Behavioural Analysis of Change

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ABSTRACT *Change is necessary and inevitable. The quality movement, continuous improvement, action learning organizations, advanced technology, competition, new consumer media, new distribution methodologies, changing customer and financial markets, the environment, are all stimulates the management to go for change.*

There are different types of change any organization faces like Business Process Re engineering, Incremental Change and Technological Change.

Unfortunately, as change is inevitable, so is the tendency for workers to feel the change as an indictment of their performance or an unnecessary whim of their management. Employees quickly move to blame management for the loss of comfortable roles and tasks, seniority, income and, sometimes, jobs rather than take up the challenge of change

In this topic we have discussed the reasons of resistance to change on the light of human organisation behaviour and steps to manage this resistance by judicious management policies.

Change Happens (They Keep Moving the Cheese)

Anticipate Change (Get Ready for the Cheese to Move)

Monitor Change (Smell the Cheese Often So You Know When It's Getting Old)

Adapt To Change Quickly (The Quicker You Let Go Of Old Cheese, the Sooner You Can Enjoy New Cheese)

Change (Move with the Cheese)

Enjoy Change! (Savour The Adventure And Enjoy The Taste Of New Cheese!)

Be Ready To Change Quickly and Enjoy It Again (They Keep Moving the Cheese)

These are essence of famous book "**Who Moved My Cheese (An Amazing Way to Deal with Change in Your Work and in Your Life)** by Dr Spencer Johnson**.**

Present days 'change' is unlike algebraic equation, where changing parameters are 'variable' and a numerical value which never change is constant. Now a day, the 'change' is only constant value in corporate equation.

Bill Gates rightly has stated, 'Change is not an optional thing. We can not vote and say we want to stop it. In fact we are changing faster than ever before.'

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Analysis of change
In book 'You, Inc (Discover the CEO within)' Burke Hedge has stated that there are two types of changes that are being confronted now a days. First one is External Change: the change that is occurring all around us like change in econo-my, change in corporate sectors. We have little control over these changes. But the second change is internal, which is required to occur every moment within us like change in our attitude, change in our life style and change in our expectation.

There are different types of change any organization faces, including:

Business Process Re-engineering (BPR)
BPR aimed to help organizations fundamentally rethink how they do their work in order to dramatically improve customer service, cut operational costs, and become world-class competitors. In the mid-1990s, as many as 60% of the Fortune 500 companies claimed to either have initiated reengineering efforts, or had plans to do so.

BPR seeks to help companies radically restructure their organizations by focusing on the ground-up design of their business processes. A business process is a set of logically related tasks performed to achieve a defined business outcome. Re-engineering emphasized a holistic focus on business objectives and how processes related to them, encouraging full-scale recreation of processes rather than iterative optimization of sub processes.

Business process re-engineering is also known as business process redesign, business transformation, or business process change management.

Incremental Change
Incremental change is a method of working by adding to a project using many small (often unplanned), incremental changes instead of a few (extensively planned) large jumps. Logical Incrementalism focuses on "the Power-Behavioral Approach to planning rather than to the Formal Systems Planning Approach." In public policy, incrementalism refers to the method of change by which many small policy changes are enacted over time in order to create a larger broad based policy change.

Technological Change
Technological change (TC) is a term that is used to describe the overall process of invention, innovation, and diffusion of technology or processes. The term is synonymous with

technological development, technological achievement, and technological progress. In essence, TC is the invention of a technology (or a process), the continuous process of improving a technology (in which it often becomes cheaper), and its diffusion throughout industry or society. In short, technological change is based on both better and more technology.

Resistance to change

Unfortunately, as change is inevitable, so is the tendency for workers to feel the change as an indictment of their performance or an unnecessary whim of their management. Employees quickly move to *blame* management for the loss of comfortable roles and tasks, seniority, income and, sometimes, jobs rather than take up the challenge of change. As agents of change, we are held responsible by our employees and the other major stakeholders in our business to undertake these changes in as thoughtful and integrated way as possible. Managing any change process is never easy and is a continuous part of organizational life.

William Bridges, in his book *Transitions: Making Sense of Life's Changes,* addresses the individual's experience of change. According to Bridges, our personal and professional ability to handle change is affected by our culture's lack of attention to *transitions.* He writes: "…in the modern world… transition is a kind of street-crossing procedure. One would be a fool to stay out there in the middle of the street any longer than necessary, so once you step off the curb, move on to the other side as fast as you can. And whatever you do, don't sit down on the center-line to think things over! No wonder we have so much difficulty with our transitions. This view makes no sense out of the pain of ending, for all that we can imagine is that our distress is a sign that we should not have crossed the street in the first place. It also makes no sense out of the feeling of lostness that we are likely to experience or the feeling that the emptiness seems to stretch on forever. ('Wait a minute,' we want to object. 'There *is* another side to this street, isn't there?')"

An empirical finding has stated that:
➤ Kepner-Tregoe found that only 20% respondents to a survey on change initiatives indicated that their initiatives met or exceeded expectations.
➤ An Ernst and Young study of 584 companies found that the majority of quality initiatives failed to achieve significant improvement.
➤ Michael Hammer and James Champ estimate that "as many as 50 to 70% of the organizations that undertake a reengineering effort do not achieve the dramatic results they intended."
➤ Another Kepner-Tregoe study found that nearly 2/3 of executives surveyed felt that employee morale was "worse" or "the same" as a result of the change initiatives. More than 60% rated their employees' reactions to organizational change as neutral, sceptical, or actively resistant. -- Jeffrey Russell (Russell Consulting, Inc).

Examining organisational behaviour, researchers have identified change as having the potential to elicit a broad range of emotion whether the transformation is a major restructure or minor re-organisation. Change can be perceived as a challenge or an opportunity and triggers positive emotions such as excitement, enthusiasm and creativity. Change can also, however, be threatening and create negative emotions such as anger, fear, anxiety, cynicism, resentment, and withdrawal. Clearly change poses significant challenges, both to those who implement and those who are affected by the change. Management theory, however, tends to focus on cognitive issues such as cognitive dissonance during change. The result of this focus is consideration of solutions in dealing with attitudes to change, rather than emotional reactions. A small body of research that has examined the role of emotion during organisational change has largely focused on emotional responses such as stress and behaviours such as withdrawal and low organisational commitment thereby ignoring the

emotive/cognitive processes that engender such outcomes.

Jeffrey Russell (Russell Consulting, Inc) has pointed out 11 reasons why people resist change:

➤ A Lack of a Urgency
➤ A Lack of a Shared Vision
➤ An Absence of Measurable Outcomes
➤ A Failure to Communicate the Vision
➤ Being Surprised at the "Push- Back" from a Change
➤ A Failure to Integrate Dissident Perspectives into the Vision
➤ Failing to Anticipate and Confront Obstacles to the Change
➤ A Failure to Integrate What Works or Doesn't Into the Vision
➤ An Ignorance of the Organization's Culture
➤ Failing to Establish Interim Benchmarks of Success
➤ The Lack of Structural Rein forcers Sustaining the Change

Rosabeth Moss Kanter, a professor at Harvard Business School has stated reasons of resistance towards changes as follows

➤ Loss of control- Change interferes with autonomy and can make people feel that they've lost control over their territory.
➤ Excess uncertainty- If change feels like walking off a cliff blindfolded, then people will reject it.
➤ Surprise, surprise!- Decisions imposed on people suddenly, with no time to get used to the idea or prepare for the consequences, are generally resisted.
➤ Everything seems different- Change is meant to bring something different, but how different? We are creatures of habit. Routines become automatic, but change jolts us into consciousness, sometimes in uncomfortable ways. Too many differences can be distracting or confusing.
➤ Loss of face-By definition, change is a departure from the past. Those people associated with the last version — the one that didn't work or the one that's being superseded— are likely to be defensive about it. When change involves a big shift of strategic direction, the people responsible for the previous direction dread the perception that they must have been wrong.
➤ Concerns about competence- Can I do it? Change is resisted when it makes people feel stupid.
➤ More work- Here is a universal challenge. Change is indeed more work. Those closest to the change in terms of designing and testing it are often overloaded,
➤ Ripple effects- Like tossing a pebble into a pond, change creates ripples, reaching distant spots in ever-widening circles. The ripples disrupt other departments, important customers,
➤ Past resentments- The ghosts of the past are always lying in wait to haunt us.

Robert Tanner, Business Consulting Solutions LLC has stated 8 Reasons Why People Resist Change (1) Loss of status or job security in the organization.(2) Non-reinforcing reward systems(3) Surprise and fear of the unknown.(4) Peer pressure(5) Climate of mistrust.(6) Organizational politics(7) Fear of failure(8) Lack of tact or poor timing.

Resistance, as we've observed it, comes in two varieties, overt and covert. *Overt resistance* is the most noticeable; it is what we experience as obvious opposition, disagreement, arguing, debating, etc., to any change effort. It's most virulent form is when people say "No!" and flatly refuse to go along with or implement change. *Covert resistance* comes in two forms: conscious and unconscious. *Conscious covert resistance* appears when employees are concerned about the consequences of their actions. People sometimes covertly resist by saying yes or apparently agreeing to a change and then avoiding or delaying its implementation. *Unconscious covert resistance* is the most difficult to see and understand.

It is when we are not even aware of our resistance.

Managing the resistance for change
Five tips for: Managing resistance by Prosci Change Management Certification

1. Do change management right the first time - effective change management can eliminate many of causes of resistance before it occurs
2. Expect it - do not be surprised by resistance, expect it and plan for it
3. Address it formally - incorporate resistance management planning in all phases of your change management strategy and plan development
4. Identify the root causes - make sure that you aren't simply responding to the symptom, but really addressing what is causing the resistance

5. Engage the "right" resistance managers - senior leaders, managers and supervisors are the "right" people in the organization to manage resistance

Conclusion
Dorothy, the character from the movie *The Wizard of Oz,* held her composure pretty well through the tornado that ripped her from a calm, stable life on the farm and threw her into a foreign world. She was able to manage through the obstacles and challenges and stay the course as she followed the yellow brick road in search of the wizard. Some say this is similar to the experience we have now a days. We have to remember the famous saying of Charles Darwin, British naturalist, 1809-1882: '**It is not the strongest of the species that survive, nor the most intelligent, but the most responsive to change**.

REFERENCE Dealing with Organisational Change: Can Emotional Intelligence Enhance Organisational Learning?-Peter J. Jordan | Bridges, W., Transitions: Making Sense of Life's Changes, Reading, MA: Addison-Wesley, 1980, p. 113. | Managing Resistance to Change- TRIAD Consulting Group LLC | Who Moved My Cheese (An Amazing Way to Deal with Change in Your Work and in Your Life) by Dr Spencer Johnson