

13. Organizational Change

Figure 1.19

Organizational targets for planned change.

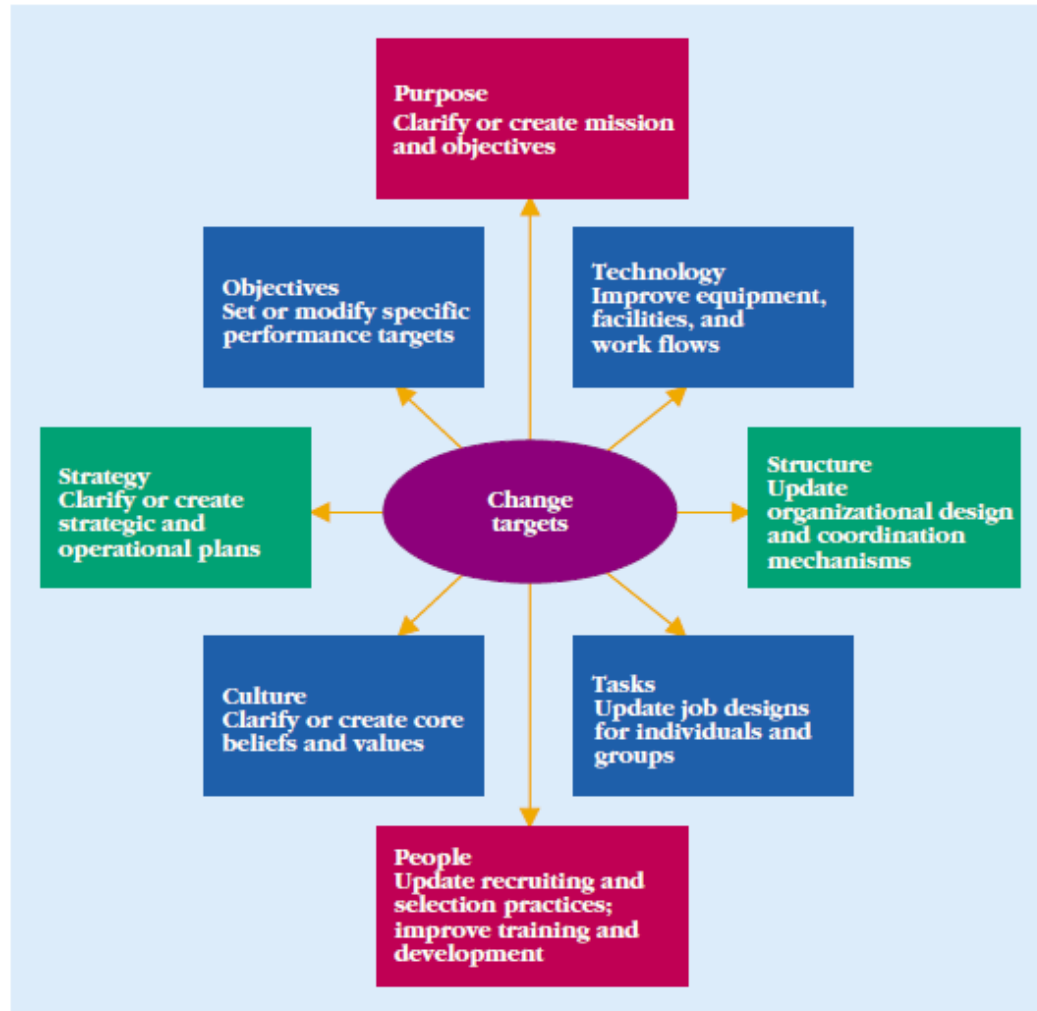
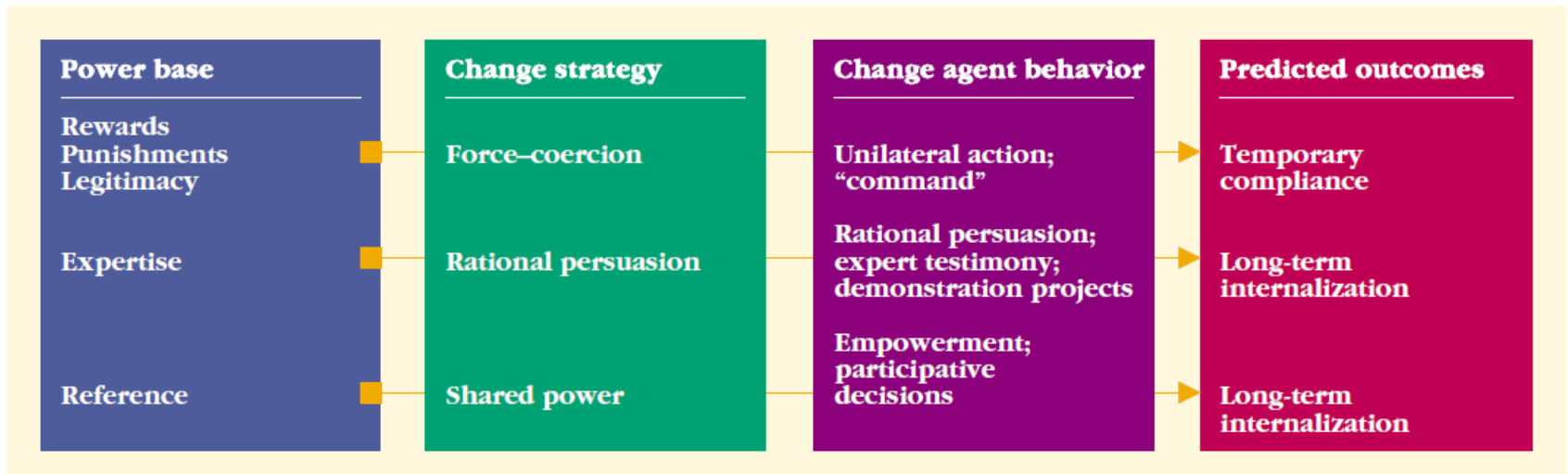


Figure 1.20

Power bases, change strategies, and predicted change outcomes.



EIGHT REASONS FOR RESISTING CHANGE

1. Fear of the unknown
2. Lack of good information
3. Fear for loss of security
4. No reasons to change
5. Fear for loss of power
6. Lack of resources
7. Bad timing
8. Habit

Figure 1.21

Methods for dealing with resistance to change.

Method	Use when	Advantages	Disadvantages
Education & communication	People lack information or have inaccurate information	Creates willingness to help with the change	Can be very time consuming
Participation & involvement	Other people have important information and/or power to resist	Adds information to change planning; builds commitment to the change	Can be very time consuming
Facilitation & support	Resistance traces to resource or adjustment problems	Satisfies directly specific resource or adjustment needs	Can be time consuming; can be expensive
Negotiation & agreement	A person or group will "lose" something because of the change	Helps avoid major resistance	Can be expensive; can cause others to seek similar "deals"
Manipulation & cooptation	Other methods don't work or are too expensive	Can be quick and inexpensive	Can create future problems if people sense manipulation
Explicit & implicit coercion	Speed important and change agent has power	Quick; overpowers resistance	Risky if people get "mad"