KEY ROLES IN ORGANISATIONAL CHANGE

Objectives

After going through the unit you should be able to:
- Understand change as a, collaborative effort by several individuals and teams in an organisation
- Appreciate the function of different levels of individuals and teams
- Have ideas on improving effectiveness of the key roles.

Introduction
- .Corporate Management
- The consultant(s)
- Internal resource persons
- Implementation Team
- Chief Implementor   .
- Task Forces
- SeIf-Assessment Test/Questions

INTRODUCTION

In order to speed up organisational change and help it to be implemented smoothly several roles play their parts. These include both outside and Internal roles. Six main roles, relevant organisational change are discussed here. They are:

1) Corporate Management
2) Consultants
3) Internal Resource Persons
4) Implementation Team
5) Chief implementor
6) Task Forces.

Organisational change is a collaborative effort, in which several roles and individuals are involved. Various roles perform different functions. They make their specific contribution to the designing and implementation organisational change. Various functions of the key roles are discussed below.

CORPORATE MANAGEMENT

Corporate management includes the chief executive and several top executives who are Involved in policy decisions.

The following are the main functions of coporate management in relation to organisational change.

Legitimizing function: Corporate management legitimizes the change being planned, recommended and implemented. The more actively the corporate management promotes the change the more legitimate it becomes and the quicker it is likely to be accepted. If the corporate management does not clearly indicate its interest and support for the change, the change is likely to be slowed down. The concern on the part of the corporate management and the visibility of such are very important for organisational change.

Energizing function: Organisational change is a very diffcult process. It may be slowed down at several stages. In many cases the enthusiasm may go down. In other cases some difficulties arising in the natural course may discourage people who may find it difficult to deal with such problems and may like to take the course of least resistance by reverting to the older methods or ways of management. The role of the corporate management at such critical points is crucial. Corporate management energises the slackening pace and interest by taking up problems for discussion and by showing concern.

Gate-Keeping function: Corporate management helps in establishing the relationship between the consultants and various groups in the organisation. This is usually done by calling various meetings in which the purpose is explained and then the consultants get an entry into the organisation.

THE CONSULTANT(S)

A consultant or a team of consultants usually comes from out-side but they can also be insiders. The consultant's role is that of experts, who have bath knowledge and experience in the field in which change is proposed. There are same advantages in having outside consultants for some time. The internal persons, even though they may have the necessary expertise, are likely to be inhabited to have their own perception of the problem. Also, they may be restrained by the internal dynamics. This may make the internal people less effective. Therefore, even organisations with a very high quality of expertise in a particular field invite outside consultants for sometimes. The following functions are performed by the consultant(s):

Implanting function: The consultant does not supplant the internal expertise available
but supplements such expertise. It is necessary that the consultant carries along with

him the various people at different states of the process of organisational change. Then
the consultant is able to make change a part of the organisation.

Transcending function: One great advantage of the consultant is that he is not bound by constraints of the organisation. He takes an overall view. He transcends both the ecology of the organisation, i.e. the various units and department, to be able to take an overall view of the organisation, and also transcending function makes the role of the consultant more creative. He thinks about the total organisation, not only as it is now, but also as it is likely to be in the future. This helps to give a wider perspective to organisational understanding.

Alternatives generating function: The consultant is not as much far working out a specific solution as for helping the organisation develop the capability of evolving solutions. The consultant does this by generating several alternatives. He also develops the ability to design interventions and ways of salving problems.

Process facilities function: The consultant is primarily process facilitator. He has to be
perceptive of the reality in the organisation. There is nothing like an ideal or a best one.
The consultant may see the repercussions of the solution, and may like to make the necessary modifications to suit the situation. The consultant also helps in developing various roles as the change programme proceeds and the change is being implemented. The process facilitating role helps the consultant to move towards self-liquidation. He helps the relevant people in the organisation to take over the role as the programme is being implemented.
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Shock absorbing function: During the planning of change and making necessary
recommendations, much unpleasant feedback may be required to be-given to the organisation. It is difficult for internal people to do so. They cannot take the risk necessary to make some things explicit. The consultant can take such risk. He can effort to absorb the shock created by the change and can help the system to confront reality and discuss certain processes which may be quite unpleasant but without which it may not be possible to move towards the solution.

Resource sharing function: The consultant brings with his background the latest knowledge and a wide variety of experience, which he uses in making organisational change effective. He collects such resources and shares them with he internal people so that the knowledge can be utilized for making the change effective.
Resource building function: The consultant helps in generating resources within the
organisation by building the necessary expertise as he works With the organisation by building the necessary expertise as he works with the organisation. This does not mean that he makes people dependent on him. By sharing his knowledge and experience and by continuously discussing matters with the concerned people he helps in building internal resources.

Self-liquidating function: By building internal expertise and resource he is working towards withdrawal from the organisation and liquidating his role and indispensability.

In many cases the consultant enjoys the influencing function so much that he may continue to play this role in the organisation. This is bad both for the organisation and the consultant. The consultant deliberately refrains from using undue influence on internal executive decisions. And as the work of the organisational change is over he takes definite and deliberate steps to withdraw and wean the organisation from depending on him. The self-liquidating role is very difficult. Once a consultant is successful and effective, he may have the temptation to continue to influence the organisational decisions. If the consultant is not perceptive enough, and in his eagerness to be helpful he makes the organisation dependent on him, and enjoys this dependency, the results may be bad for the organisation as well as for the consultant.

The organisation should have the capacity to assimilate the influence and expertise of the outside consultant and necessary preparation should be made to make use of the consultant in the organisation. It is important that continuous communication is maintained by the consultant at all stages of the change process.

INTERNAL RESOURCE PERSONS

Even if the expert is from the outside, some people from the organisation work with him. These people represent the same expertise as the consultant has, or, at least, they propose to develop that expertise. In many organisations, these persons are called Internal Resource Persons (IRP) or Facilitators. This role may already exist in an organisation, or this may have to be created. For example, if the management information system is to be introduced, people with enough technical experience and expertise may be involved, and, if such people do not exist in the organisation, they may have to be recruited. In several organisations HRD facilitator role is being developed as a part of implementation of the HRD system.

The IRP's help in implementing the policies and details of the organisational change as
worked out and accepted, and in stabilising these in the organisation. It is only through the Internal Resource Persons that the change becomes a part of the organisation. Much more attention needs to be given to the role of the IRP. Several relevant questions in this regard are: Should the IRP be an independent individual or group as should members from different groups constitute a team to function as the IRP? How to legitimise the IRP role in the system? How much time is required for the IRP to develop the expertise? and so on. In many cases jealousy develops when the IRPs become successful and effective. Their success produce some feeling of threat in other members of the organisation, leading to various prejudices and jealousies. This issue needs to be discussed. Enough attention should be paid to the development of the IRP. Without such resources, the organisation may not be able to stabilise the changes. Several important aspects of the development of the IRP deserve attention, these are mentioned below:

SUPPORT OF THE COMMUNITY

The role of the IRP has to be legitimized in the organisation. It is necessary for various important roles in the organisation to sit together and define the role of the IRP. The legitimization process can be accelerated by discussing the role of the openly in the system rather than only appointing persons

in this role by the head of the organsiation. Role Analysis Technique can be used to clarify and work out the role in details. It is also useful for various members in the organisation to project their expectations from such a role. The person to be selected for such a role should have some qualities of functioning as a change agent. There should be enough time for the preparation of the person for this role.

LINKAGE WITH CONSULTANT

The persons who grow as IRP should have linkage with several outside consultants. The initial linkage should be with the external consultant associated with the change from the beginning. The external consultant can help the IRPs through several programmes as well as by giving them graduated readings. The linkage can be established by the IRPs becoming members of some professional bodies like the Indian Society for Applied Behavioural Science, and the National HRD Network.

Stabilisation of the role

It is necessary that the role is stabilised in the system through sharing of successes and failures of this role. The review of the IRPs work can be done from time to time by the organisation.

Professional development

It is necessary to attend to the continues professional development of the internal OD
facilitators. This can be achieved by helping the IRP attend some advanced programmes, become a member of the professional organisations and work with other organisations in a helping role.

IMPLEMENTATION TEAM

The implementation team consists of a group of people from various departments or areas of the organisation who are given the responsibility for monitoring, deliberating and making necessary recommendations from time to time. Such a team ensures proper motivation of people throughout the organisation, and takes necessary steps for effective implementation. This has been discussed at several places in this block. The following are the main functions of the implementation team.

Collaboration building function

The implementation team helps to build collaboration amongst various sections and departments of the organisation for the change programme. It should therefore be a real team, every member having respect for-the other, and collectively thinking and evolving a consensus in spite of differences of views. An effective team is one which has representation of various expertise and diverse experiences relevant for the change. And yet people are prepared to listen to each other and take collective decisions which are not necessarily unanimous or by majority, although enough consensus develops.

Gate-keeping function

The implementation team helps to keep the communication between those who are planning and implementing change and the rest of the organisation open. This is done by developing liaison between the various departments and sections of the organisation Since the team l1as representatives from such departments and sections, it is able to carry various matters to the departments and raise various questions there it similarly, carries back some feedback from the departments for discussion by the implementation team.

Reviewing function

The implementation team reviews from time to time the progress of the change programme, and makes necessary recommendations and formulates policies to ensure that the programme of change is both effective and smooth. This helps in making change programme more realistic.

Policy formulating function

The implementation team, in the light of the review, makes necessary recommendations and formulates policies to ensure that the programme of change is both effective and smooth. This helps in making the change programme more realistic.

CHIEF IMPLEMENTOR

Organisational change has to be implemented and this need not be done by those who are working in a particular area. In fact it is better to make implementation independent of the functional responsibility in an organisation. The chief implementor is usually the chairman of the implementation team. But his responsibility is not confined only to discussing the problems and making recommendations. He takes the responsibility of monitoring and ensuring proper implementation. The main difference between the role of the chief implementor and the implementation team is that a group can never take on executive responsibility. This can be taken only by an individual, and the group can help him to perform his function more effectively in several ways. The following are the **main functions** of this role.

Monitoring function

The chief implementor monitors the programme of change. He has to be a tough Person, a go-getter so that he relentlessly keeps the programme on the schedule, heensures that the programme design that has been prepared and the time schedule that has been laid down are followed.

Diagnostic function

From time to time the chief implementor looks at the programme to find out what isl preventing the smooth functioning and progress as planned. This is the diagnostic function of the chief implementor ,',he collects the necessary information through specially designed questionnaires or though rviews and uses these to discuss with the implementation team to be able to take necessary action for either modifying the programme or for providing additional input for the proper progress of the programme.

Executive function

The chief implementor has the responsibility of implementing the programme. This isan executive function, it involves not only making recommendations but ensuring thataction is taken on whatever has been decided. He mobilises the necessary resources andworks on the implementation of the programme.

The chief implementor should be systematic in his approach, he should have great concern for systematic planning and going into the details of the various steps planned. At the same time he should be flexible. If the chief implementor has his own strong views and ideas and finds it difficult to accept other's points of view he would not make a good implementor. In one organisation, an otherwise very effective implementor developed his own prejudices; and this resulted in unintended delay in the implementation of the change.

The chief implementor needs to be creative and imaginative. He comes across several problems and has to find solutions to the. He should search various ways of dealing with the problems sometimes even unconventional ways. He should also be resourceful, and should have an eye for the resources available in the organisation.

The chief implementor should have high acceptance in the system. His role requires a high level or rapport with various persons in the organisations, so that he can find out their problems, and people feel free to talk to him. He should have high respect in the system and should be known for his qualities for implementation, and for his concern for the organisation and for the people.


TASK FORCES

The task forces are set up for specific purposes in order to re are material, collect information, generate ideas, and take specific responsibility which is time bound and which is completed very fast. There may be many task forces, which get dissolved as soon as a particular task is over. The task forces help in making use of the various kinds of expertise and skills available in the organisation.

The six roles suggested above are involved both in the process and the task. However, their emphases differ. For example, the corporate management and the consultant are primarily contributing to the process. Their major function is to facilitate the process so that the

necessary movement towards organisational change is possible. The internal resource persons also contribute to the process, although their preOcct1Pation with the task increase. The most concern for and involvement in the task is by the task forces and implementation team. The chief implementor of the organisational change is certainly involved in the achievement of the task; he is also involved in the smoothening of the process. Although, every role is concerned with the process as well as with the task, the difference may lie in terms of the emphasis. Some roles are primarily involved in the process while 'others are in the task, it would, for example, be dysfunctional if the chief executive or the corporate management are concerned directly with the task. Similarly, the focus of the outside consultant may be on developing the necessary understanding through diagnosis and preparation of the recommendations. But the involvement of the outside consultant in implementation of the task may not be useful, it does not mean that the corporate management or the consultants are indifferent to the task or implementation of the recommendations. They are not directly involved in action, nor do they take the major responsibility for implementation; they provide the necessary climate and support. Figure 2.1 shows this.

Figure 2.1 Key Roles in Sequential Change

Corporate   management
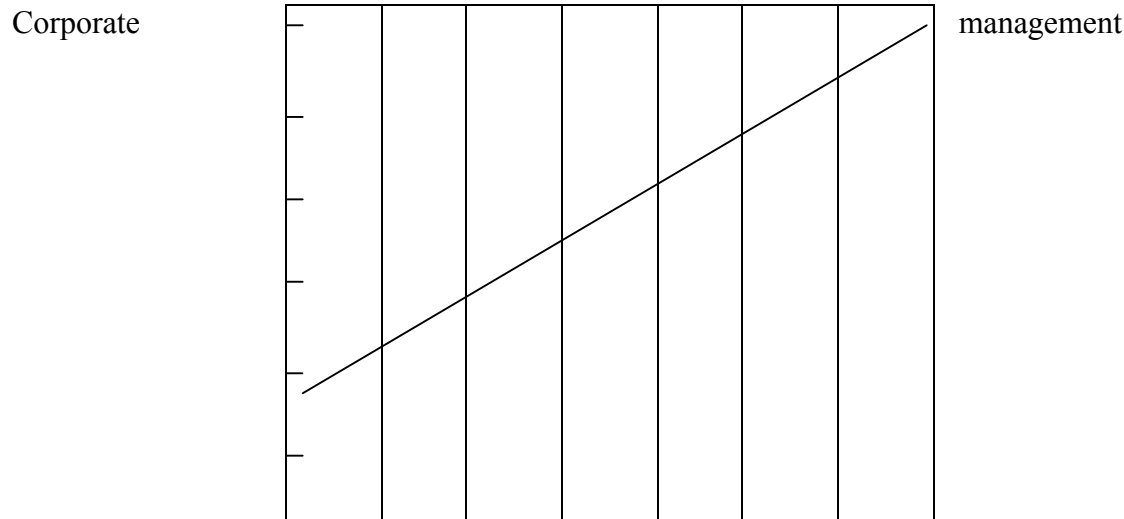
The figure _Indicates the relativeipvalvement in the process ar task; that is likely to. make a role effective at different stages of the chfhge process {sei Hntt4). At the initialphases involvement required in the process is greater than that in the subsequent phases when gradually mare involvement in the task will be possible. When the change process is being started, all roles concerned with it should pay mare attention to. the process and if it is praperl_ done, the task erfarmance becaI?_s easi_r. ,!awards,the end all roles can pay attention to. the task areaver, the exhibIt _mdIcates that, even towards the end the tap manageme has to. be concerned with the process though the

intensity and the time spent by them will be less. As a matter of fact the involvement of the tap management will be predominantly an the process only whereas that of the task farce would need to. pay attention mainly to. the emergent tasks. The relative focus are the different roles in orienting themselves in this proportion of the process-task continuum
will be use_   ,

SELF -ASSESSMENT TEST/QUESTIONS

1) Explain the key roles in organizational change.
2) Haw do. the Internal Resource Persons help consultants in bringing about change?
3) Explain the main functions of the implementation team.
4) Explain the role of Chief-implementer.

CHANGE IMPLEMENTATION: RESTRAINING FORCES

Where the change effort is simple and specific as in a procedural modification, not much of employee resistance is involved. However, if the modification is perceived as eroding his authority or autonomy he may be aversive to the change. This discontent may not find support with his role set, if they find the change conducive to unit's functioning and not affecting their own work. In a particular organisation a market manager had, discretionary powers to spend certain amount of money, which was reduced following certain procedural changes. Though this made the manager rather unhappy. His role set members, however found it quite necessary as andeconomy' measure. The manager's discontent did not find support with others and after sometime he realized the change was an organizational necessity and not an affront to his authority.

When change goal is general or complex, it is prone for various interpretations. At the planning stage, the goal may be, clear and acceptable. But when it is being implemented and as the plan unfolds itself at each of the stokes of the action process; people come to know of it more specifically and new problems are likely to arise which were unanticipated hitherto More so, when a change goal is complex, details of implementation and how people perceive the stages of implementation in t terms of consequences for their work or interpersonal behavior cannot be &, sufficiently worked out in advance.

In a particular department, the faculty felt that the students were not involved in the classroom instruction. There was high absenteeism in some of the classes. It was felt I almost unanimously that the syllabus should be made more challenging and demanding by loading the syllabus, implementing the case study method in a heavy I way and redesigning the question papers both in structure and in the choice of I answering. However, the whole programmer failed in its implementation stage. There was resistance among some of the faculty members. They resisted, as revamping the syllabus would mean more workload to them, which they did not realize earlier. The old syllabus was easy to teach as they had been teaching the same topics for quite a number of years and revamping would mean more demands on their time and extra' work. Others opposed the additional inputs by case study method on grounds such as; cases developed in our country were few, there were not sufficient number of cases in all the course subjects, teachers were not trained in" the case method, it is not the only best method of teaching and so on. Curtailing the choice of answering in I examinations, was felt by some others to open up a Pandora box. Students may not accept as they had enjoyed the privilege of having more than 50% choice for many years, and they may make a hue and. cry about it, which may not be palatable to higher-ups in the administration, until the latter are prepared to handle the problem.

Though every faculty member and even some of the students realized there is a genuine 'need to bring about changes in curriculum, however at the implementation I stage the programmer failed. It is almost more than 5 years since the change programmer was initiated but yet hardly any change has occurred in the intended direction.

Ally effective change needs adequate organizational support. Implementation of change it any one sub system i e. task or structure or technology or people has repercussions or implications to the other sub-systems. The implications may be direct or indirect. For example, bringing m new technology has implications for the task, where the task may be redesigned or undergoes modifications in the way it is presently performed. People who perform the task have to be trained to acquire certain new skills or those with required skills may have to be recruited. The existing, work groups may have to be reshuffled or new work groups may have to be formed which are likely to disturb the formal and informal relationships among the existing work groups. Existing departments may have to be modified or new departments set up, resulting in redefining and redesigning the present organizational structure.

Employees may resist the new technology *for* reasons that may be rational or sometime every irrational

Change implementation requires a coordinated effort among the different sub-systems, different organizational levels and different departments. Hence, change at anyone level demand supportive, complimentary and reinforcing behaviors at the other levels.

Commitment to the concept of change alone is the sufficient. The commitment should be therefore its implementation too. Sometimes, bosses are heard saying "get some results first, we .can implement the change later on". But such an approach is a half-hearted approach. To get partial results as a proof that the change is valid, compromising approaches or "grey" solutions may be adopted which may affect the implementation of the change in its actual form. As discussed earlier in the unit: 12, *for* implementation to be effective, the top management should have faith and belief

In the change process their commitment to change people at lower levels should be noticeable.

Change implementation becomes difficult without the necessary organizational support. Sometimes, it is true that some of the change activities may run counter to the existing rules and regulations. Such a situation creates ambiguity and conflict in the manager. These situations have to be minimized

Adequate men, material and infrastructure facilities are equally important *for'* change implementation. When designed change programmes run into rough weather because of insufficient men, money or material. In the previous example of a university department, case method could not be implemented *for* lack of and equate support system. Ready-made cases were not available. Teachers were not trained to write cases. The cost involved in the replication of the case material in different subjects was three times more than the annual stationary grant available to . the department. Manpower required *for* typing, stencil cutting etc. was also not adequate.

More attention may be focused at the planning stages of the change process than operational sing the change. Contingency planning might have not been done-or if done it was perhaps inadequate. Those who implement may realist the consequences to their work only when they implement it and not beforehand. The problems could be: more workload and even certain psychological disincentives, which may build up resistance to change. Sufficient feedback needs to be obtained from the implementers and necessary action process initiated to minimize resistance or sabotage of the change effort. Certain psychological or monetary incentives need to be offered to overcome the unanticipated problems during change implementation.

Activity C

Keeping in mind Kurt Levin's model, what do you think are the salient factors restraining change Implementation.

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HOW TO FACILITATE CHANGE IMPLEMENTATION: BUILDING UP INDUCING FORCES

j} Strong supportive force for change implementation is the felt desire for change among those who implement it and those who are likely to be affected by the change and secondly .agreements to the objectives, plan and programmer of the change process. A participative approach, needless to say, is best to obtain the commitment of the critical and other important actors for the implementation and maintenance of change. The goals and objectives are more likely to be understood clearly and endorsed by the critical actors and the others, when discussed together. Resistance to change will be less and the group morale is likely to be better. Unexpected turn of events during implementation may not unduly discourage the actors and in fact participative approach may prepare them to tackle such events.

 Hence, we might as well consider that whey' implementations understand the importance of change, change plan and process and what is expected of them, we have strong supportive forces for change to occur. But that is not all. The implementers have to be trained in the implementation process. In the earlier instance, though the faculty members felt the need to use cases, yet the case method could got be implemented as some of them were not trained to write cases and handle cases as a method of instruction.

Activities in the direction of implementation have to be positively reinforced. This is where suitable incentives either monetary or non-monetary may use Successful activities have to be brought to the focus of others and they may serve as models for! Others and preserve the zeal and enthusiasm during the entire period of change. Reinforcement of expected behaviors are necessary as commitment is likely to shift from time to time due to changing forces and pressures.

Providing supportive leadership is yet another inducing force. The manager should be equally considerate and have initiative. Depending upon the maturely level of the subordinate he should be able to plan, define and organize the work of his subordinates regarding change

implementation. Also he should beroIiS1derate, understanding-and able to recognize problems from the viewpoint of the implementers. He should be able to motivate them to accomplish their tasks and

help them overcome any frustrations experienced in change implementation. In other words, others as a positive force and as one committed for the change should perceive him. He should be a team builder and arouse participation among members thereby ensuring their commitment to change implementation. As a leader he is expected to play the following roles:

a) **Change advocate:** i.e. persuade others to accept the change idea. This he may do

by bringing a change in the cognitive or affective dimensions of the employee's behavior. Change in the cognitive dimension can be brought about by logical analysis or rational presentation of the benefits of change. Affective change is possible by involving the person in the change process or by providing opportunities experience initial benefits from the change. Since cognitive and affective dimensions are closely related, a change in anyone in the desired direction brings change in the other also.

b) **Change interpret or:** The leader should be able to interpret the change and its consequence to those who work with him. He should not only be proactive the also able to influence others to perceive the change positively. He' should provide an objective measure of change and its benefits.

c) **Trouble shooter:** The manager should be able to anticipate the problems likely to arise in change implementation. were problems arise, suitable assistance and supportive leadership has to be provide. Certain barriers are likely to arise from time to time. They may arise from objective factors or subjective factors. The objective factors are in the external environment in organizational practices, procedures, interdepartmental cooperation etc. The subjective factors are in the

member's perceptions of events, outcomes of change effort and personal biases. The subjective barriers may be overcome in terms of educating the employee about the change effort, involving

him in the change process and providing supportive leadership wherever required the organizational snags may be minimized by certain structural modifications procedural changes and developing inter departmental collaboration.

Feedback from time to time concerning progress towards the intended change, acts as an inducing force. There is enough psychological evidence that knowledge of results is a motivator of behavior and incomplete talks are beery remelI1bered than implanted task. The change effort- is to be monitored from time to time by utilizing formal mechanisms to chart and oversee the progress of the change.

Network techniques such as PERT, CPM can to be employed for monitoring change' implementation. An MBO approach to change implementation, wherein each role incumbent plans his role in consultation with his superiors and colleagues, and . prepares a blue print of his activities, helps him to understand the relevance of his role to the total change effort and also to monitor his own progress periodically. By such an approach the individual's responsibility and accountability is clearly fixed, apart from, being involve the change effort

Organizational concern and effort to reduce stress arising out of change process is always perceived as a positive force by the implementators.

As the change programmer is often gradual and in phases, implement ting earlier phases might result in stress at the latter stages. The implementators should be able to cope with the stress, otherwise frustration may build up and interest may slacken. The superior should possess the skills of a counselor and facilitator. Disagreement among the implementers should be sorted out and conflicts should be managed in a collaborative atmosphere. Where conflicts are of a serious nature between any two role incumbents, demarcation and creation of sharp role boundaries will help to minimize the incidence of conflicts.

Another supportive force for change implementation is effective communication. More often then not, a change is not properly implemented, as the implementer is not clearly aware of what he is expected to do report has to be built with and among those involved in the change process and one should be made to be clearly aware of one's own duties.

Adequate functioning of the existing communication network has to be initially analyses. A number of methods are available for this purpose such as residential analysis, participant analysis, duty study, cross section analysis and ECCO. They have been already discussed in the unit 12 on organizational development and the student is advised to refer to that unit.

Distortion in communication arises when there is noise in any of the links in the communication chain. Noise can be minimized when what is to be communicated is determined beforehand, the message or information is clear and specific, appropriate channels are used and the receivers already turned to the message that he is expected to receive.

Frequent interaction among those engaged in the change process use of both formal '7 and informal channels and periodic feedback help in managing the implementation of change. High level of feedback noise or distortion and immediate. Feedback continues to creased clarity and better control of the ongoing process.

Formal communication may be facilitated by regular reporting procedures, frequent meetings within and among specific task groups.

To support the change implementation, necessary organizational structural changes have to be made. The changes may be in terms of decentralization, setting up task & groups or committees formalization, standardization etc., contingent' to the situational necessity.

While we have discussed some of the relevant inducing forces for change implementation, the list is suggestive and not exhaustive.

Activity D

Think of a change, which may have been introduced in your organisation. How was it

Implemented? Did the implementation process follow some of the ideas mentioned above?

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IMPLEMENTATION PROCESS: STAGES

Any change implementation has to be gradual and drawn over time in gradual and sequential phases. Change cannot be hurried upon. Swift action poses problems of being pressed too far too fast, and implementers may complain of work overload, work stress etc. However, this does not mean that change should be slow. There are certain phases and situations where swift action is perhaps necessary but it should be balanced against the cost of appearing to jump the process and causing stress or work overload.

There seem to be certain stages in the implementation process in terms of the attitudes and behaviors of the implementers. The first is, Honeymoon period where the necessity of change is felt and the change plan is considered desirable and there is zeal and enthusiasm among people for the change effort.

As the change plan gets implemented, the implementer gets to know the real demands made upon him and his work, reactions of others with whom he has to interact and comments and criticism from those who do not tolerate deviation from their habitual work patterns. This

is the reconsideration stage. Negative forces gather around and the implementer has to deal with them before they gain momentum and stall the change. Faith it the change effort is essential for the implementer to withstand these negative forces.

Persuasion is the third stage where the implementer has to win over the confidence 'of the others. This is possible in terms of persuasive communication, focusing on the attractive aspects of change, building up expectations about the likely problems to be encountered and how they can be overcome, and developing resistance to negative forces by inoculating against them.

The fourth stage is ensuring more commitment to change. Behaviors in the direction of intended change effort have to be positively reinforced. Those involved in the change activity have to be' clear in their rilind that gains or benefits are not immediate but delayed. While negative forces crop up early, employees should have the patience to wait for the desired results. It is also necessary to monitor the change effort 1;1t each of the stages by setting up a time table for evaluation and taking corrective action whenever required.

The change effort that is implemented has to be consolidated; otherwise advantages of change may be vitiated. When a cha..11ge is to be introduced; the unit or the organisation has to be tuned to it. Once the change is introduced it has to be frozen or consolidated, failing which the organisation may return back to the pre-change equilibrium. However, before the beginning of freezing or consolidation process, it has to be checked whether change has raised its original purpose or has caused any negative consequences.

Activity E

Examine the ways and means of building up supportive forces for change

implementation.

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FOLLOW UP

The follow up of change is usually in terms of employees' opinions and attitudes about the change, and differences in performance and work-related behaviors. Attitudes may be measured in terms of formal interview or informal discussions or "specifically constructed attitude scales. Indirect objective measures could be: absenteeism, tardiness at work, punctuality, performance etc.

CONSOLIDATION AND STANDARDISATION

Any change activity in spite of its positive advantages may have certain disadvantages

or negative consequences consolidation of change requires minimizing if not eliminating the disadvantage gets and sometimes even learning to live with certain difficulties. Change process should be ingrained in the organisation fabric. This may be done by ensuring that the change is perceived as contributing to both the employees and organizational needs. Not only the change should be visible but also its benefits. Where it is not felt, perhaps, the need for change should be created.

Consolidation of the change makes certain demands on the change agent_ or those who implement the change. Their behaviors should not be inconsistent with the change activity. As aspects of new operations become fixed, rules and regulations are specified, job requirements are made clear they have to be focused upon and

highlighted.

Consolidation of change can be achieved in terms of formalization and standardization -formalization of rules and procedures and standardization of work process and the individual' 'Standardization of the individual is in terms of training the individual so that the new behaviors ate internalized and become a part of his behavior.

In standardization of the work process t_ new work relationships or work patterns are made a part of the existing patterns. Consolidation is much easier if change is much easier if change is perceived as a part of the existing order.

Standardization should not be premature. If premature it may boomerang. Once distrust or negative attitude is built, it is very hard to consolidate the change. If change is delayed, the expected benefits or outcomes may not accrue or accrues partially alone. Some amount of trial and error is necessary, but the intention should be to maximize the potential of change.

Activity F

Examine some of the methods and techniques available for a follow up study of change implementation. .

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The change process, thus involves.

. Identifying the need for change

. Designing an appropriate solution

. Preparing a blue print of the change process that can best achieve the desired results.

. Seeking and winning its acceptability and adoption

. Implementing the change

. Follow up of the change process, and

. Consolidation of the change and standardizing the change process.

Activity G

Discuss how a implemented change can be consolidated?

………..

………………………………………………………………………………………...

SELF-ASSESSMENT TEST

1 Keeping in mind the organisation in which you are working at present, have you noticed any of the changes implemented either with regard to the task, structure,

technology or people variables, if so, analyses how the changes were implemented and was the change effort successful in achieving it's goal.

2 What changes or modifications do you think can be brought about in your job to make it more interesting and to better your performance?

3 In terms of the procedures and rules that are existing in your organisation with relation to your job, do not think these can be modified to facilitate your work. If so what modifications do you suggest.

3 **In terms of your awareness can you list down what generally are the reactions of people to any change in their job? What are your plans to overcome the negative reactions when you feel that a given job has to be modified in certain circumstances?**

MANAGER AN AGENT OF CHANGE

While creation of a learning organization is a top management task, the onus of continuous learning, changing behaviour and bringing about improvements must devolve down to each manager. An important aspect of the functioning of every manager will be his or her ability to continuously contribute to change. As distinct from the concept of Internal Change Agent in OD theory where specific individuals are identified as internal change agents to work with external consultants in a one time change effort spearheaded by top management, it is important for every manager to assume the responsibility for continuous change in a continuously changing environments.

The successful manager who is oriented to continuous change and improvement will need to:

1) **Be a good learner:** The manager must continuously keep in touch with the relevant environment including competition, other business organizations, and customers in order to be alive to the need for improvement and the possible ways of improving. The manager must also learn from peers within the organizations as well as from his / her own past experiences.

2) **Be open to changing own behaviour and practices:** The successful manager in today environment is not necessarily the one who has all the answers, or who has done all the right things in the past: he or she is the one who is willing to ask "Five Why's" about everything including own behaviour and work practices in order to get to the root of the problem and fixing it so the problem does not arise again.

3) **Be a good teacher:** Bringing about changed behaviour of team members is the responsibility of every manager, He or she must coach, teach and help subordinates to understand the changes in the operating environment, to appreciate the corresponding need for changed organizational response, to experiment with change in their own behaviours and practices and then to systematize and institutionalize the changed practices and systems.

Understanding and Managing Resistance to Change

We are all creatures of habit. It generally is difficult for people to try new ways of doing things. It is precisely because of this basic human characteristic that most employees do not have enthusiasm for change in the workplace. Rare is the manager who does not have several stories about carefully cultivated changes that died on the vine because of resistance to change. It is important for managers to learn to manage resistance because failed change efforts are costly. Costs include decreased employee loyalty, lowered probability of achieving corporate goals, a waste of money and resources, and difficulty in fixing the failed change effort. This section examines employee resistance to change, relevant research, and practical ways of dealing with the problem.

Why People Resist Change in the Workplace

No matter how technically or administratively perfect a proposed change may be, people make or break it. Individual and group behavior following an organizational change can take many forms The extremes range from acceptance to active resistance. **Resistance to change** is an emotional behavioral response to real or imagined threats to an established work routine.

Resistance to change
Emotional/behavioral response to real or imagined work changes.. Managers need to learn to recognize the manifestations of resistance both in themselves and in others if they want to be more effective in creating and supporting change. For example, managers can use the list in Figure 19–4 to
prepare answers and tactics to combat the various forms of resistance. Now that we have examined the manifestations of resistance to change, let us consider the reasons employees resist change in the first place. Ten of the leading reasons are listed here:
1. *An individual's predisposition toward change.* This predisposition is highly personal and deeply ingrained. It is an outgrowth of how one learns to handle change and ambiguity as a child. Consider the hypothetical examples of Mary and Jim. Mary's parents were patient, flexible, and understanding. From the time Mary was weaned from a bottle, she was taught that there were positive compensations for the loss of immediate gratification. She learned that love and approval were associated with making changes. In contrast, Jim's parents were unreasonable, unyielding, and forced him to comply with their wishes. They forced him to take piano lessons even though he hated them. Changes were demands for compliance. This taught Jim to be distrustful and suspicious ofchange. These learned predispositions ultimately affect how Mary and Jim handle change as adults. Dell Computer Corporation recognizes how important anindividual's predisposition toward change can be and tries to hire people with positive predispositions :Dell actively seeks and cultivates a certain type of employee mind-set. For example, potential employees are told early on that their former titles may not correlate exactly with positions at Dell because the company structure is relatively flat. "We have to strip the paradigm that titles and levels mean anything," says . . . [Steve Price, vice president of human resources for Dell's Public and Americas International Group]. "People have to park their egos at the door." Furthermore, Dell's employees have to move away from the paradigm that more means better."It's just the reverse," says Price."When we take half of what you have away from you and tell you to go rebuild it, that's a sign of success." . . ."We typically attract people for whom change is not a problem," says . . . [JimKoster, director of human resourcesfor customer service].

2. *Surprise and fear of the unknown*. When innovative or radically different changes are introduced without warning, affected employees become fearful of the implications. Grapevine rumors fill the void created by a lack of official announcements. Harvard's Rosabeth Moss Kanter recommends appointing a transition manager charged with keeping all relevant parties adequately informed.

3. *Climate of mistrust.* Trust, as discussed in Chapter 13, involves reciprocal faith in others' intentions and behavior. Mutual mistrust can doom to failure an otherwise well-conceived change. Mistrust encourages secrecy, which begets deeper mistrust. Managers who trust their employees make the change process an open, honest, and participative affair. Employees who, in turn, trust management are more willing to expend extra effort and take chances with something different.

4. *Fear of failure*. Intimidating changes on the job can cause employees to doubt their capabilities. Self-doubt erodes self-confidence and cripples personal growth and development.

5. *Loss of status or job security*. Administrative and technological changes that threaten to alter power bases or eliminate jobs generally trigger strong resistance. A mind-set of doing whatever it takes to effectively implement change. For example, most corporate restructuring involves the elimination of managerial jobs. One should not be surprised when middle managers resist restructuring and participative management programs that reduce their authority and status.

6. *Peer pressure*. Someone who is not directly affected by a change may actively resist it to protect the interests of his or her friends and co-workers.

7. *Disruption of cultural traditions or group relationships*. Whenever individuals are transferred, promoted, or reassigned, cultural and group dynamics are thrown into disequilibrium.

8. *Personality conflicts*. Just as a friend can get away with telling us something we would resent hearing from an adversary, the personalities of change agents can breed resistance.

9. *Lack of tact or poor timing*. Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time. Proposed organizational changes are more likely to be accepted by others when managers effectively explain or "sell" the value of their proposed changes. This can be done by explaining how a proposed change is strategically important to an organization's success.

10. *Non reinforcing reward systems*. Individuals resist when they do not foresee positive rewards for changing. For example, an employee is unlikely to support a change effort that is perceived as requiring him or her to work longer with morepressure.

Research on Resistance to Change

The classic study of resistance to change was reported in 1948 by Lester Coch and John R P French. They observed the introduction of a new work procedure in a garment factory. The change was introduced in three different ways to separate groups of workers. In the "no participation" group, the garment makers were simply told about the new procedure. Members of a second group, called the "representative" group, were introduced to the change by a trained co-worker. Employees in the "total participation" group learned of the new work procedure through a graphic presentation of its cost-saving potential. Mixed results were recorded for the representative group. The no participation
and total participation groups, meanwhile, went in opposite directions. Output dropped sharply for the no participation group, while grievances and turnover climbed. After a small dip in performance, the total participation group achieved record-high output levels while experiencing no turnover.35 Since the Coch and French study, participation has been the recommended approach for overcoming resistance to change. Empirical research uncovered five additional personal characteristics related to
resistance to change. The first involves an employee's commitment to change.

Commitment to change is defined as a mind-set "that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative."A recent series of studies showed that an employee's commitment to change was a significantand positive predictor of behavioral support for a change initiative.38 In orderto bring this concept to life, we would like you to complete a shortened version of acommitment to change instrument presented in the OB Exercise. Were youcommitted to the change? Did this level of commitment affect your behavioral support
for what management was trying to accomplish?The second personal characteristic is resilience to change.

 Resilience to change isa composite characteristic reflecting high self-esteem, optimism, and an internal locusof control: Self-esteem and locus of control. People with high resilience are expected to be more open and adaptable toward change.
In support **Resilience to change** Composite personal characteristic reflecting high selfesteem, optimism, and an internal locus of control.

OB Exercise

Does Your Commitment to a Change Initiative Predict Your Behavioral Support for the Change?

Instructions

First, think of a time in which a previous or current employer was undergoing a change initiative that required you to learn something new or to discontinue an attitude, behavior, or organizational practice. Next ,evaluate your commitment to this change effort by indicating the extent to which you agree with the following survey items: Use the rating scale shown below. Finally, assess your behavioral support for the change.
1 _ Strongly disagree
2 _ Disagree
3 _ Neither agree nor disagree

4 _Agree

5 _ Strongly agree

1. I believe in the value of this change 1——2——3——4——5

2. This change serves an important purpose 1——2——3——4——5

3. This change is a good strategy for the organization 1——2——3——4——5

4. I have no choice but to go along with this change 1——2——3——4——5

5. It would be risky to speak out against this change 1——2——3——4——5

6. It would be too costly for me to resist this change 1——2——3——4——5

7. I feel a sense of duty to work toward this change 1——2——3——4——5

8. It would be irresponsible of me to resist this change 1——2——3——4——5

9. I feel obligated to support this change 1——2——3——4——5

Total score _ _____

Arbitrary Norms

9–18 _ Low commitment

19–35 _ Moderate commitment

36–45 _ High commitment

Behavioral Support for the Change

Overall, I modified my attitudes and behavior in line with what management was trying 1——2——3——4——5 to accomplish of this prediction, a study of 130 individuals working in the areas of public housing and community development revealed that resilience to change was associated with respondents' willingness to accommodate or accept a specific organizational change. In turn,
willingness to accept change was positively related to job satisfaction and negatively associated with work irritations and intentions to quit. The third and fourth characteristics were identified in a study of 514 employees from six organizations headquartered in four different continents (North America, Europe, Asia, and Australia). Results revealed that personal dispositions pertaining to having a
"positive self-concept" and "tolerance for risk" were positively related to coping with change. That is, people with a positive self-concept and a tolerance for risk handled organizational change better than those without these dispositions .Finally, high levels of self-efficacy (were negatively
associated with resistance to change.

The preceding research is based on the assumption that individuals directly or consciously
resist change. Some experts contend that this is not the case. Rather, there is a growing belief that resistance to change really represents employees' responses to obstacles in the organization that prevent them from changing.42 For example, John Kotter, the researcher who developed the eight steps for leading organizational change that were discussed earlier in this chapter, studied more than 100 companies and concluded that employees generally wanted to change but were unable to do so because of obstacles that prevented execution. He noted that obstacles in the organization's structure or in a "performance appraisal system [that] makes people choose between the new vision and their
own self-interests" impeded change more than an individual's direct resistance. This new perspective implies that a systems model should be used to determine the causes of failed change. Such an approach would likely reveal that ineffective organizational change is due to faulty organizational processes and systems as opposed to employees' direct resistance. In conclusion, a systems perspective suggests that people do not resist change, per se, but rather that individuals' anti change attitudes and behaviors are caused by obstacles within the work environment. Alternative Strategies for Overcoming Resistance to Change We previously noted that participation historically has been the recommended approach for overcoming resistance to change. More recently, however, organizational change experts criticized the tendency to treat participation as a cure-all for resistance to change. They prefer a contingency approach because resistance can take many forms and, furthermore, because situational factors vary .Participation involvement does have its place, but it takes time that is not always available. Also as indicated, each of the other five methods has its situational niche, advantages, and drawbacks. In short, there is no universal strategy for overcoming
resistance to change. Managers need a complete repertoire of change strategies. Moreover, there are four additional recommendations managers should consider when leading organizational change. First, an organization must be ready for change. Just as a table must be set before you can eat, so must an organization be ready for change before it can be effective.44 The OB Exercise contains a survey that assesses an organization's readiness for change. Use the survey to evaluate a company
that you worked for or are familiar with that undertook a change effort. What was the company's readiness for change, and how did this evaluation relate to the success of the change effort?

Second, do not assume that people are consciously resisting change. Managers are encouraged to use a systems model of change to identify the obstacles that are affecting the implementation process. Third, radical innovative change is more likely to succeed when middle-level managers are highly involved in the change process. Hewlett-Packard successfully implemented change by following this recommendation.[W]hen new executives were charged with turning around Hewlett-Packard's Santa Rosa Systems division, which produces test and measurement equipment for electronic systems,

Approach Commonly Used in Situations Advantages Drawbacks
they enlisted a task force of eight middle managers to collect employees' views about the current leadership (negative) and customers' views about the division's performance (also negative).The result was candid, detailed feedback that sometimes felt like "an icy bucket of water over the head," as one executive described it, but that also allowed executives to adjust their change proposals on the fly. Middle managers were consulted early and often about strategic and operational questions. As a result, they understood better what the senior team was trying to accomplish and felt more comfortable supporting executives' intentions. The end result was one of the speediest turnarounds ever of an HP division. Fourth, employees' perceptions or interpretations of a change significantly affect resistance. Employees are less likely to resist when they perceive that the benefits of a change overshadow the personal costs. At a minimum then, managers are advised to (1) provide as much information as possible to employees about the change, (2) inform employees about the reasons/rationale for the change, (3) conduct meetings to address employees' questions regarding the change, and (4) provide employees the opportunity to discuss how the proposed change might affect them. These recommendations underscore the importance of communicating with employees throughout the process of change.
Education communication
Participation involvement
Facilitation support
Negotiation agreement
Manipulation co-optation
Explicit implicit coercion

Where there is a lack of information or inaccurate information and analysis. Where the initiators donot have all the information they need to design the change and where others have considerable power to resist. Where people are resisting because of adjustment problems. Where someone or some group will clearly lose out in a change and where that group has considerable power to resist.
Where other tactics will not work or are too expensive. Where speed is essential and where the change initiators possess considerable power. Once persuaded, people will often help with the implementation of the change People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan. No other approach works as well with adjustment problems. Sometimes it is a relatively easy way to avoid major resistance. It can be a relatively quick and in expensive solution to resistance problems. It is speedy and can overcome any kind of resistance. Can be very time consuming if lots of people are involved. Can be very time consuming if participators design an inappropriate change. Can be time consuming, expensive, and still fail. Can be too expensive in many cases if it alerts others to negotiate for compliance. Can lead to future problems if people feel manipulated. Can be risky if it leaves people mad at the initiators.

OB Exercise Assessing an Organization's Readiness for Change

Instructions

Circle the number that best represents your opinions about the company being evaluated.

3 _Yes

2 _ Somewhat

1 _ No

1. Is the change effort being sponsored by a senior-level executive (CEO, COO)? 3——2——1

2. Are all levels of management committed to the change? 3——2——1

3. Does the organization culture encourage risk taking? 3——2——1

4. Does the organization culture encourage and reward continuous improvement? 3——2——1

5. Has senior management clearly articulated the need for change? 3——2——1

6. Has senior management presented a clear vision of a positive future? 3——2——1
7. Does the organization use specific measures to assess business performance? 3——2——1

8. Does the change effort support other major activities going on in the organization? 3——2——1

9. Has the organization benchmarked itself against world-class companies? 3——2——1

10. Do all employees understand the customers' needs? 3——2——1

11. Does the organization reward individuals and/or teams for being innovative and for looking 3——2——1
for root causes of organizational problems?

12. Is the organization flexible and cooperative? 3——2——1

13. Does management effectively communicate with all levels of the organization? 3——2——1

14. Has the organization successfully implemented other change programs? 3——2——1

15. Do employees take personal responsibility for their behavior? 3——2——1

16. Does the organization make decisions quickly? 3——2——1

Total score: _____

Arbitrary Norms

40–48 _ High readiness for change

24–39 _ Moderate readiness for change

16–23 _ Low readiness for change