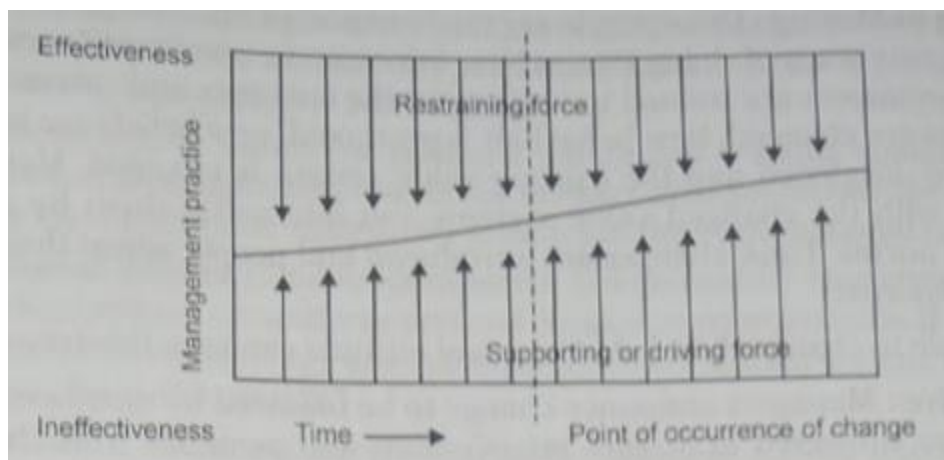


CHANGE MODEL (Force Field Analysis)

Force field analysis helps to introduce change by balancing driving and restraining forces. Driving forces promote change and restraining forces restrain change.

Pressure of driving and restraining forces helps organizations reach a new level of equilibrium where changed practices become the new norms unless a change is introduced again. This is depicted in the following model of change.

Vertical lines indicate strength of a force, driving or restraining. At a point of time, organization represents a balance of forces opposing and supporting the given system and, therefore, is in a state of relative equilibrium. This state continues unless a change is introduced.



- On announcing the change,
- If driving forces overpower restraining forces, change is implemented.
- If, however, restraining forces overpower driving forces, change may be postponed.
- When both the forces are equally powerful, managers push the driving forces and make them overpower the restraining forces.

For example, managers want to increase the output for which workers have to work overtime, but restraining forces are more powerful than driving forces. Workers do not agree to work overtime. The organization, thus remains in the state of existing equilibrium. This situation is represented on the left hand side of the diagram; left to the point of occurrence of change. If management wants to introduce change, it has to increase the supporting forces or decrease the restraining forces or influence both. The point at which driving forces overpower restraining forces is the point of occurrence of change. This helps in acceptance of change and its integration into new business practices.

RESISTANCE TO CHANGE

Various reasons for resistance to change are as follows:

- Individual resistance to change
- Organization resistance to change

1) **INDIVIDUAL RESISTANCE TO CHANGE**: Individuals prefer to maintain status quo rather than accept new ways of doing things. They resist change because of the following reasons:

- **INSECURITY**: There is a sense of insecurity amongst people as they move from one post or location to the other. They are uncertain about new job requirements, new environment and new work groups and therefore, resist change. They become habitual of working in the current situation and feel that moving to new location will disturb their comfort. It requires adjustment with which they are not comfortable as it is related to insecurity.
- **SOCIAL FACTORS**: When people move to new work environment, they suffer from a psychological set back as they do not want leave their friends in the existing social environment. They find it difficult to cope with new environment. Strong influence of informal groups becomes a source of resistance to change.

Other factors include loss of power, status, security, unfamiliarity with new work procedure and lack of confidence.

- **ECONOMIC FACTORS**: People resist change as they feel they will get less pay due to automation and technology Upgradation at the new place. It may require less workers and, therefore, less monetary benefits. Change from labor intensive to capital intensive techniques of production creates fear of loss of jobs amongst employees. They therefore, do not welcome such jobs even if employers assure them of job security.
- **LACK OF KNOWLEDGE ABOUT CAUSES OF CHANGE** : If managers announce change without explaining the reasons for change, employees will not know how and to what extent such changes will affect their lives and behavior. Employees resist changes if reasons for change are unknown to them.
- **LACK OF FAITH IN MANAGERS**: Lack of trust and faith in managers often creates a feeling amongst subordinates that change is being initiated at the cost of their interest. Thus, they resist to accept change.
- **THREAT TO POWER AND INFLUENCE**: Change which re-allocates authority responsibility relationships may take away power from some members and given it to others. The power of status and positions is a strong influence that keeps a person attached to his job. Change with threat to people's power and status is not welcomed by them.
- **LOW LEVELS OF TOLERANCE**: Change requires new learning by employees. New behaviors and skills have to be developed. If people do not want to learn new procedures and techniques, it results in resistance to change.
- **DIFFERENT PERCEPTIONS**: Managers introduce change because they perceive it necessary for improving organizational efficiency. Others may resist change because they perceive the

situation differently. Their existing state of equilibrium is not disturbed because of different perceptions and change is not enforced in the organization.

- **PEER PRESSURE**: People resist change because their fellow workers oppose it. They obey the group norms for the fear of social boycott.

2.) ORGANIZATION RESISTANCE TO CHANGE: Change is resisted at the organizational level also. Some of the reasons why organizations resist change are:

- **ORGANIZATION STRUCTURE**: An autocratic or bureaucratic structure where authority responsibility, relationships and work are divided into well-defined units, where employees' participation in decision-making is minimum and information follows a vertical path is not responsive to change.
- **ECONOMIC COSTS**: Huge investment may be required in plant and machinery, building and other equipments to conform to changed operations. Scarcity of resources restricts the organization to change its present working.
- **ORGANIZATIONAL COMMITMENTS**: If organizations enter into long-term agreements with third parties, say 7-10 years, they are restrained from introducing change, even if desirable, unless agreed by the parties concerned.

OVERCOMING RESISTANCE TO CHANGE

Change is desirable for organizational development. Resistance to change should therefore be overcome. It gives managers an opportunity to re-examine their proposals of change for their effective implementation. Six ways of overcoming resistance to change are identified by KOTTER and SCHLESINGER. These are:

- **EDUCATION AND COMMUNICATION**: An effective way to reduce resistance to change is to plan the change and communicate its benefits to organizational members. Managers should announce the need for change, explain the ways of implementing and train people to deal with new procedures to reduce resistance to change.
Communication changes the attitude of people towards change and prepares them to develop new relationships. This promotes easy acceptance of change.
People should be explained the nature and need for change, objectives of change, how and when it will be implemented and the benefits of change.
- **PARTICIPATION AND INVOLVEMENT**: If those affected by implemented change are involved in framing the change process, they will promote its planning and implementation

without resistance. When people are involved in designing the change, they can understand the need for change, have less uncertainty about the impacts of change on their economic and social values and, therefore will be more committed to their implementation.

The change agent should, therefore, allow the members to participate in the implementation of change process and give due regard to their opinions in order to promote commitment to change.

- **FACILITATION AND SUPPORT**: If employees lack confidence about performing according to new Procedures and methods, managers should provide them moral support, advise them when necessary and create a cordial and friendly atmosphere of understanding. This will promote the employees to accept and implement the change process smoothly.

MANIPULATION AND CO-OPTATION: When people resist change, managers may adopt a manipulative policy. They present selective information to resisters to gain their confidence and Acceptance to change.

Under co-optation, managers select the most influential person from the group of resisters, give him a seemingly important role in designing the change process (the information supplied to the leader may not be important from manager's point of view but may carry value for that person as leader of the group) and reduce resistance to change.

- **EXPLICIT AND IMPLICIT COERION**: As a measure of last resort, when no other method of overcoming resistance to change works, managers use force to implement change. Method like demotions, transfer and dismissals make people accept the change. However, such change does not have a lasting impact. Future changes shall be subject to more rigorous resistance by the employees.

Besides above measures of overcoming resistance to change as suggested by KOTTER and SCHLESINGER, the following additional measures can also be useful.

- **INITIATE CHANGE ONLY IF IT IS NECESSARY**: Managers should not announce change just for the sake of bringing a change should be introduced only if they are required and beneficial for the organization as a whole.
- **BUILD TRUST AND CONFIDENCE**: When people resist change because they lack confidence and trust in managers, managers should build trust by openly communicating with the employees. They should give them timely and reliable information and explain the benefits of proposed changes. Managers should act as democratic leaders and gain willing support of members to accept change. Such measures considerably help to reduce resistance to change.
- **GUARANTEE JOB SECURITY**: Resistance to technological changes which creates fear of loss of job can be overcome by guaranteeing job security to employees.
- **FORCE FIELD ANALYSIS**: Managers should conduct force field analysis, determine the driving and restraining forces to change, increase the driving forces, reduce the restraining forces and reach a new stage of equilibrium; that is, the desired level of change.
- **CHANGE IN ORGANISATION STRUCTURE**: Changing the organization structure from bureaucratic (which is not receptive to change) to socio-technical system, where focus is not only

on task but also on people and relationship between the technical system and people help to overcome resistance to change.