Causes of resistance to change

Answer In the rapidly changing environment of globalization, change is essential for development and organizations tend to adapt to the constantlyevolving business environment. " Organizations must change because their environments change" (Bateman, 1990). They implement necessary changes in the organization to not only survive but compete with their rival with confidence. But it is equally true that people tend to resist any kind of change and organizations therefore, plan and implement changes in a manner that mitigates the resistance of the employees instilling confidence in them.

There are four basic causes of resistance to change; lack of understanding creates fear of the unknown, different assessment normally happens when organization is making transition to newer technology and people develop irrational sense of doubt about their ability to adapt, self interest in the hope of keeping their job and trying to maintain status quo and finally low tolerance for change.

As a manager, I would prefer to deal with the resistance that is developed as a result of lack of understanding because effective communication and proper dissemination of information is essential to dispel any doubts about their ability to adapt successfully to the changes thereby facilitating a change that is positive. If a person is undergoing DADA process, I would intervene mainly because the person has developed the syndrome as a result of lack of understanding and proper counselling would help him to adapt to the changes with more confidence and without any fear of the unknown thus mitigating his anger.

Answer 2

Observable aspects of the organizational culture can be defined as a set of

code of conduct for the individuals or groups operating under the broader umbrella of organizational values, beliefs and its mission and vision statement. " The observable level of culture, and consists of behavior patterns and outward manifestations of culture: perquisites provided to executives, dress codes, level of technology utilized.." (Schein, 1992). The people's behaviour, dress code and interaction with each other also reflect the organization's value system and shared belief. One can therefore, easily identify an organizational culture from an initial visit by observing the general code of behaviour. An organization with has high values and beliefs would be reflected in the sedate and amicable work atmosphere with well dressed individuals. The individuals and groups would be confidently working towards their vision statement with mutual cooperation and bonhomie.

To someone on initial visit, my organizational culture would appear to be technology savvy with informal code of conduct that inspires confidence and mutual trust. Computers on every table and hand made posters decorating walls leave an impression of creative atmosphere where technology and creativity go hand in hand. The barrier free atmosphere and friendliness testify mutual respect and easy accessibility of management facilitating better understanding and individual growth. The confident demeanour of the employees, indicate that the company encourages and values individual achievements. The shared beliefs and value system of the organizations can be easily observed through their creative productivity and reflected in their behavioural pattern and the way juniors and seniors interact with each other.

Reference

Bateman, Thomas S., and Carl P. Zeithaml. Management: Function and

Strategy. Homewood, IL: Irwin, 1990.

Schein, Edgar. Organizational Culture and Leadership. Second Edition. San

Francisco: Jossey-Bass. 1992.