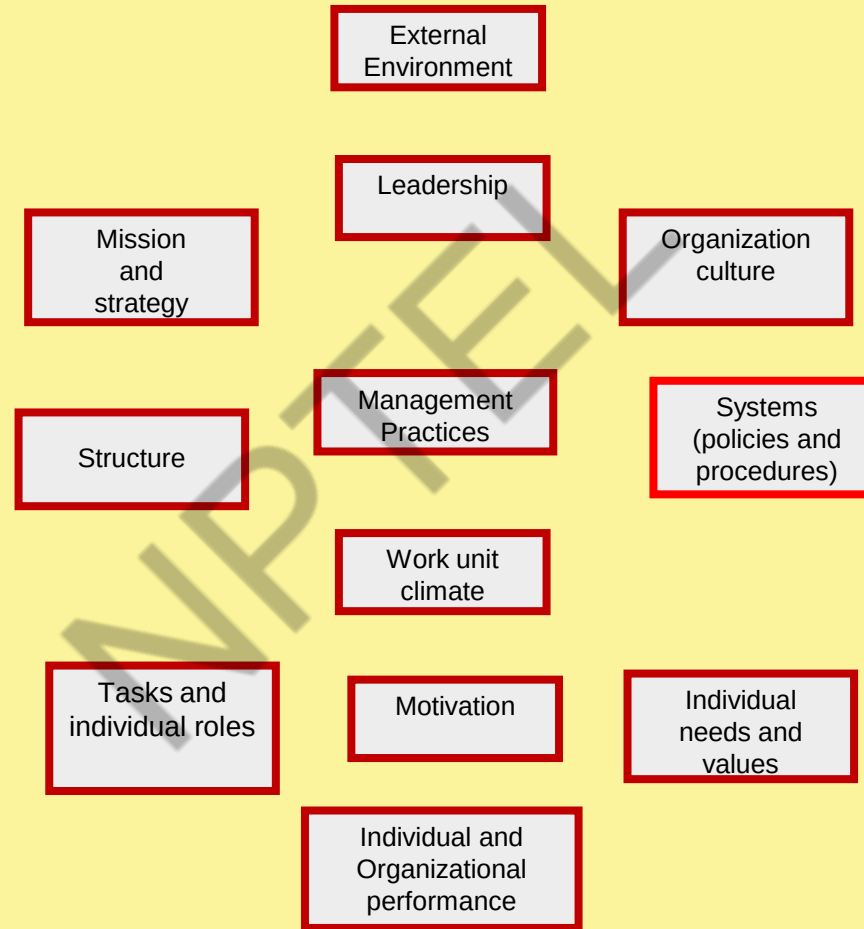
# Component models

... and to combine these assessments to build a **'big picture'** of how the organization is functioning as a whole.



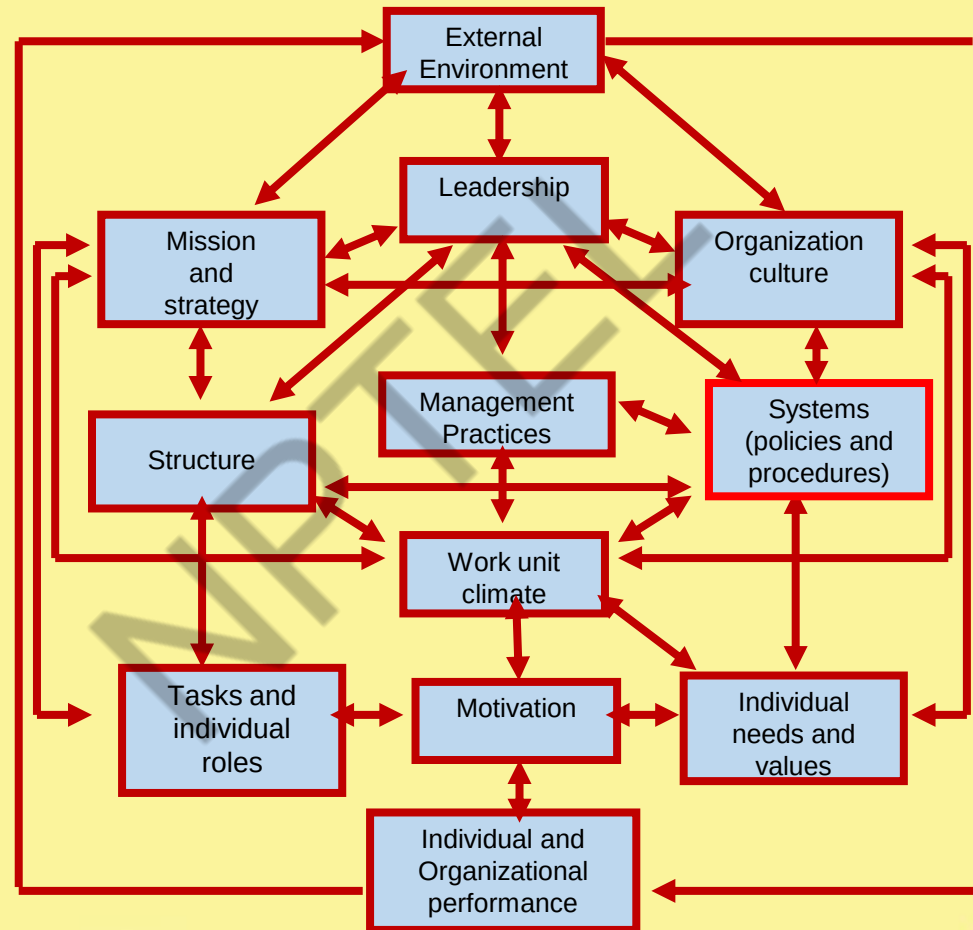
# Holistic models

An alternative approach is to start by looking at the 'big picture' before drilling down to explore particular components in more detail



# Holistic models

An important dynamic of the whole system concerns the **nature of the interactions between the component parts**

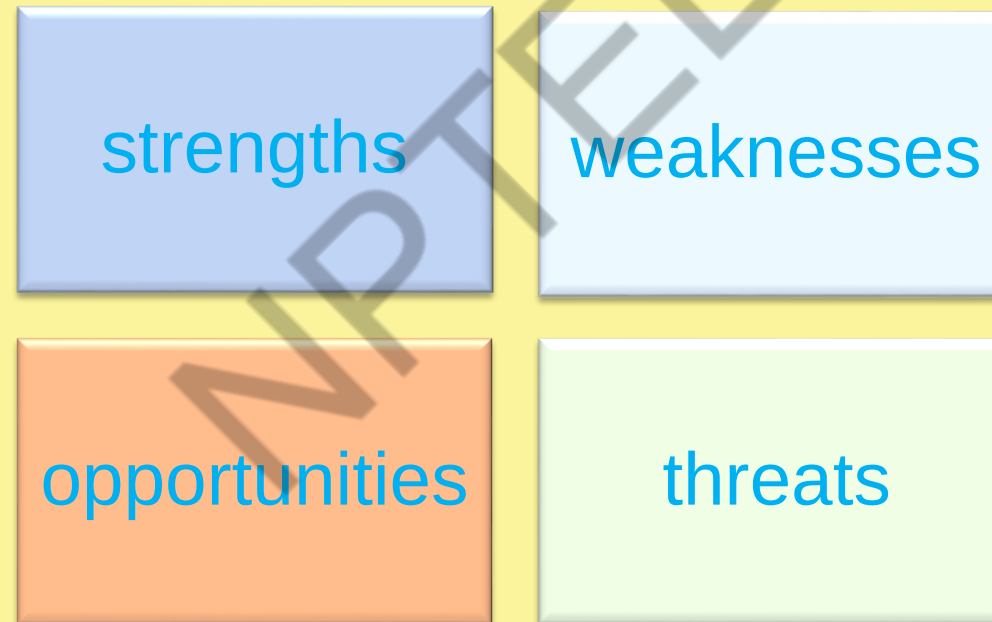


# Diagnosing external alignment

Some models focus on diagnosing the quality of an organisations alignment with the external environment.

A good example is SWOT

A diagnostic model for assessing external alignment and identifying what needs to be changed to improve organizational effectiveness



# Diagnosing external alignment

## Internal factors

Strengths

1  
2  
3  
4

Ways to exploit

1  
2  
3  
4

Weaknesses

1  
2  
3  
4

Ways to reduce

1  
2  
3  
4

## External factors

Opportunities

1  
2  
3  
4

Ways to  
exploit

1  
2  
3  
4

Threats

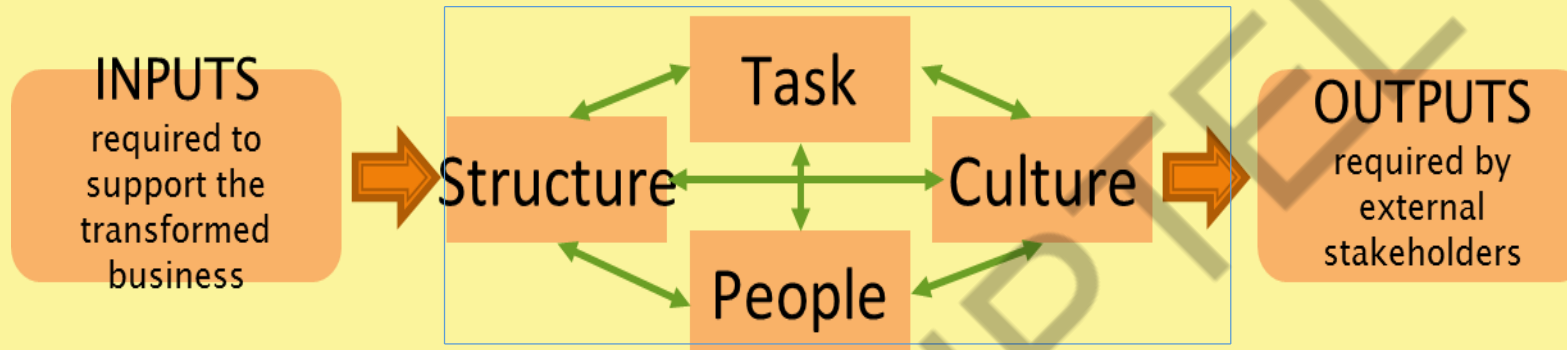
1  
2  
3  
4

Ways to reduce

1  
2  
3  
4

# Diagnosing internal alignment

Some diagnostic models focus primarily on the quality of an organization's internal alignment



A good example is the Mckinsey 7S model



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**Course Name: Managing Change in Organizations**

**Faculty Name: KBL Srivastava**

**Department: Humanities and Social Sciences**

**Indian Institute of Technology Kharagpur**

**Topic: : Models and Frameworks for  
Diagnosing Change**

# Weisbord's Six-Box Model (1976)

- Six broad categories in his model of organizational life, including purposes, structures, relationships, leadership, rewards, and helpful mechanisms
- The purpose is the organization's mission and goals
- Structure is the way in which the organization is organized
  - By function – where specialists work together
  - By product, program, or project – where multi-skilled teams work together
- Ways in which people and units interact is termed relationships
- box of relationships is the way in which people interact with technology in their work.
- Rewards are the intrinsic and extrinsic people associate with their work.

# Weisbord's Six-Box Model (1976)

**leadership box** refers to typical leadership tasks, including the balance between the other boxes.

Finally, the **helping mechanisms** are the planning, controlling, budgeting, and information systems that serve to meet organizational goals.

The **external environment** is also depicted in Weisbord's model, although it is not represented as a “box”

Weisbord identifies as inputs the money, people, ideas, and machinery which are used to fulfill the organization's mission. The outputs are products and services.



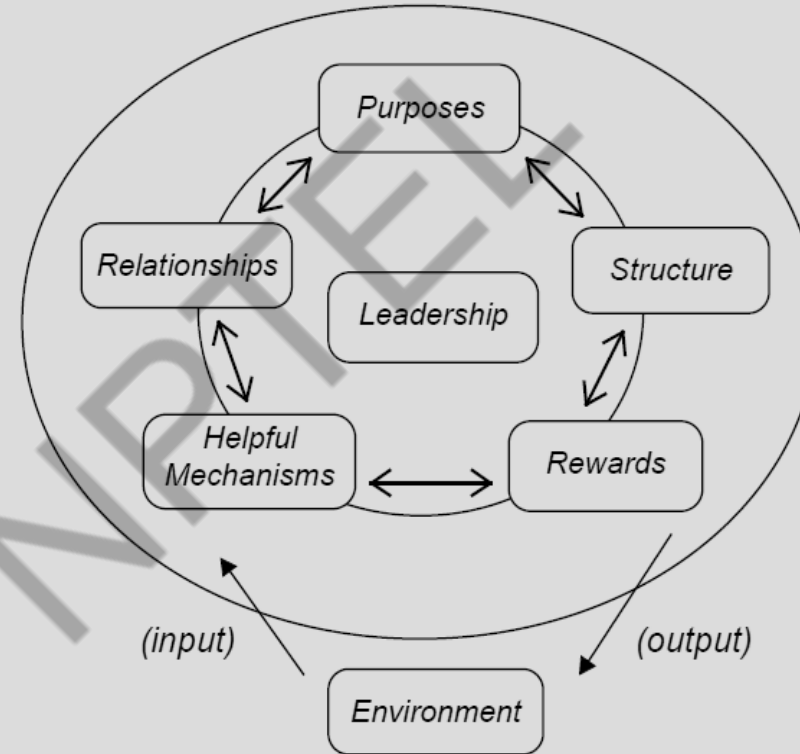
# Weisbord's Six-Box Model (1976)

Two premises which are not apparent in Weisbord's model.

1. **formal versus informal systems**: larger the gap less the effectiveness
2. **fit between the organization and the environment**:

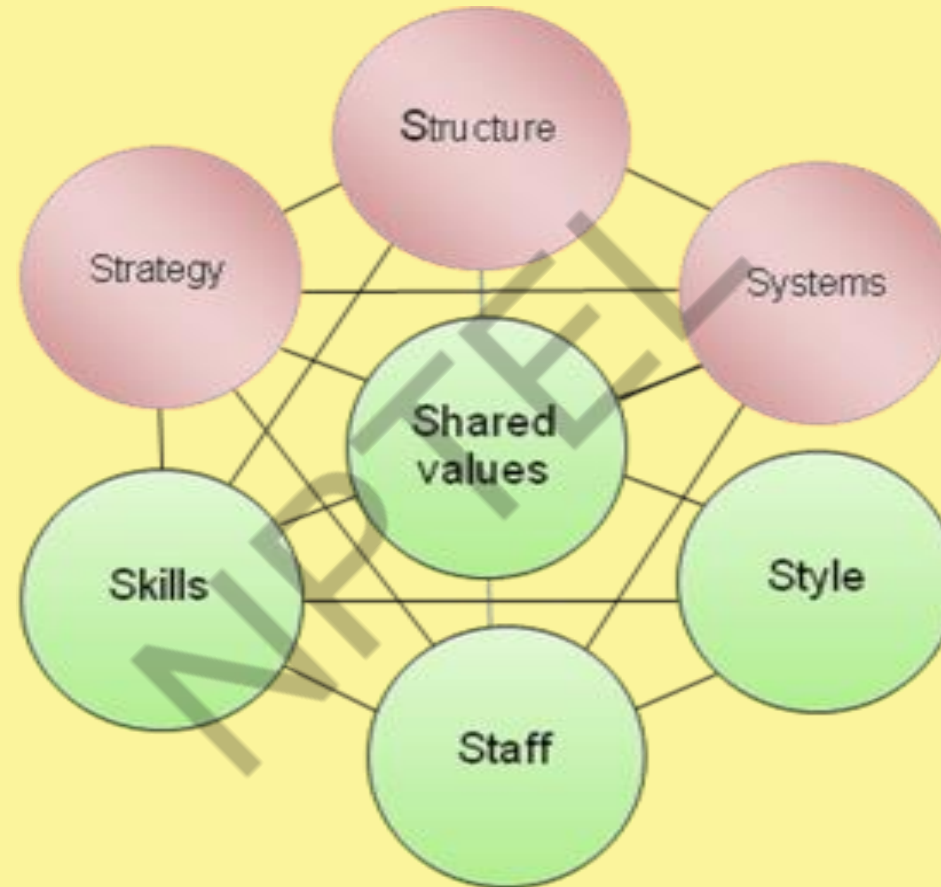
Discrepancy between the existing organization and the way the organization should function to meet external demands.

*Conceptualization of Weisbord's Six-Box Model*



# McKinsey 7S Framework

- The McKinsey 7S Framework was created as a recognizable and easily remembered model in business. The seven variables, which the authors term “levers,” all begin with the letter “S”



# McKinsey 7S Framework

**Systems** are the routinized processes and procedures followed within the organization

**Staff** are described in terms of personnel categories within the organization (e.g., engineers)

**Skills** variable refers to the capabilities of the staff within the organization as a whole

**Style** refers to the way in which key managers behave in achieving organizational goals is considered to be the style variable

**shared values** refers to the significant meanings or guiding concepts that organizational members share

**Structure** refers to the reporting relationship, and vertical and horizontal coordination

**Strategy** is the plan of action

Skills, style, staff, and shared values are considered to be “soft” variables. Others are hard variables.



# Star Model

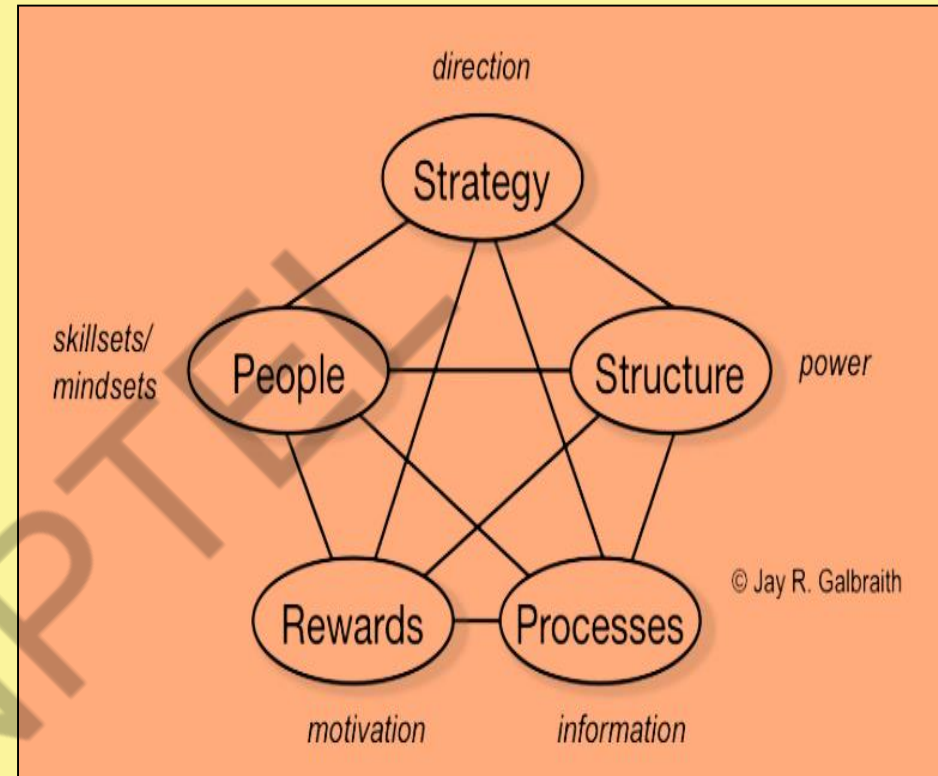
Strategy Determines the direction

Structure determine the location of decision making power

Process deals with the flow of information and use of IT

Rewards used to motivate people for better performance

HR policies influences people attitude and behavior.



# The Congruence Model

Developed by [David A Nadler](#) and [M L Tushman](#).

Useful tool to identify what's going wrong within an organization and to identify how to fix it.

Based on the principle that performance stems from the following four elements: **Tasks, People, Structure, and Culture**.

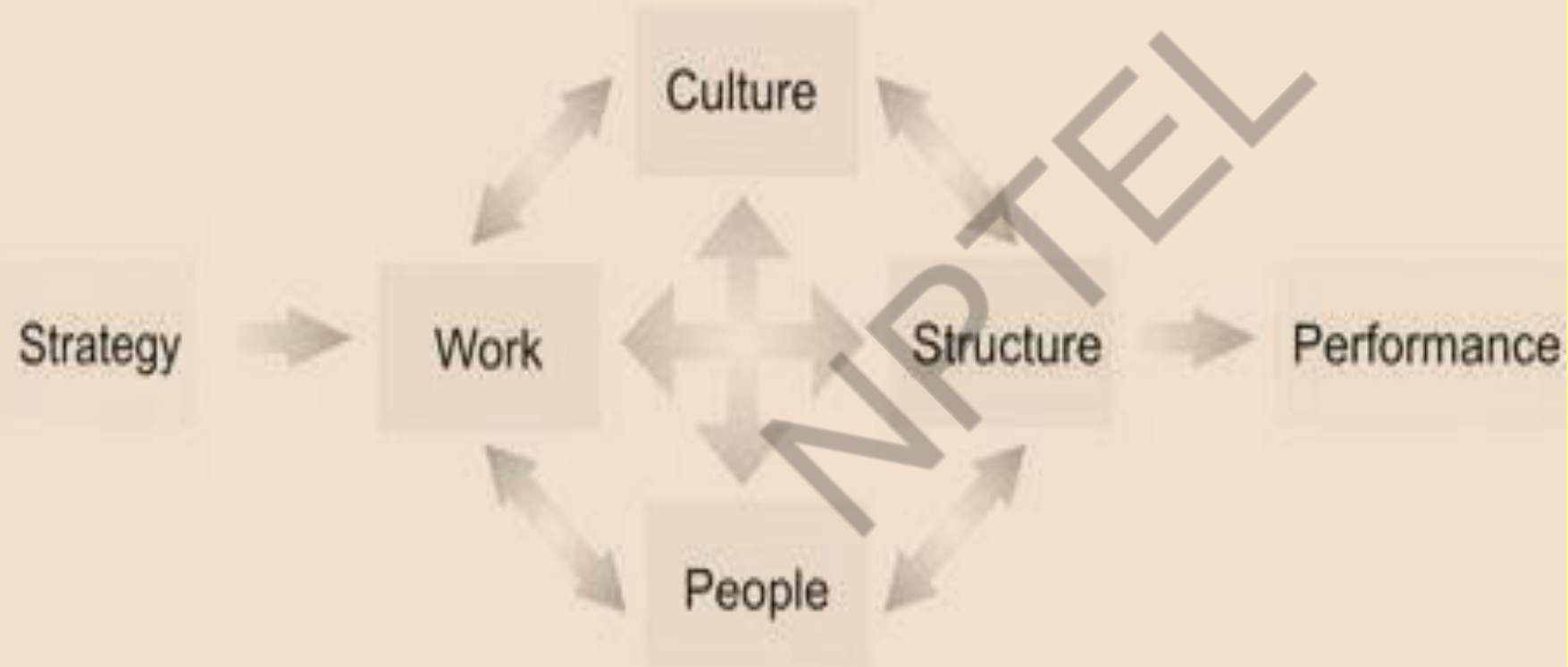
Higher the compatibility (congruence) amongst these elements, the higher the organizational performance

In case of incongruence, organizational design will need to be amended



# The Congruence Model

Figure 1: The Congruence Model



# The Congruence Model

## The model is based on following assumptions

1. Organizations are open social systems within a larger environment.
2. Organizations are dynamic entities (i.e., change is possible and occurs).
3. Organizational behavior occurs at the individual, the group, and the systems level.
4. Interactions occur between the individual, group, and systems levels of organizational behavior.

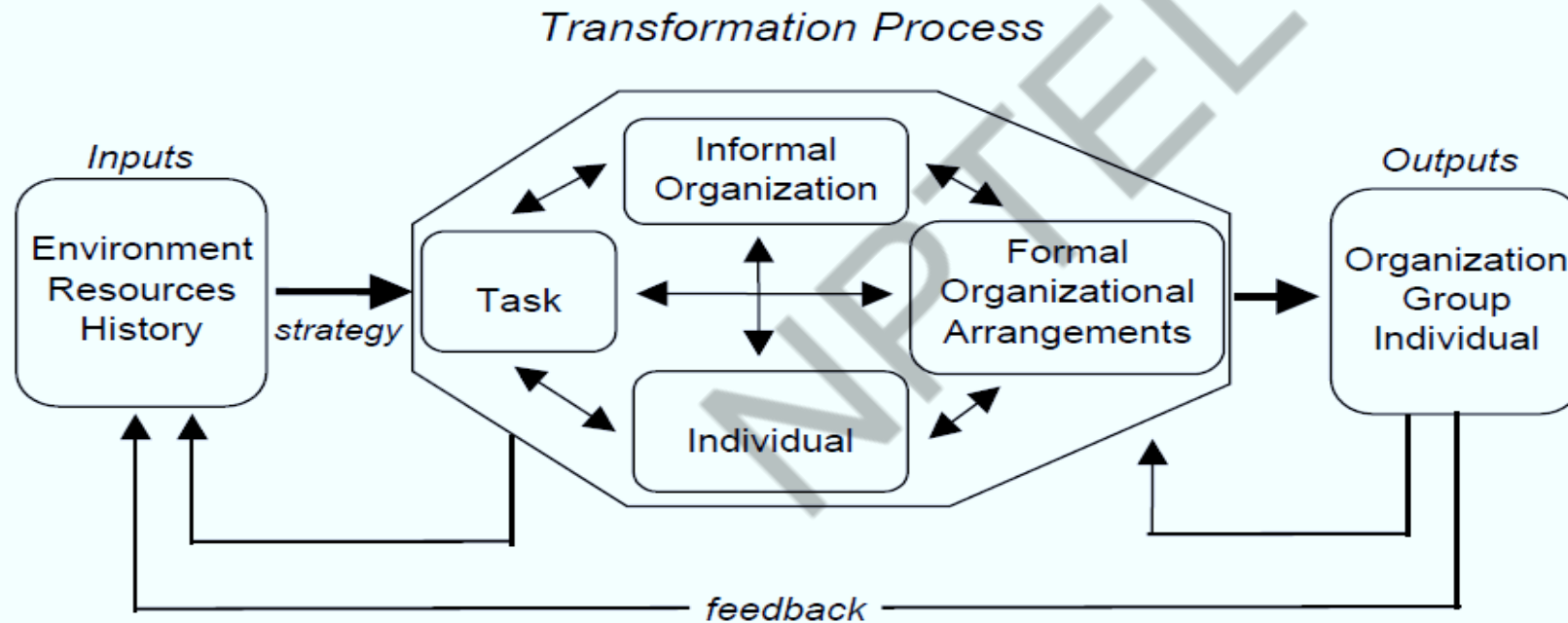
**The inputs** include environment, resources, history (i.e., patterns of past behavior), and organizational strategies

**The system** components are informal organizational arrangements, task, formal organizational arrangements, and individual components .

**Outputs** include individual, group, and system outputs: products and services, performance, and effectiveness.

# Interconnectedness among the components of the model

*Components of the Congruence Model*



# Burke-Litwin Model of Organizational Performance & Change

Developed by Litwin and others (Litwin & Stringer, 1968; Tagiuri & Litwin, 1968) and later refined by Burke in the late 1980's (Burke & Litwin, 1992).

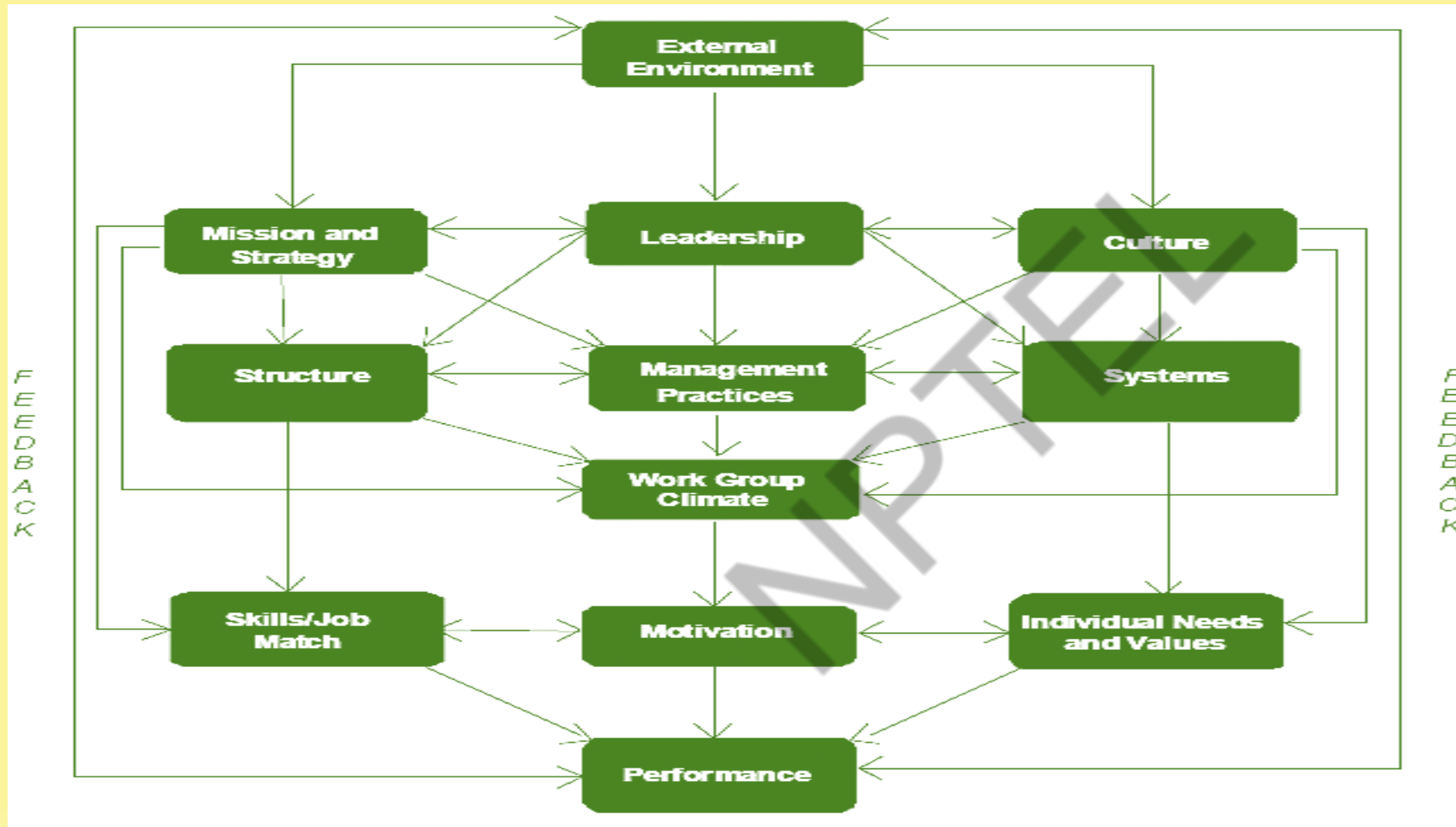
This model includes several key features and includes **twelve theoretical constructs** (i.e., organizational variables)

- distinguishes between the culture and the climate of an organization
- distinguishes between transformational and transactional dynamics
- specifies the nature and direction of influence of organizational variables

# Burke-Litwin Model of Organizational Performance & Change

- The twelve organizational variables in the B-L Model are
  - external environment, mission and strategy, leadership, organizational culture, structure, management practices, systems, work unit climate, task requirements and individual skills, motivation, individual needs and values, and individual and organizational performance
  - external environment variable is considered to be the input to the system with the individual and organizational performance variable representing the output

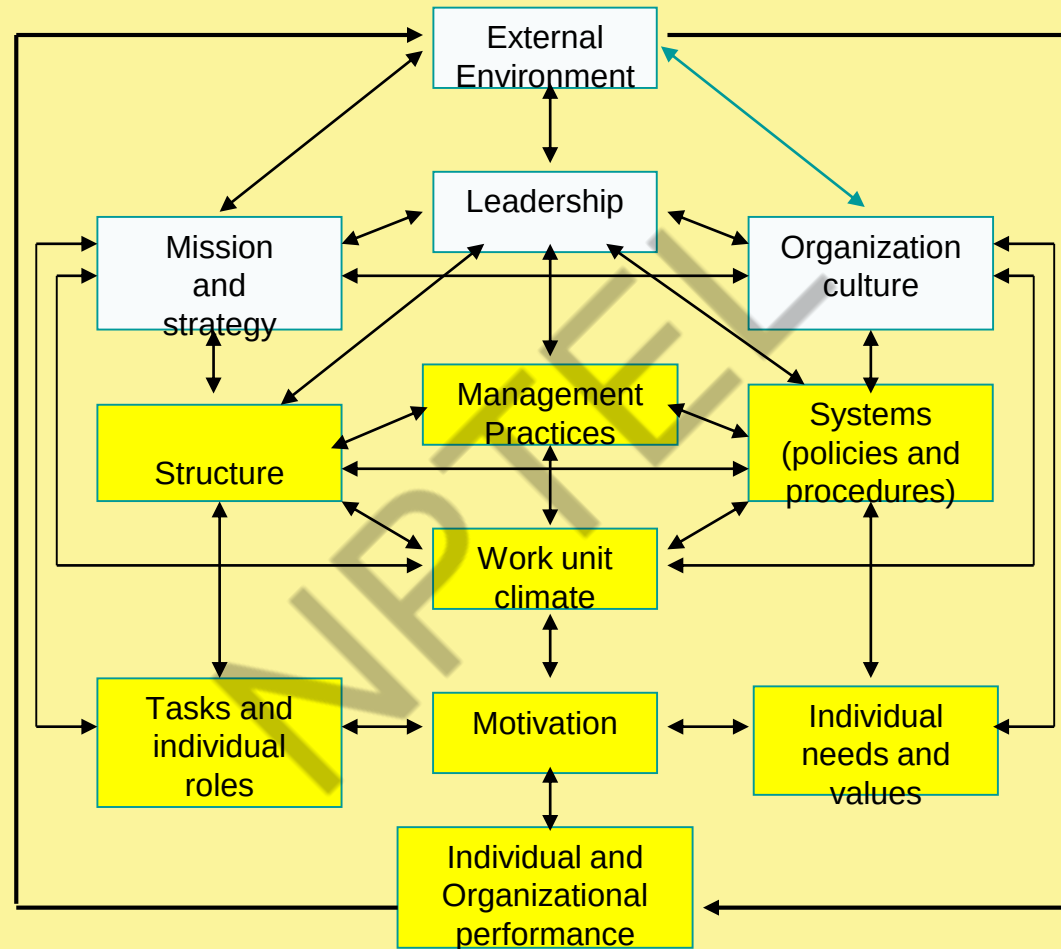
# Burke-Litwin Model of Organizational Performance & Change





# Transactional change

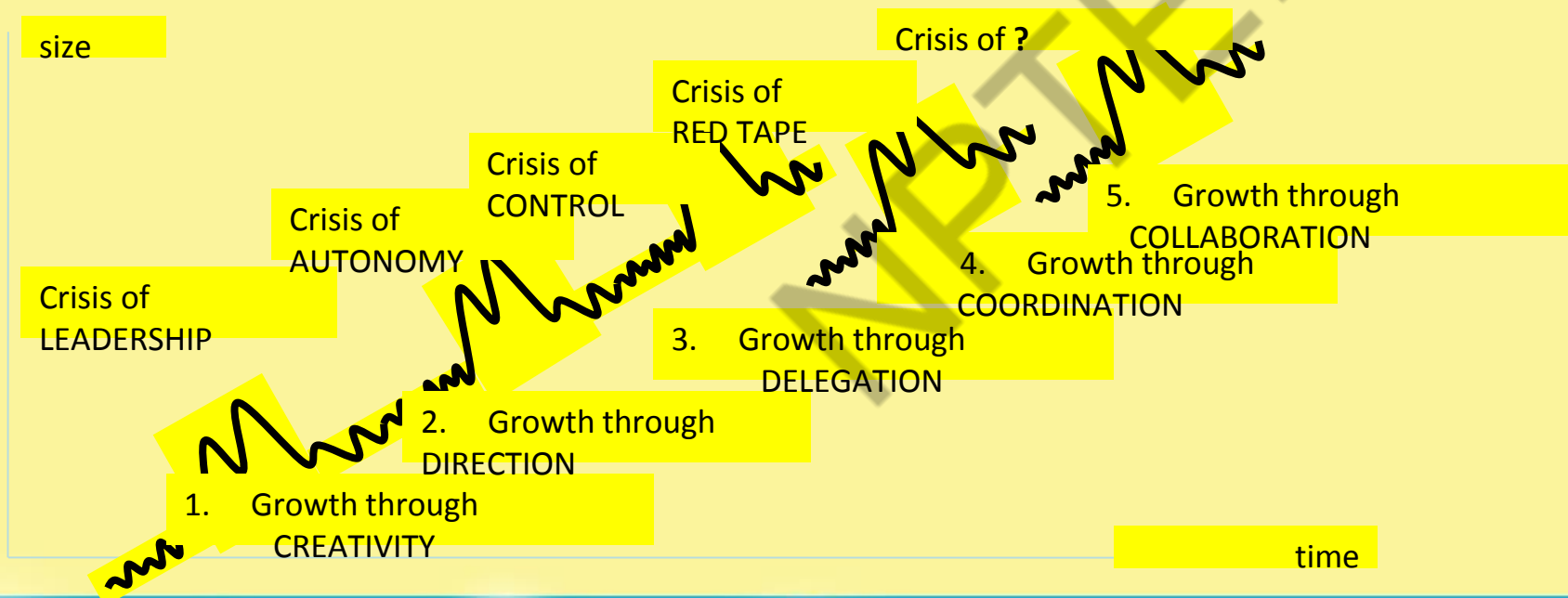
transactional elements



# Life cycle models

Posit that organizations progress through a series of predictable stages of development and that each stage brings with it a set of alignment related issues that have to be managed.

A good example is Greiner's five phases of growth





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**Topic : Models and Frameworks for  
Diagnosing Change**

# Four frame Model of Change

|                                   | Structural                                             | Human Resource                       | Political                                             | Symbolic                                                      |
|-----------------------------------|--------------------------------------------------------|--------------------------------------|-------------------------------------------------------|---------------------------------------------------------------|
| <b>Metaphor for Organisation</b>  | Factory or Machine                                     | Family                               | Jungle                                                | Carnival, temple, theatre                                     |
| <b>Central Concepts</b>           | Rules, roles, goals, policies, technology, environment | Needs, skills, relationships         | Power, conflict, competition, organisational policies | Culture, meaning, metaphor, ritual, ceremony, stories, heroes |
| <b>Image of Leadership</b>        | Social architecture                                    | Empowerment                          | Advocacy                                              | Inspiration                                                   |
| <b>Basic Leadership Challenge</b> | Attune structure to task, technology, environment      | Align organisational and human needs | Develop agenda and power base                         | Create faith, beauty, meaning                                 |
| <b>Organisational Ethic</b>       | Excellence                                             | Caring                               | Justice                                               | Faith                                                         |
| <b>Leadership Contribution</b>    | Authorship                                             | Love                                 | Power                                                 | Significance                                                  |

# Selecting a frame

| Question                                                       | Frame if answer is Yes   | Frame if answer is No                |
|----------------------------------------------------------------|--------------------------|--------------------------------------|
| Are individual commitment and motivation essential to success? | Human Resource, Symbolic | Structural, Political                |
| Is the technical quality of the decision important?            | Structural               | Human Resource, Political, Symbolic  |
| Are there high levels of ambiguity and uncertainty?            | Political, Symbolic      | Structural, Human Resource           |
| Are conflict and scarce resources significant?                 | Political, Symbolic      | Structural, Human Resource           |
| Are you working from the bottom up?                            | Political                | Structural, Human Resource, Symbolic |

# Reframing organizational process

|                    | Structural                                                     | Human Resources                                     | Political                                | Symbolic                                                     |
|--------------------|----------------------------------------------------------------|-----------------------------------------------------|------------------------------------------|--------------------------------------------------------------|
| Strategic Planning | Setting objectives and coordinate resources                    | Gathering to promote participation                  | Arenas to air conflict and realign power | Ritual and symbols for responsibility                        |
| Decision making    | Rational to produce right decisions                            | Open process to produce commitment                  | Opportunity to gain or exercise power    | Ritual to confirm values and provide opportunity for bonding |
| Reorganizing       | Realign role and responsibilities to fit tasks and environment | Maintaining balance between needs and roles         | Redistribute power and form coalitions   | Maintaining accountability and responsiveness                |
| Evaluating         | Reward and performance control systems                         | Process for helping individuals to grow and develop | Opportunity to exercise power            | Occasion to play roles and shared ritual                     |

# Reframing organizational process

|                             |                                                                      |                                                               |                                                                        |                                                             |
|-----------------------------|----------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------|
| <b>Approaching Conflict</b> | Maintain organisational goals by having authorities resolve conflict | Develop relationships by having individuals confront conflict | Develop power by bargaining, forcing, or manipulating others to win    | Develop shared values and use conflict to negotiate meaning |
| <b>Goal Setting</b>         | Keep organisation headed in right direction                          | Keep people involved and communication open                   | Provide opportunity for individuals and groups to make interests known | Develop symbols and shared values                           |
| <b>Communication</b>        | Transmit facts and information                                       | Exchange information, needs, and feelings                     | Influence or manipulate others                                         | Tell stories                                                |
| <b>Meetings</b>             | Formal occasions for making decisions                                | Informal occasions for involvement, sharing feelings          | Competitive occasions to win points                                    | Sacred occasions to celebrate and transform the culture     |
| <b>Motivation</b>           | Economic incentives                                                  | Growth and self-actualisation                                 | Coercion, manipulation, and seduction                                  | Symbols and celebrations                                    |

# Reframing Change

|                      | Structural                                                               | Human Resource                                                                       | Political                                                                  | Symbolic                                                                |
|----------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------|
| Barriers to Change   | Loss of clarity and stability, confusion, chaos                          | Anxiety, uncertainty, feelings of incompetence, neediness                            | Disempowerment, conflict between winners and losers                        | Loss of meaning and purpose, clinging to the past                       |
| Essential Strategies | Communicating, realigning and renegotiating formal patterns and policies | Training to develop new skills, participation and involvement, psychological support | Creating arenas where issues can be renegotiated and new coalitions formed | Creating transition rituals – mourning the past, celebrating the future |

# Reframing Leadership

|                                | Structural                    | Human Resources      | Political                    | Symbolic                        |
|--------------------------------|-------------------------------|----------------------|------------------------------|---------------------------------|
| Effective Leader               | Analyst, architect            | Catalyst, servant    | Advocate, negotiator         | Prophet, poet                   |
| Effective Leadership Process   | Analysis, design              | Support, empowerment | Advocacy, coalition building | Inspiration, framing experience |
| Ineffective Leader             | Petty tyrant                  | Weakling, pushover   | Con artist, thug             | Fanatic, fool                   |
| Ineffective Leadership Process | Management by detail and fiat | Abdication           | Manipulation, fraud          | Mirage, smoke & mirrors         |

# Four Frame Model

How do you see the four frames in your organization/institution?

What are the problems and the situation in which it is embedded?

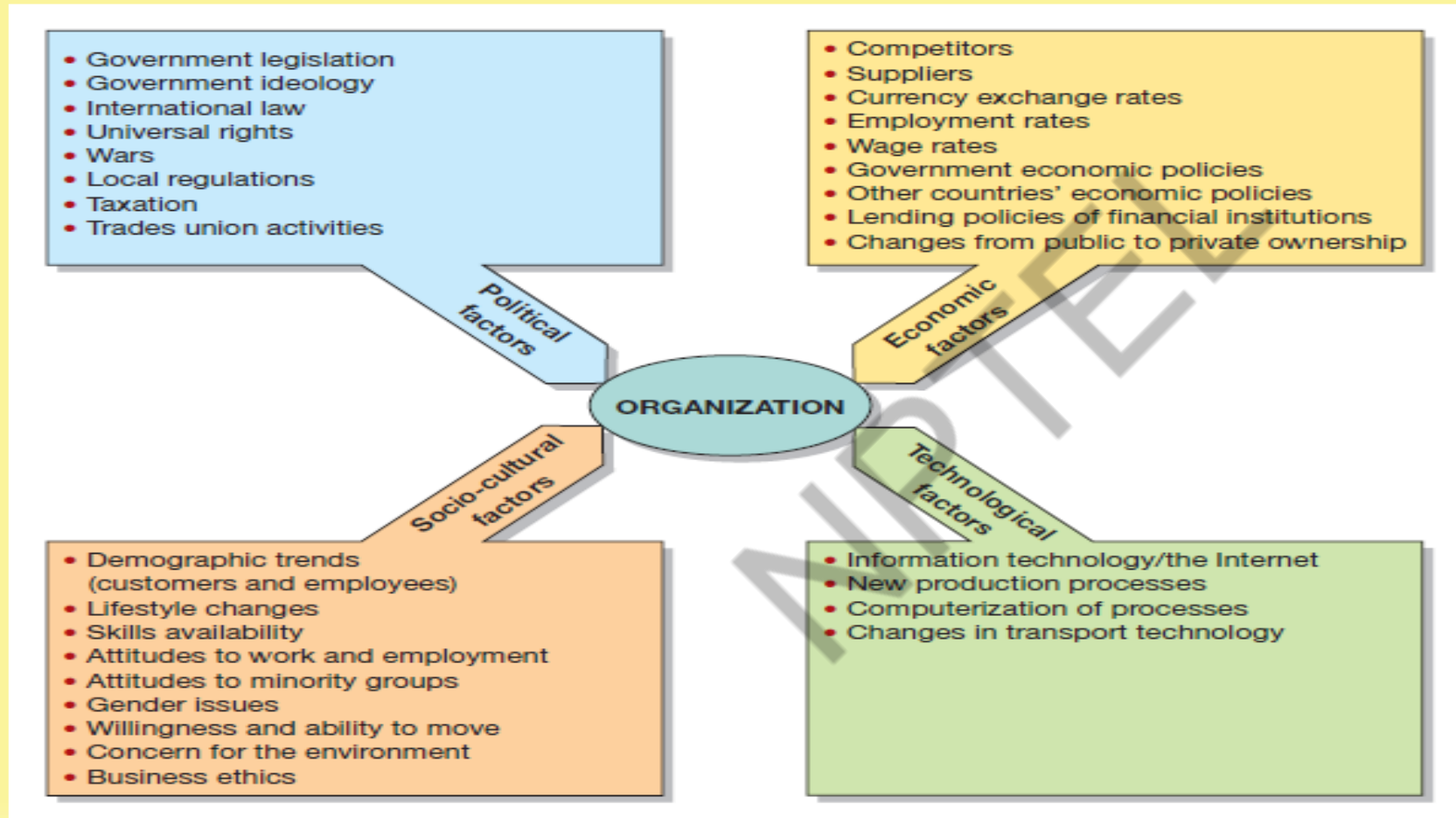
Which frames are in play?

Which frames is most likely to leads to the desired change?

How can the concepts, metaphors and values be used of that reframe be used to reframe the situation to resolve the problem?



# PESTEL Frame Work



# Scenario Analysis

Scenarios are specially constructed stories about the future.

Every scenario represents a different but plausible world.

The objective of scenario planning is to show how different forces can manipulate the future towards opposite directions.

Scenarios enrich our mental maps and increase the number of options to act on coming events

## Stages to Scenario Analysis

Identify  
Critical  
Factors

Generate  
Alternative  
Futures

Develop  
Scenarios

Develop  
Scenario  
Strategies

# Gap Analysis

**From Where are we?" to "Where do we want to be**

## *Stages of gap analysis*

**Identifying the current and future states:** Current State which lists the processes and characteristics an organization seeks to improve, using factual and specific terms. "Future State," which outlines the target condition the company wants to achieve

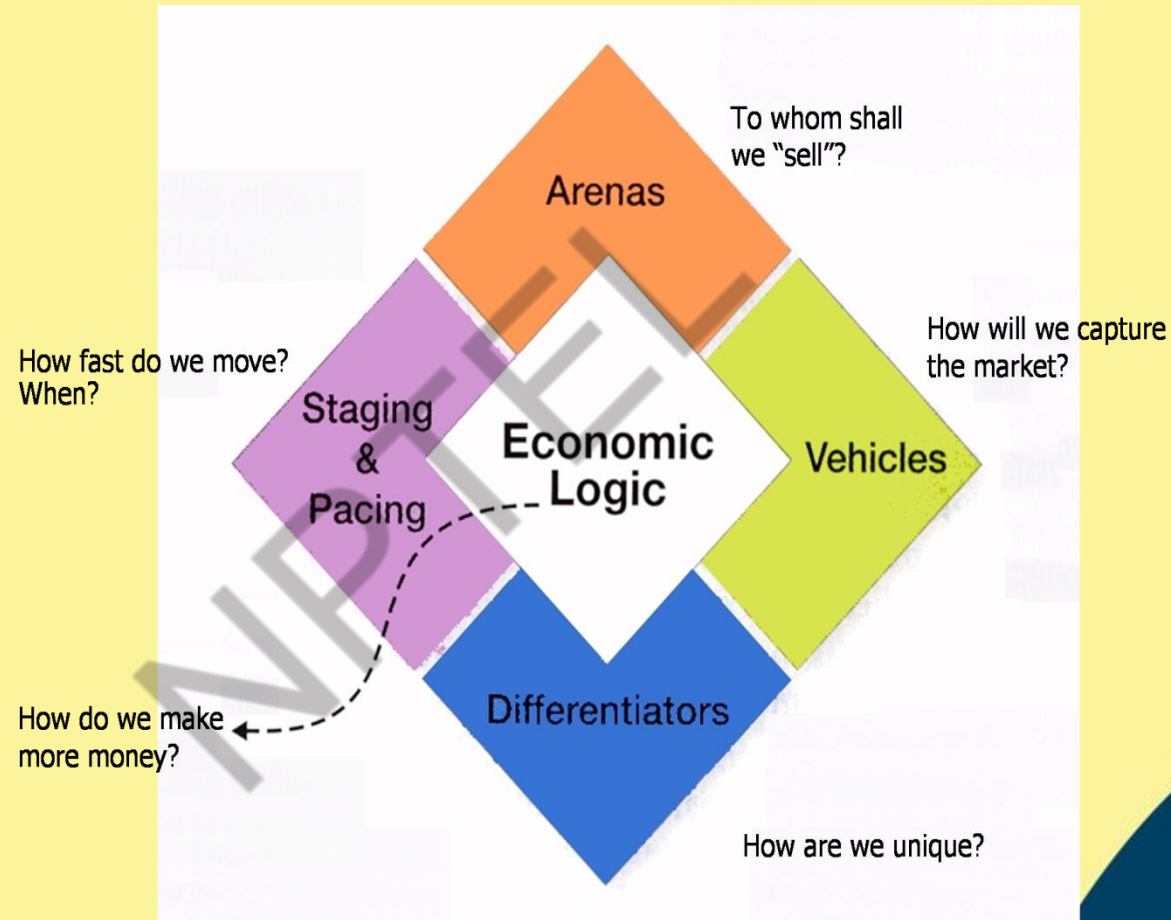
First **identify whether a gap exists** between a company's current and future state, then outline what constitutes the gap and the factors that contribute to it

**Bridging the gap:** This final column of a gap analysis report should list all the possible solutions that can be implemented to fill the gap between the current and future states



# Five Elements of Strategy

A strategy consists of an integrated set of choices. These choices relate to five elements managers must consider when making decisions: (1) arenas, (2) differentiators, (3) vehicles, (4) staging and pacing, and (5) economic logic.



# Five Elements of Strategy

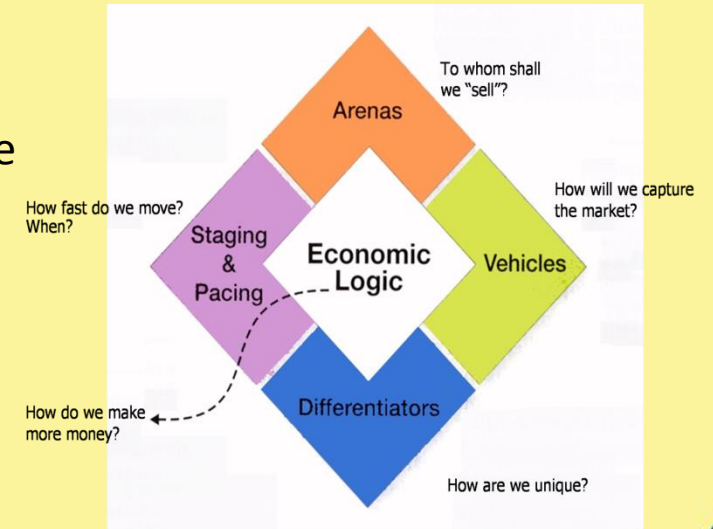
**Arenas** indicate where the business will be active, and how much emphasis will be placed on each area. It encompasses choices made about where to compete: the external environment such as product or service markets, geographic markets or channels

**Differentiators** refer to attributes that enable a company to distinguish itself from its rivals and gain market share. It can include image, price, reliability, and other key inputs

**Vehicles** are the means for attaining the needed presence in a particular product category, market segment, geographic area, or value creation stage.

**Staging and pacing** refer to the sequence and speed of strategic moves. This element helps identify decision points since strategic moves don't have a single possible pathway.

**Economic logic** refers to how the firm will generate profits above its cost of capital.



# Other models and Frameworks

## Newsflash exercise:

This is an exercise that encourages managers to be very specific and succinct about change and clearer about the intended outcomes.

## Cultural web:

This provides a way of mapping the organizational culture through seven elements – paradigm, rituals and routines, stories, symbols, control systems, power structures and organizational structure

## Structural dilemmas:

Six possible structural dilemmas that can be encountered during change are diagnosed so areas that have been “traded-off” during the change process can be identified

## The Boundaryless Organization:

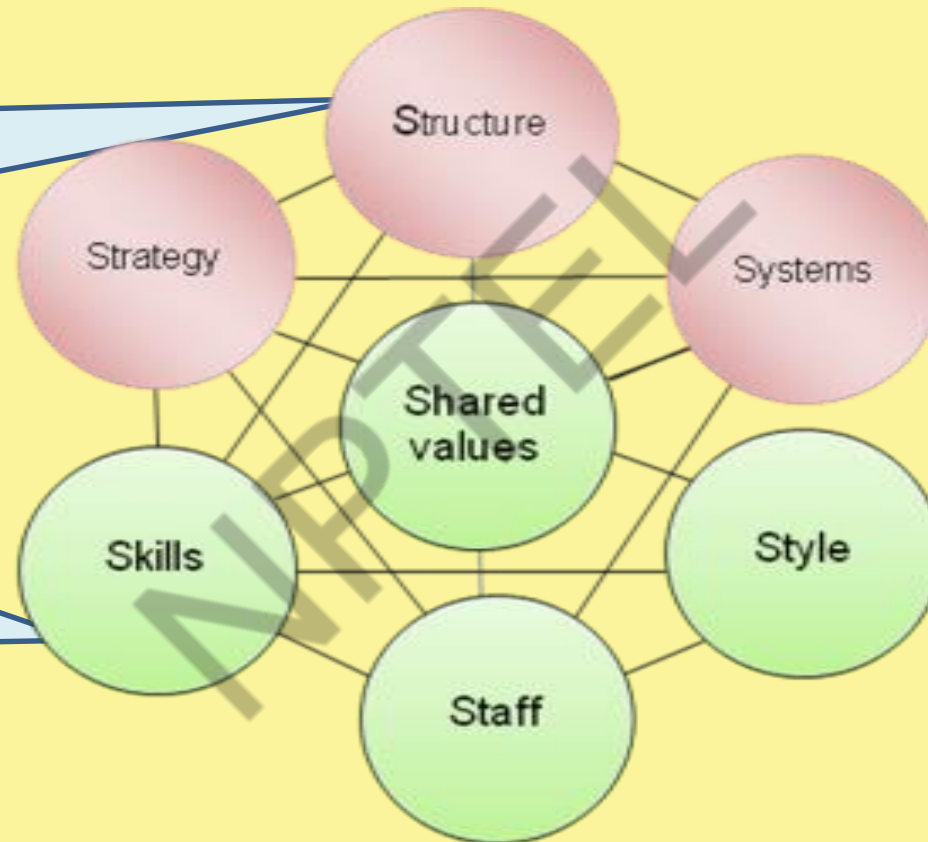
Success is arguably achieved only if four types of organizational boundaries are diagnosed and reduced. These are vertical, horizontal, external and geographical boundaries.



# Clarifying information requirements

What are the formal and informal arrangements for grouping and coordinating activities?

How does the organization go about matching its resources with opportunities, and creating a competitive advantage?



# Information gathering and Analysis

1. interviews
2. questionnaires
3. projective methods
4. Observation
5. unobtrusive measures



- Qualitative techniques
- Quantitative techniques

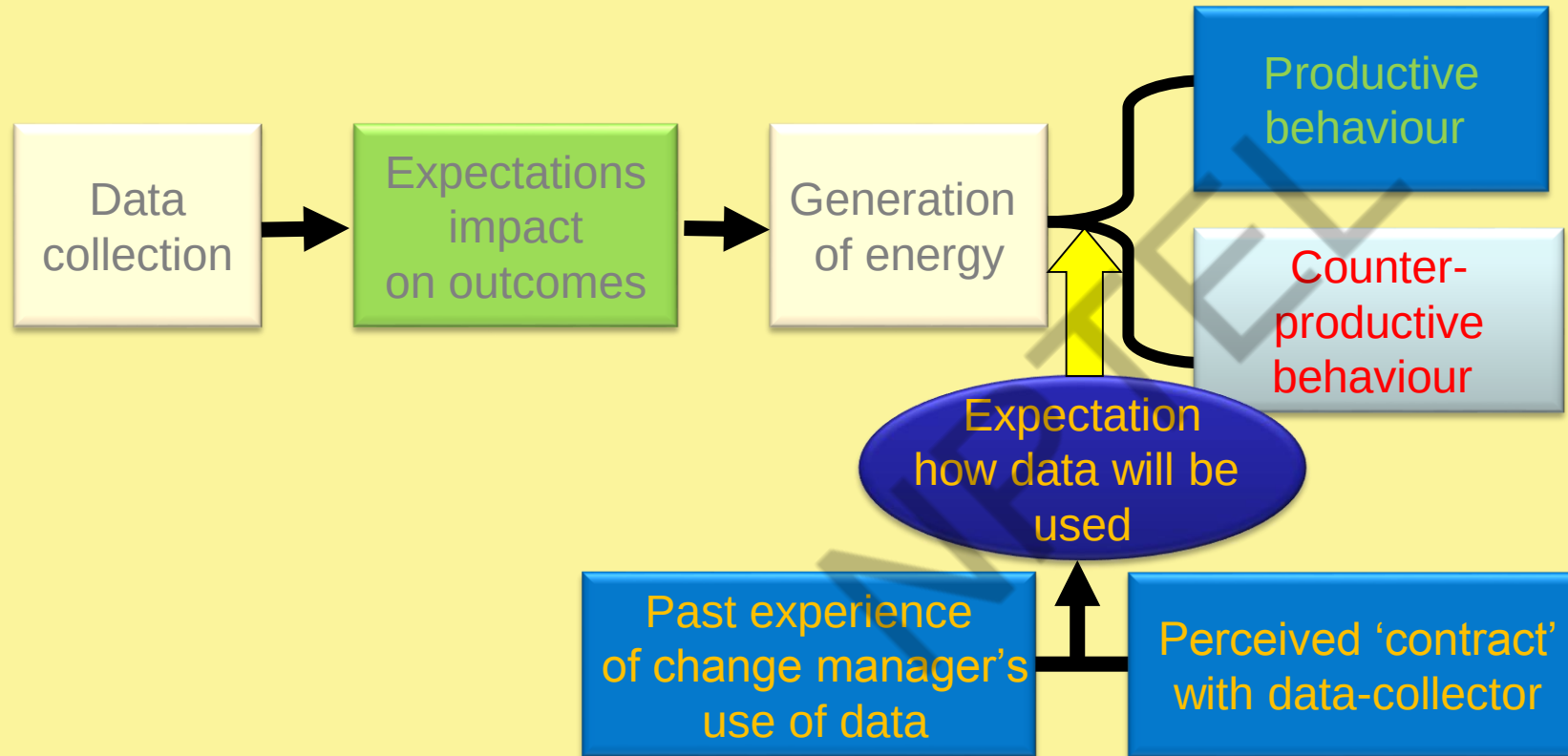


# Interpretation

Change managers using the McKinsey 7S model can construct a 7S matrix to aid interpretation

| Strategy          | Structure                           | Systems                            | Staff                            | Style                            | Shared values                     | Skills                            |
|-------------------|-------------------------------------|------------------------------------|----------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Describe Strategy | Strategy/<br>structure<br>alignment | Strategy/<br>systems<br>alignment  | Strategy/<br>staff<br>alignment  | Strategy/<br>style<br>alignment  | Strategy/<br>vales<br>Alignment   | Strategy/<br>skill<br>alignment   |
|                   | Describe Structure                  | Structure/<br>systems<br>alignment | Structure/<br>staff<br>alignment | Structure/<br>style<br>alignment | Structure/<br>values<br>alignment | Structure/<br>skills<br>alignment |
|                   |                                     | Describe Systems                   | Systems/staff<br>alignment       | Systems/style<br>alignment       | Systems/<br>values<br>alignment   | Systems/skills<br>alignment       |
|                   |                                     |                                    | Describe Staff                   | Staff/style<br>alignment         | Staff/values<br>alignment         | Staff/skills<br>alignment         |
|                   |                                     |                                    |                                  | Describe Style                   | Style/values<br>alignment         | Style/skills<br>alignment         |
|                   |                                     |                                    |                                  |                                  | Describe shared<br>values         | Values/skills<br>alignment        |
|                   |                                     |                                    |                                  |                                  |                                   | Describe skills                   |

# Outcome





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**Topic: : Resistance to Change**

# Resistance to Change

- Resistance is a very real and common issue that is faced by change managers during the process of change.
- It can be considered “**tridimensional**” – made up of three components:
  - **Affective**: how a person feels about change
  - **Cognitive**: what they think about it
  - **Behavioural**: how they act or what they do in the face of change.
    - The behavioural response may take active or passive forms.

# Fears about the Change

## analytical

- not enough information
- making a wrong decision
- being forced to decide

## driver

- loss of control
- failure
- lack of purpose

## amiable

- damaged relationships
- confrontations
- not being recognised for efforts

## expressive

- being ignored
- being asked for detail
- being linked with failure

# Sources of Organizational Resistance to Change



# Causes that lead to resistance to change

Fear of failure



# Causes that lead to resistance to change

Come out of your comfort zone  
by inculcating new habits



# Causes that lead to resistance to change



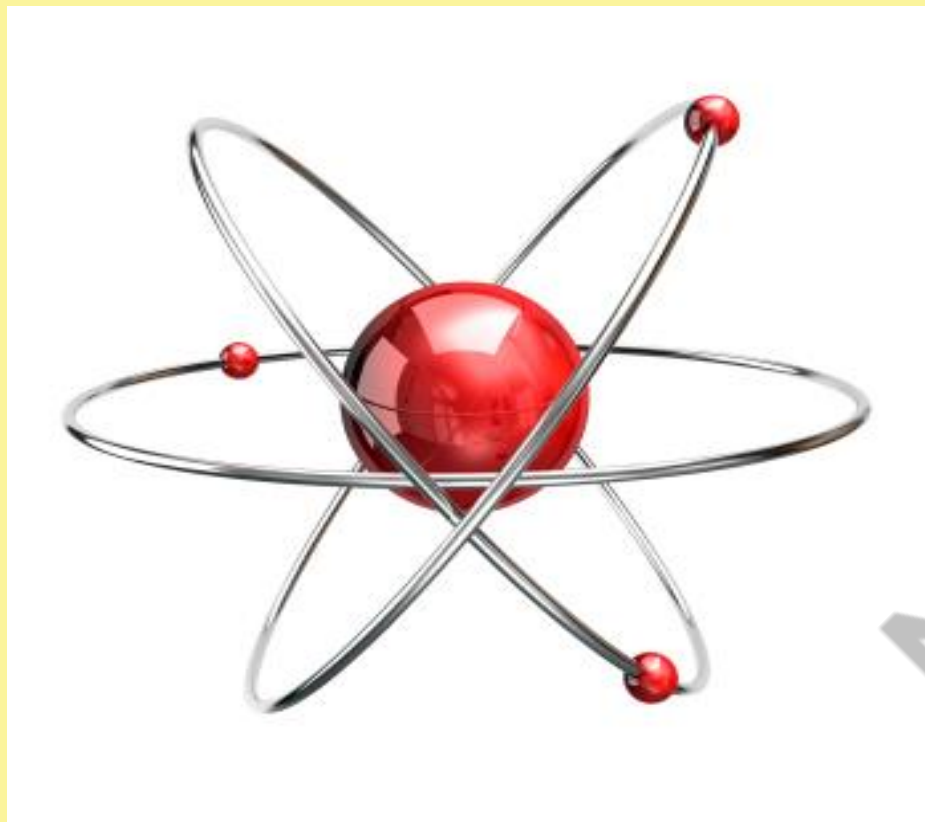
Failure to see the big picture

## Causes that lead to resistance to change



Reluctant to accept the new system of control

# Causes that lead to resistance to change



Concern about support system

## Causes that lead to resistance to change



Not being pragmatic with a close-minded approach

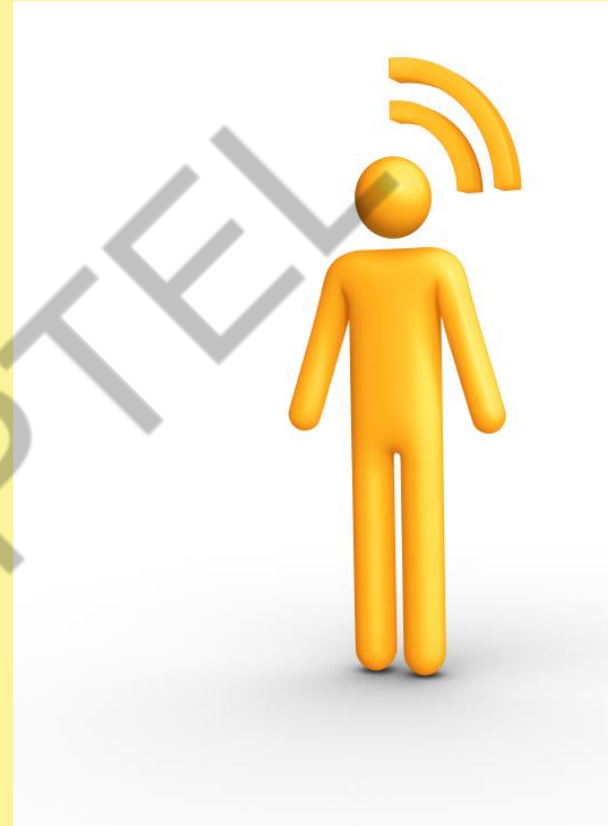
# Causes that lead to resistance to change



Lack of faith

# Causes that lead to resistance to change

Unwillingness to learn or develop new ideas

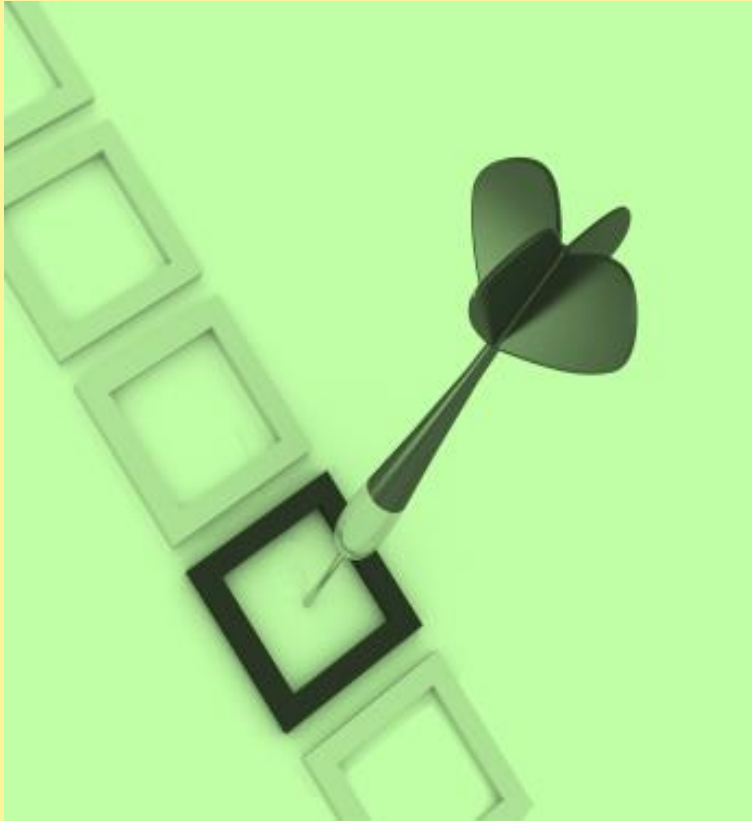


# Causes that lead to resistance to change

Fear of personal impact



Main Heading : Font Size -36; bold; Font: **Georgia** ; Color: **Dark Blue**



Fear of uncertain outcome

## Signs of Resistance: Active

- Being critical
- Finding fault
- Ridiculing
- Appealing to fear
- Using facts selectively
- Blaming or accusing
- Sabotaging
- Intimidating or threatening
- Manipulating
- Distorting facts
- Blocking
- Undermining
- Starting rumours
- Arguing

## Signs of Resistance: Passive

- Agreeing verbally but not following through (“malicious compliance”)
- Failing to implement change
- Procrastinating or dragging one’s feet
- Feigning ignorance
- Withholding information, suggestions, help, or support
- Standing by and allowing change to fail

# Why Change is Resisted?

- Dislike of change
- Discomfort with uncertainty
- Perceived negative effects of interests
- Attachment to the organizational culture/identity
- Perceived breach of psychological contract
- Lack of conviction that change is needed
- Lack of clarity as to what is needed

# Why Change is Resisted?

- Belief that the specific change being proposed is inappropriate
- Belief that the timing is wrong
- Excessive change
- Cumulative effects of other changes in one's life
- Perceived clash with ethics
- Reaction to the experience of previous changes
- Disagreement with the way the change is being managed



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**Thank  
you!**



## **NPTEL ONLINE CERTIFICATION COURSES**

**Course Name: Managing Change in Organizations**

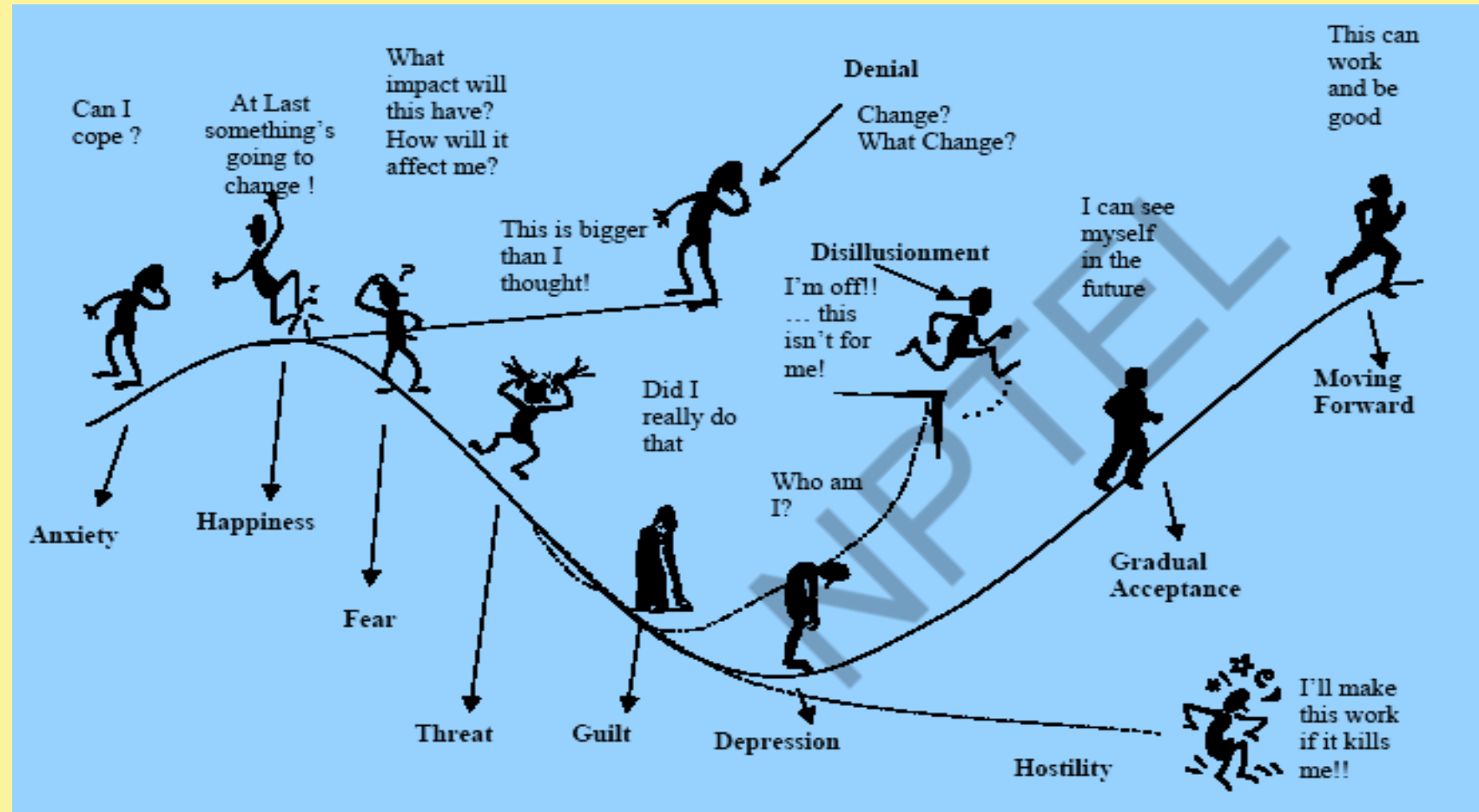
**Faculty Name: KBL Srivastava**

**Department: Humanities and Social Sciences**

**Indian Institute of Technology Kharagpur**

**Topic: : Managing Resistance to Change**

# The Process of Transition

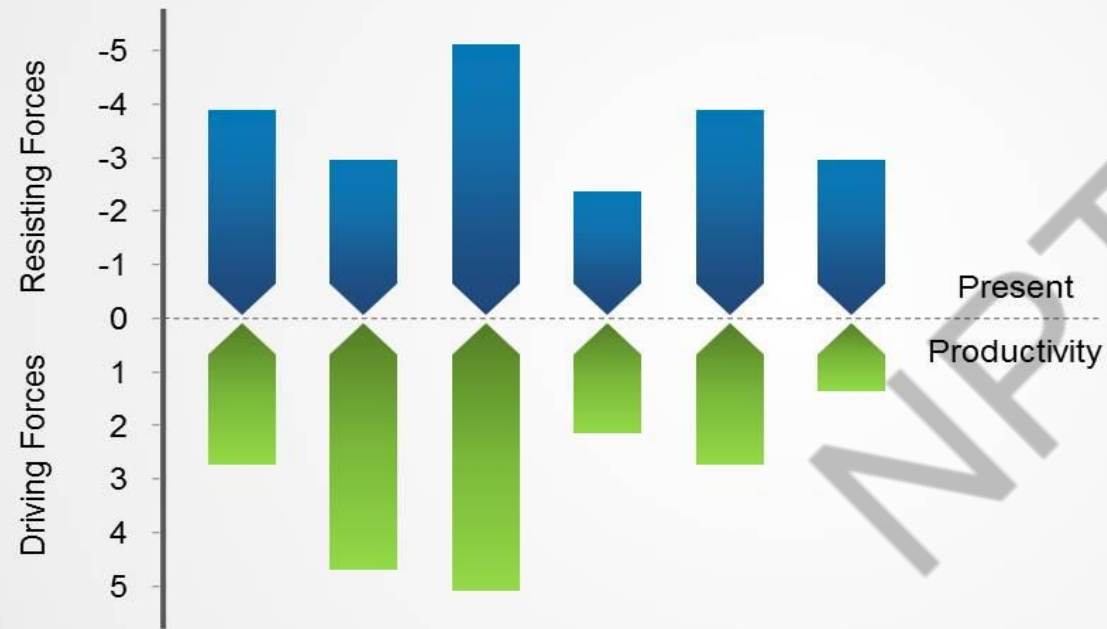


# Four Phases of Transition



# Force Field Analysis

## Force Field Analysis



Sample Text

This is a sample text.  
Insert your desired text  
here.

Sample Text

This is a sample text.  
Insert your desired text  
here.

# Managing resistance to change is an important issue for managers



# Tips for overcoming resistance to change

Emphasis on the vision and mission statement



# Tips for overcoming resistance to change



## Proper communication

**Without proper communication, people will wonder why they're left in the dark, and assume the worst.**

# Tips for overcoming resistance to change



# Tips for overcoming resistance to change



Need for change

# Tips for overcoming resistance to change



Inclusive Approach

# Tips for overcoming resistance to change



Empower your employees

# Tips for overcoming resistance to change



Address Employee Anxiety

# Tips for overcoming resistance to change



Assure support and guidance

# Tips for overcoming resistance to change

Backup Assurance  
with training

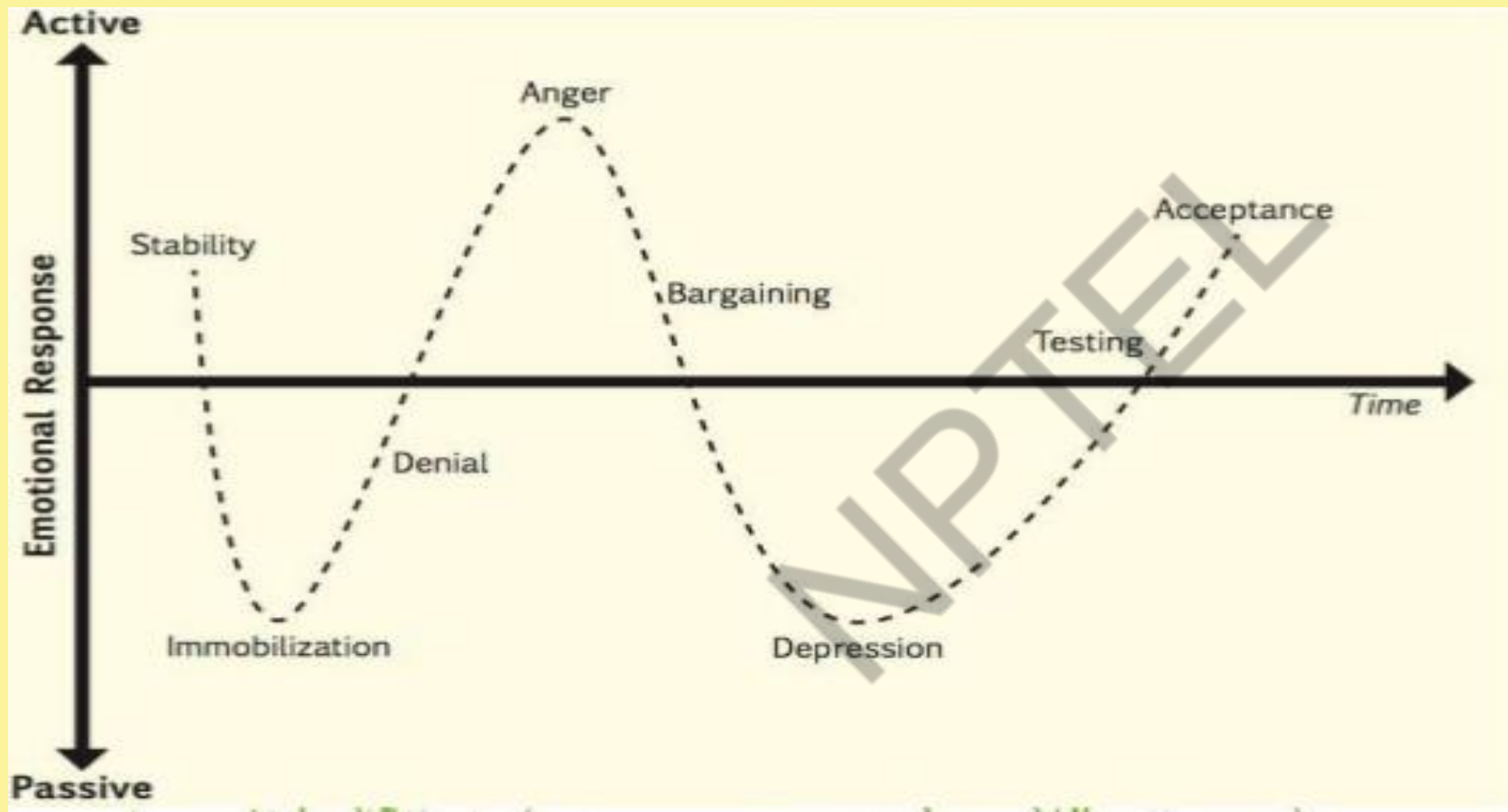


# Tips for overcoming resistance to change

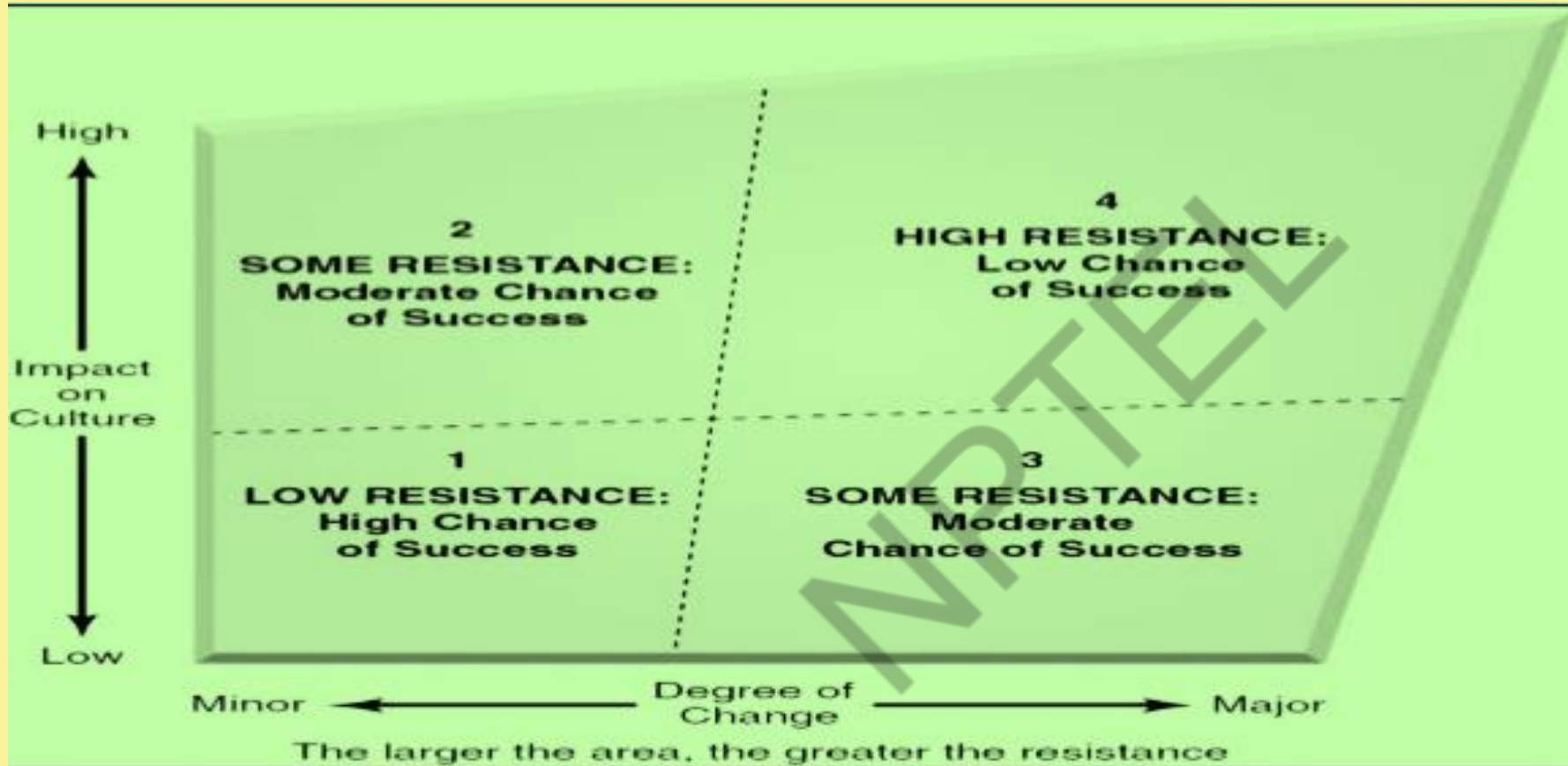


Always become a solution provider

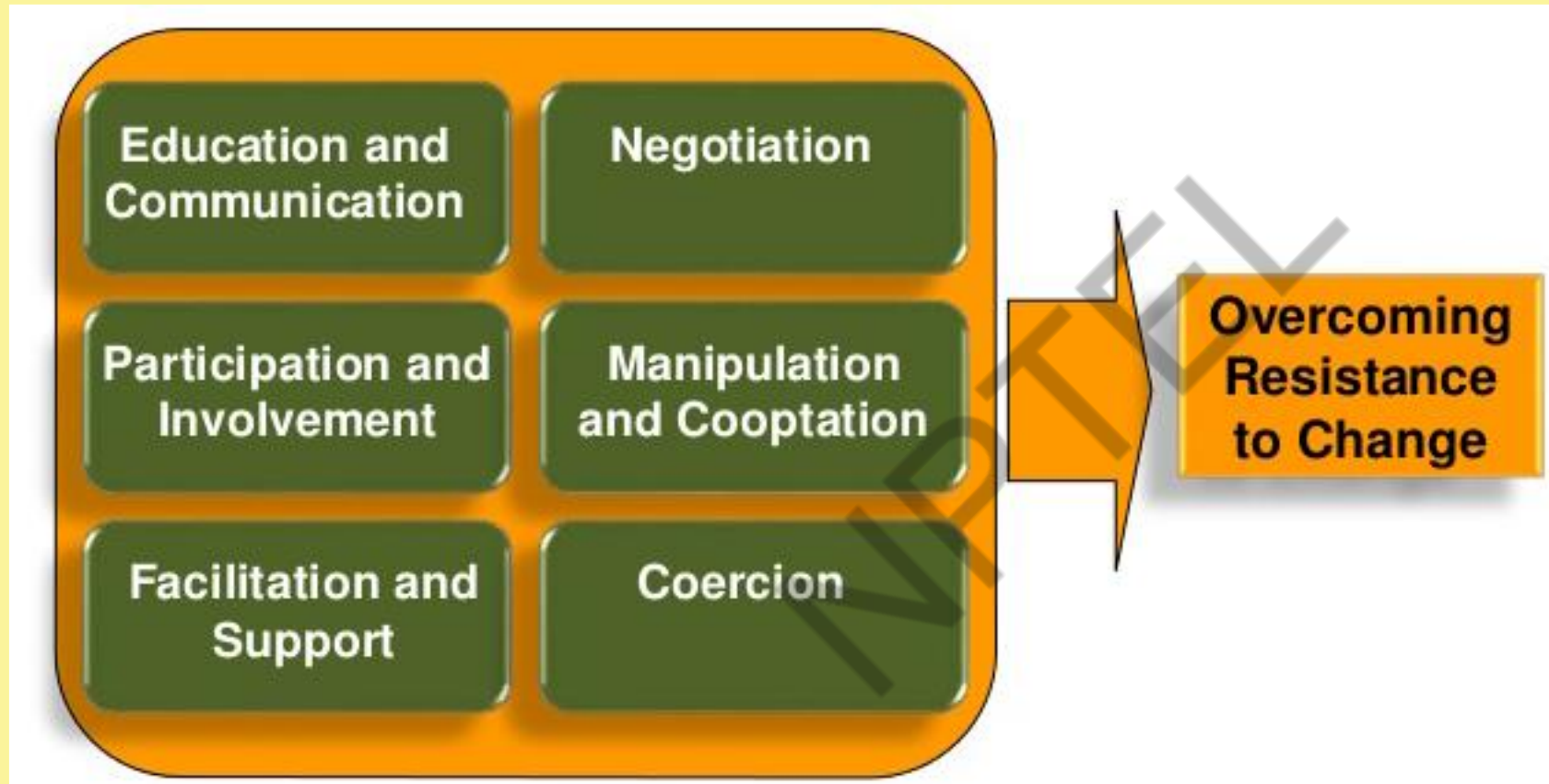
# Stages of Resistance to Change



# Change Model



# Overcoming Resistance to Change



# Managing Resistance

- **A “Situational” Approach:** This proposes six methods for managing resistance that should be chosen based on contextual factors.

| Method                       | Context                                                                                              |
|------------------------------|------------------------------------------------------------------------------------------------------|
| Education & Communication    | resistance is due to lack of information                                                             |
| Participation & Involvement  | Resistance is a reaction to a sense of exclusion from the process                                    |
| Facilitation & Support       | Resistance is due to anxiety and uncertainty                                                         |
| Negotiation & Agreement      | Resistors in a strong position to undermine the change process                                       |
| Manipulation & Cooperation   | Other methods are too time consuming or resource demanding                                           |
| Explicit & Implicit Coercion | Change recipients have little capacity to resist; survival of the org. is at risk without the change |

# Reducing Resistance

| Strategy             | Outcome/Best Use                                                                                                                                                                                                    |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| COMMUNICATION        | <ul style="list-style-type: none"><li>• Reduce fear of the unknown</li><li>• Develop team norms consistent with change effort</li></ul>                                                                             |
| TRAINING             | <ul style="list-style-type: none"><li>• Help break routines by teaching new role patterns</li><li>• Minimize resistance caused by saving face by actively involving employees in change process</li></ul>           |
| EMPLOYEE INVOLVEMENT | <ul style="list-style-type: none"><li>• Create psychological ownership of decisions</li><li>• Also reduces fear of the unknown and minimizes saving face resistance</li></ul>                                       |
| STRESS MANAGEMENT    | <ul style="list-style-type: none"><li>• Remove direct costs and fear of the unknown associated with the change process</li><li>• Increase motivation and support for change process</li></ul>                       |
| NEGOTIATION          | <ul style="list-style-type: none"><li>• Gain support of employees who lose something of value as consequence of change</li><li>• Ensure quick turnaround of change process</li></ul>                                |
| COERCION             | <ul style="list-style-type: none"><li>• Replace employees who will not fit into new culture or will not support the new ideal organization</li><li>• Using force when other tactics have been ineffective</li></ul> |

# Managing Resistance

- **The Resistance Cycle: “Let Nature Take Its Course”:**
  - here resistance has four psychological states through which people progress – denial, resistance, exploration and commitment. This has implications for how managers may intervene.
- **“Creative Counters” to Expressions of Resistance:**
  - this focuses on a micro-aspect of change – comments that might signal resistance and comments that managers may use to counter the expressed sentiment.

# Managing Resistance

- **Thought Self-Leadership:**
  - Resistance to change can be overcome by influencing the perceptions of individuals that drive the way they react to change.
- **Tinkering, Kludging, and Pacing:**
  - This reconfigures existing business practices and models to make change successful.
- **The "Power of Resistance":**
  - Resistance can be used to build support for change in the organization.
    1. maintain clear focus,
    2. Embrace resistance,
    3. respect those who resist,
    4. relax,
    5. join with the resistance.

# Conclusion

## Conclusion:

Understanding about how to diagnose change

Component and Holistic models

Various models and frameworks

Resistance to change

Managing resistance to change



# References

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**Thank  
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