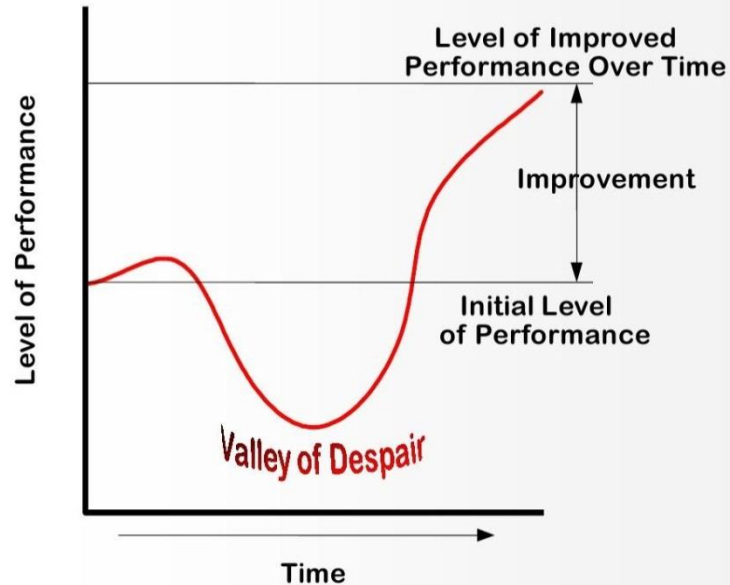


# Understanding Resistance Types through Change

Sara Banki

Sharif University of Technology

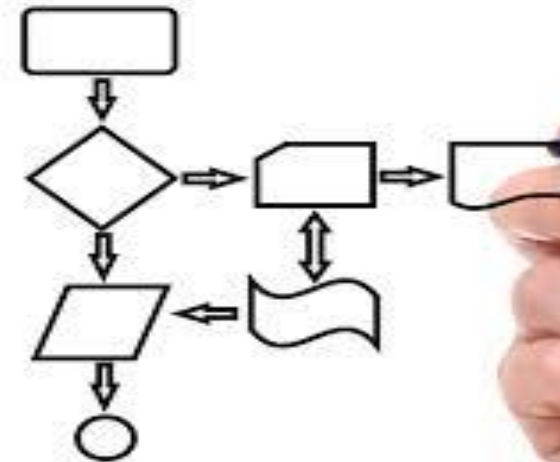
To achieve your vision of world class maintenance you need to understand the total process.



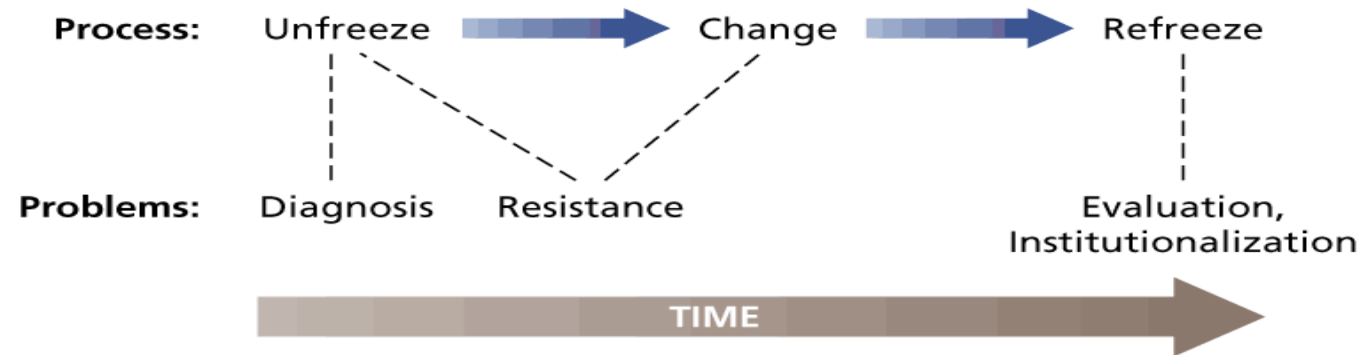
- Initial increase in performance
- The Valley of Despair
- Ultimate improvement

# The Change Process

- \* Change involves a sequence of organizational events or a psychological process that occurs over time.
- \* This sequence or process involves three basic stages:
  - \* Unfreezing
  - \* Changing
  - \* Refreezing



# The Change Process and Change Problems



**Exhibit 16.2**  
The change process and  
change problems.

# Unfreezing

- \* The recognition that some current state of affairs is unsatisfactory.
- \* Crises are especially likely to stimulate unfreezing.
- \* Employee attitude surveys, customer surveys, and accounting data are often used to anticipate problems and initiate change before crises are reached.



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# Change

- \* The implementation of a program or plan to move the organization or its members to a more satisfactory state.
- \* Change efforts can range from minor (e.g., skills training program) to major (e.g., job enrichment).
- \* You have to have a vision for the changes you intend to impliment.

# Refreezing

- \* The condition that exists when newly developed behaviours, attitudes, or structures become an enduring part of the organization.
- \* The effectiveness of the change is examined and the desirability of extending change further can be considered.
- \* Refreezing is a relative and temporary state of affairs.



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# Issues in the Change Process

- \* There are several important issues that organizations must confront during the change process.
- \* These issues represent problems that must be overcome if the process is to be effective, and include:
  - \* Diagnosis
  - \* Resistance
  - \* Evaluation and institutionalization



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# Diagnosis

- \* The systematic collection of information relevant to impending organizational change.
- \* Initial diagnosis can provide information that contributes to unfreezing by showing that a problem exists.
- \* Diagnosis can also clarify the problem and suggest what changes should be implemented.
- \* Diagnostic information can be obtained from observations, questionnaires, interviews, and records.
- \* Attention to the views of customers or clients is critical.
- \* The intended targets of the change should be involved in the diagnosis process.



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# Resistance

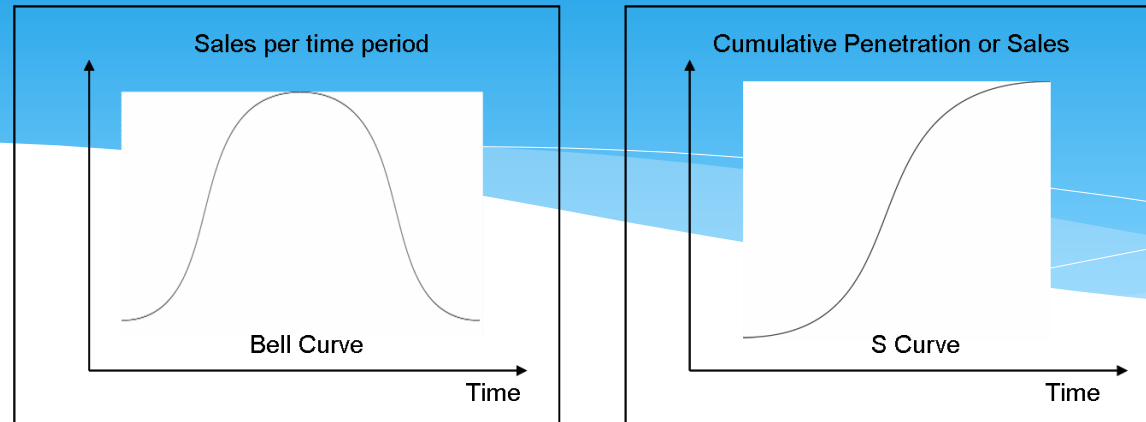
Change is ambiguous so  
no matter the approach,  
person or timing,  
resistance will occur.



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## We all change at different speed



Everett Rogers, "Diffusion of Innovations" 1962

A population of adopters of any new innovation or idea could be categorized using a statistical bell curve as:

- innovators (2.5%),
- early adopters (13.5%),
- early majority (34%),
- late majority (34%) and
- laggards (16%).

The differences can be attributed to a variety of factors, but all of them boil down to how the individuals see change – and that is often based on their fears

# Causes of Resistance

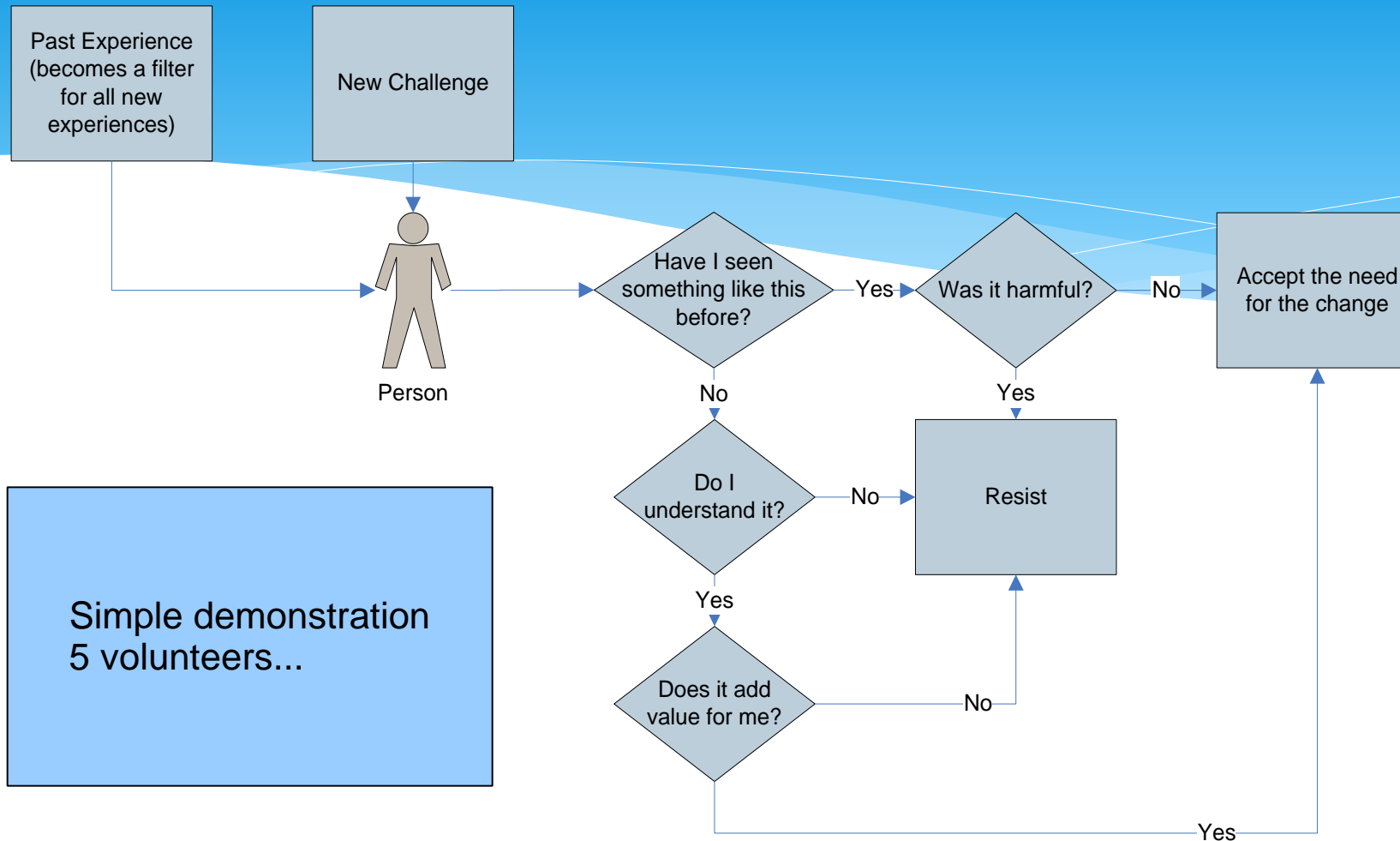
- \* Politics and self-interest.
- \* Low individual tolerance for change.
- \* Misunderstanding.
- \* Lack of trust.
- \* Different assessments of the situation.
- \* A resistant organizational culture.



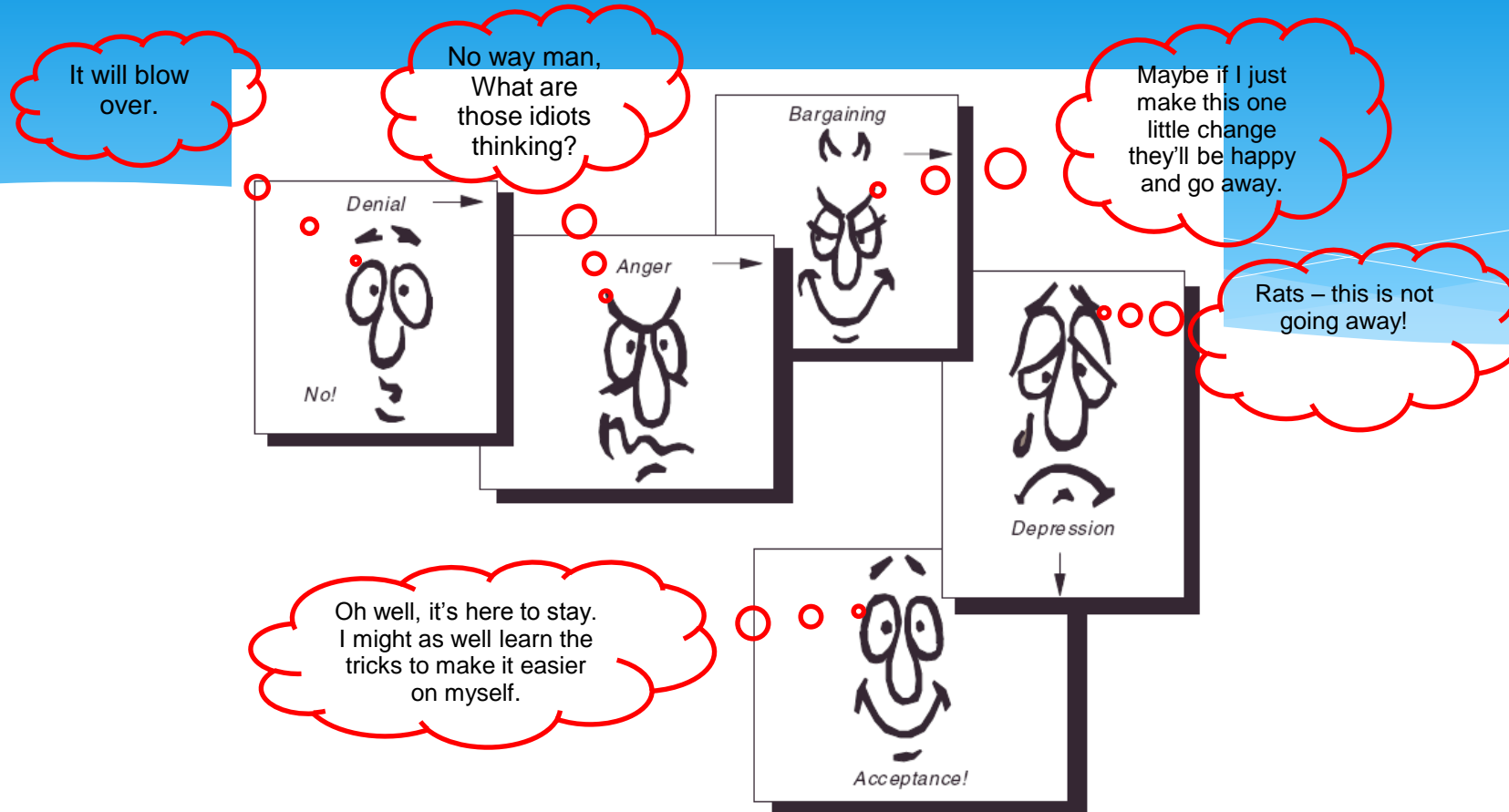
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## Fear blocks individual choices



## When confronted with change we “mourn” the loss of the old ways



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## Visibility of Resistance

Hidden

Open

<p><b>Sabotage</b> Work behind the scene to destroy the efforts</p> <p>III</p>	<p><b>Submerge</b> It looks like I am doing it but I am not</p> <p>IV</p>
<p><b>Struggle</b> I will not do it</p> <p>I</p>	<p><b>Submit</b> I will do it but poorly at best</p> <p>II</p>

Active

Passive

Degree of Resistance



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# Struggle



Struggle  
I will not do it

1



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# Submit

II

Submit  
I will do it but  
poorly at best



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# Sabotage



Sabotage  
Work behind the  
scene to destroy  
the efforts

III



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# Submerge



Submerge  
It looks like I am  
doing it but I am  
not  
IV



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Overcoming resistance changes it  
from one form to other.  
Addressing change on the other  
hand enhances cooperation for  
goal achievement.



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# Communications

Have a vision for change and effectively communicate it

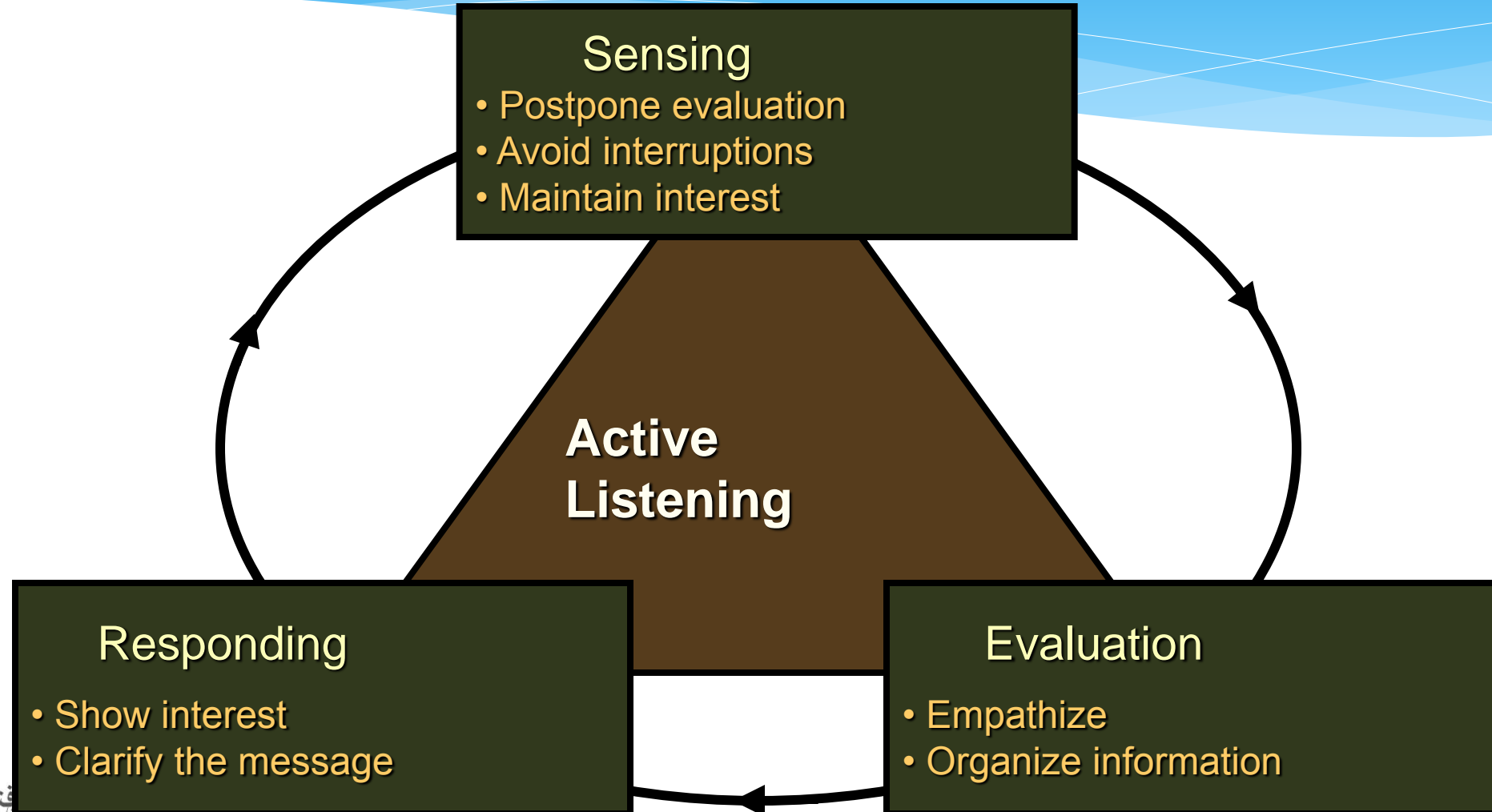


**An essential element  
of successful change**

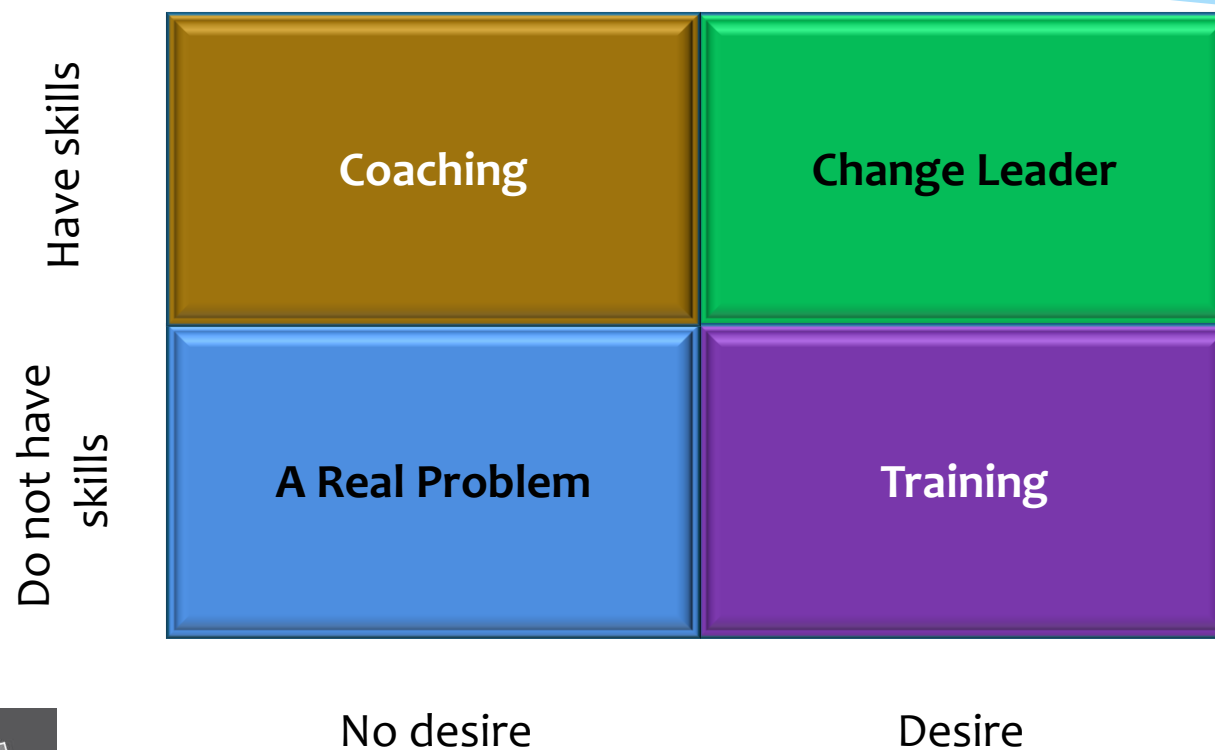
# Appropriate Communication

- \* Dialogue vs. Discussion
- \* Examples?

# Active Listening Process & Strategies



# Successful but Resistant





- 1) Provide short-term and achievable goals
- 2) **To achieve big, you need to reward small accomplishments.**  
→ bring others on board
- 3) **Make the rules clear and explain why each behavior is rewarded..**
- 4) Create a coalition for managing the change process



# Thank You

[sbanki@sharif.edu](mailto:sbanki@sharif.edu)