RESISTANCE TO CHANGE & REMEDIAL MEASURES FOR EFFECTIVE CHANGE

Dr P Srinivasan
Associate Professor & I/c HOD
Dept of Radiation Oncology
Deputy Superintendent- GGH
ACSRGMC
Nellore

E- Mail: vasanonc@yahoo.co.in
Mob: 9849253275
Understanding A Working System and Change Management
Our System

SYSTEM

MULTIPLE INTER-RELATED WORK / TASK

INPUTS

RESULTS

AS EXPECTED / BETTER / WORSE
LIFE - A complex dynamic system
Why do you change?

- To Survive with changing needs
- To overcome deficiency / lethargy / decrease in commitment
- Increase efficiency
- Individual Vs Organizational
Expectation Reality Gap

Unrealistic expectations will force unwanted changes / undesirable changes
Learning Curve and Change

• We all have different Learning Curves and therefore have different change adaptations
Context for Change

• Organization must continually undergo transformations to survive and grow
Organizational Transformations can be disruptive.

Before:
- Established systems
- Solidified culture
- High level of effectiveness

Transformation Point

During and After:
- Disruptions to leadership & systems
- Organizational nervousness
- Reduced effectiveness
The Transformation Point

- Low stability: High chaos
- High emotional stress
- Control becomes a major issue
- High undirected energy
- Glorifying the past
- Conflict increases
- Resistance starts to build
Stress & Performance

• A dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important

• Change is stressful and resistance to change is expression of high stress
Stress & Performance

Graph showing the relationship between stress and performance, with performance increasing up to a certain point of stress, then decreasing again as stress increases further.
“Change is a process not an event.

“It is not the strongest of the species that survive, nor the most intelligent; but the most responsive ones to change.”
Your Experience with Change

• Biggest experience of change you have faced
• Its impact on you and others?
• Your initial response – Present Scenario
MODELS FOR CHANGE MANAGEMENT
MODELS OF CHANGE MANAGEMENT

- Lewin’s Change Management Model
- McKinsey 7 S Model
- Rolf Smith’s Seven levels of Change Model
- Kotter’s change Management theory
- Nudge Theory
- Anderson & Anderson’s Model
- ADKAR Model
- Bridges’ Transition Model
- Scott & Jaffe Change Model (inspiration from Kübler-Ross)
Kurt Lewin’s Model of Change Process

Desired State

Status Quo

Restraining Forces

Driving Forces
Scott and Jaffe Change Model

• Inspiration from the work of Elisabeth Kubler-Ross
ADKAR Model

A • Awareness of the Need for change
D • Desire to participate and support the change
K • Knowledge on how to change
A • Ability to implement required skills & behaviour
R • Reinforcement to sustain the change
Gleicher’s formula

- Developed by Richard Beckard and and David Gleicher. Referred as Gleicher’s formula.
- The Gleicher’s formula stresses that the combination of organisational dissatisfaction, vision for the future and the possibility of immediate, tactical action must be stronger than the resistance within the organisation in order for meaningful change to occur.
- Driving forces must be > restraining forces
- IMPORTANCE OF TIMING/OPPORTUNISTIC BEHAVIOR AS IS NORMALLY PRACTICED
FEATURES & RESPONSE TO CHANGE
Features of Change

• Different situation or environment for stakeholder
  – More Work
  – Fear of lack of skill
  – Fear of losing domination
  – Unable to part away with old
  – Past bad experience

• No Communication / Motivation
  – Don’t see the need
  – Not future ready or not seeing the “Big Picture”
  – No Benefits
  – More Loss
Features of Change

- It is many a time inevitable
- External influence
  - Change in Government Policies
  - Market changes
  - Environmental condition
  - Social pressures
- Internal influence
  - Change in leadership
  - Structural reorganization
  - Adoption of new technology
  - Productivity concerns
- New opportunities and challenges
- Different speed at various levels
- Planned / Unplanned
- Fast / Slow
- Incremental / Radical
- Benefits / Risks
- Satisfaction / Frustration
Societal Changes

- Demographic Changes
- Political Stability
- Environmental issues
- Health Care issues
- Economic Transformation
- Education & Awareness
- Rising needs for Infrastructure
- Safety and Security
- Balance of Power
“Positive” Response to Change

- Certainty (Optimistic)
- Doubts
- Reality
- Confidence
- Satisfaction
“Negative” Response to Change

- Denial
- Anger
- Bargaining
- Depression
- Acceptance

Kubler–Ross Model
Problem with the Change

• “It’s not so much that we’re afraid of change, or so in love with the old ways, but it’s a place in between we fear...

• It is the uncertainty during the transformation
RESISTANCE TO CHANGE
Types of Resistance

- Blind resistance
- Political resistance
- Ideological resistance
- Rationale resistance
- Emotional resistance
- Social resistance
Why is it difficult to Change?

• Disturbance / Insecurity
• Work pattern / Power
• Personal and Social Life
• Failures & Criticism
• Trust deficit

New Situation - Lack of Clarity
Why You Resist a Change

• Safety & Security
• Health
• Finance
• Power

• Demographic
• Political
• Environmental
• Technological

• Lack of Awareness
• Unable to make the change
• Not ready to make the change

But Still, Resistance is a normal reaction
Ice Berg Phenomenon in Faces of Resistance

Denial

Expression of Anger

Endless questions

Silent or Withdrawn

Intellectual Talk

Excuse - No time

Adaptation stage

BEHAVIOUR

HIDDEN FEELINGS RESISTING THE CHANGE
Faces of Resistance

- **Active**
  - Deliberate opposition
  - Hostility
  - Manipulating others
  - Chronic quarrels
  - Frank “No”

- **Passive**
  - Withholding info
  - Failing to report problems
  - Procrastination/Delays
  - Non Productive
  - Neutral
  - Non Adaptability
Benefits of Resistance

- Resistance - Is not always bad.
- **Resistance can bring some benefits:**
  - Re-examine its change proposals
  - Identify specific areas where change causes difficulties
  - Forces improvement in communication system
  - Indicates the intensity of emotions on an issue
  - Forces to think and talk more about a change
REMEDIAL MEASURES FOR EFFECTIVE CHANGE MANAGEMENT
Responsibility - Critical Component

• Appointing / Choosing the right person for Change management.

• Never appoint / choose without doing the homework or any other pressure

• Appoint for the cause and then alone it will serve the purpose

• Appoint / choose person with highest integrity
INTEGRITY

• True to the highest he knows, never betrays the truth, never makes decision from self-regarding motives

• Decisions must conform to his own standards of right & wrong and ready to face the consequences of his attitudes, decisions & actions, however costly they may be

• Not be loud in self-justification, but quietly, confident and humble to explain

Choose the best among the group

Ref: George Appleton; journey for a soul
HOW TO BEGIN?

• ALL OF US ARE NOT THE SAME
• SOMEONE IS FIRST & SOMEONE IS LAST
• EVERYONE HAS SOME SPECIALITY
• TALK YOUR CONCEPT
• NEVER FORCE
• CONSISTENCY
Communicating about Change

1. Why - Rationale
2. What - Vision
3. How and when - Plan
4. Impact - Advantages & Disadvantages
5. Supporting the transitions - Resource

Using technology for faster, easier, uniform, adaptive, and interactive communication
• Putting all the contents on paper requires the art of drafting. This is one area where improvements are necessary.
• Complicated draft serves no purpose
• Simple language that every one understands must be adopted.
• Priorities are important.
Strengths and Weakness in the System

• We all are comfortable in ignoring our weakness and focusing on our strength
• Truly hard to work on weakness and mistakes
• Painful to improve on weakness
• Extra efforts essential for difficult concepts

Guidance from right source
Proper Planning of Change Management

• Clarity of Thought – Goal
• In Planning You Prioritize your work
• Your personal resources
• Helpers Vs Wasters
• Reporting & Assessment
• Day to Day Management

Being aware of your time is most essential
Change Management – In Charge

- Anticipates **who will lose what**
- **Plans for the resources** people will need
- Effectively **communicates** the what, when, why and how of the change
- Creates a **change-monitoring** system to check whether plans are being put into action
- Prepares to **facilitate** the change rather than just make the change happen
- Looks at how he / she will **need to change** to work effectively in the new system.
### GOALS - SMARTS

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>S</strong></td>
<td>Specific</td>
</tr>
<tr>
<td><strong>M</strong></td>
<td>Measurable</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>Attainable / Achievable</td>
</tr>
<tr>
<td><strong>R</strong></td>
<td>Realistic</td>
</tr>
<tr>
<td><strong>T</strong></td>
<td>Time-Bound</td>
</tr>
<tr>
<td><strong>S</strong></td>
<td>Supported by Organization</td>
</tr>
</tbody>
</table>
CRITICISM

- PLANNING ADEQUATE
- VISION
  - EXPLAIN
  - IGNORE IT

FEELING BAD
- DEPRESSED
  - SUCCUMB TO PRESSURE

ACKNOWLEDGE
- ASK SUGGESTION
  - REPLAN
  - EXECUTE
Overcoming the Resistance

• Top barriers in major change programs
  – Competing resources 48%
  – Functional boundaries 44%
  – Lack of change skills 42%
  – Middle management 38%
  – Communication 34%
  – Employee opposition (resistance) 33%
  – Initiative fatigue 32%
  – Unrealistic timetables 31%

» source: Price Waterhouse Coopers
Making Change Succeed

- Factors that helped the most successful companies achieve their goals
  - Good communication 100%
  - Strong mandate by senior management 95%
  - Setting intermediate goals and deadlines 95%
  - Having an adaptive plan 91%
  - Having access to adequate resources 86%
  - Demonstrating urgency of change 86%
  - Setting performance measures 81%
  - Delivering early, tangible results (quick wins) 76%

» source: PriceWaterhouseCoopers
Individual Change Process

• Individuals will move through the process at different speeds

• Your role is to effectively maximize the speed through the change process, reducing the time spent in Denial and Resistance
Recognizing the Individual Change Response

![Diagram showing the stages of change response: Denial, Resistance, Exploration, Commitment.]

- **Denial**
  - What you see: Indifference, Disbelief, Avoidance
  - What you hear: Silence, It will never happen, It won't affect me

- **Resistance**
  - What you see: Anger, Complaining, Glorifying the past, Skepticism, Unwillingness to participate
  - What you hear: It won't work, It used to be..., The data is flawed...

- **Exploration**
  - What you see: Energy, Risk taking, Tentativeness, Impatience, Activity without focus
  - What you hear: How can I contribute, Let's get on with it

- **Commitment**
  - What you see: Future Orientation, Initiative, Self-efficacy, Confidence
  - What you hear: How can I contribute, Let's get on with it

Adapted from Kubler-Ross
Recognizing the Individual Change Response

Denial

Commitment

Education and Re-emphasis

Resistance

Facilitating and Encouraging

Communication & Clarification

Acknowledgement & Advocacy

Exploration

Adapted from Kubler-Ross
Availability of Support

- However good a change is, always expect a sense of loss
- Inspite of good communication, expect a sense of confusion
- Wide communication & Training classes
- Visible Senior Administrator support
- Consistent talk about change.

Be True

Be Patient and
Continue Reassurance
Bringing Organizational Change

- Risk taking attitude of top management
- Risk taking capabilities of the organization
- Degree of flexibility in organizational systems and overall working
- Effective communication
- Strong leadership
- Pool of dedicated managers and senior executives
- Commitment, motivation and participation of workforce
- Convergence of organizational goals and individual goals
EMPHASIS ON MANAGING THE RESISTANCE
Goals of Change Communication

• Accept that Resistance is a normal response to change
• Displays of Resistance - Get it out in the open
• Move people toward commitment
• Help people make informed choices
• Build trust through honesty and openness
• Demonstrate empathy
• Customize plans
Two Way Communication or Feedback

- Ensures that both parties have the same understanding of a situation
- Reduces misunderstandings
- Demonstrates empathy
- Helps to know the ground realities
Handling Resistance

1. Know the Pros and Cons of Your Change
2. Listen to the problem
3. Look things from their point of view
4. Observe and react to non-verbal signal from body language
5. Concentrate on their problems
6. Beware of Overloading People
7. Explore the possibilities to convince
8. Customize your approach
9. Confine to minimal areas of agreement
10. Minimize areas of disagreement
11. Increase your acceptability
12. Even though it is slow take it forward
Managing Resistance

• Ensure people understand why change is needed? “Big Picture” must be visualized
• Identify needed Knowledge and skills
• Provide a training and communication
• Create opportunities to practice
• Reward abilities
• Mentor - behaviors and skills
• Realistic workloads
• Personal benefits
• Support services
Managing Resistance: Raising Thresholds for Change

• Communication
  – Constant communication; Active listening
  – What is changing and what is not

• Participation in planning
  – Ideas and consensus opinions
  – Decision making
  – Find supporting people in the system
Team Based Work Outs

- Not applicable in all situations
- People share common, clearly defined goals
- Everyone on the team will benefit from achieving the goal
- Different types of expertise and skill are needed to accomplish the goal
- Tasks require interdependence and interaction
Overcoming Resistance to Change

- Education & Communication
- Participation & Involvement
- Facilitation & Support
- Negotiation & Agreement
- Manipulation & Co-optation
- Explicit & Implicit Coercion
Making change permanent

- Use of group forces,
- Use of leadership,
- Shared rewards,
- Working with unions, and
- Concern for employees
Steps in Change Management

• Develop new goals and objectives
• Select an agent for change
• Diagnose the problem
• Select methodology
• Develop a plan
• Strategy for implementation of the plan
• Implementation of the plan
• Receive and evaluate feedback
To Conclude

• Changes are inevitable, Resistances are unavoidable. *Be prepared to accept it*

• Preparedness for the unavoidable is through experience. *Gain experience*

• Experience comes from both success & failure of your execution. *Take decisions & execute*

• To execute your thought – the system needs to be explored. *Explore it*

• *Explore the difference - this is how you change for the betterment of yourself & society*
The most beautiful people we have known are those who have known defeat, known suffering, known struggle, known loss, and have found their way out of those depths.

Elisabeth Kubler-Ross

THANK YOU ALL FOR THIS WONDERFUL EXPERIENCE

vasanonc@yahoo.co.in