RESPONSES TO CHANGE

To productively engage and support change recipients may require thinking beyond the binary concepts of 'acceptance/good' or 'resistance/bad'. The framework below, adapted from the work of Shaul Oreg and colleagues, considers multiple response dimensions and their potential impact on the change process and overall change effort.

Emotion

What feelings does this change evoke?



Resistance

Stressed, Angry, Upset

Provides feedback - negative

Likely slows process

Major setbacks likely,
 breakthrough ideas possible



Proactivity

Excited, Enthusiastic

Provides feedback - constructive

Likely slows process

Setbacks possible. breakthrough ideas possible



10.



Disengagement

Distressed, sad, helpless No or limited feedback

Fast process

Some setbacks possible due to reluctance



Acceptance

Calm, relaxed, content Limited feedback

Fast process

Smooth implementation

Source: Adapted from Oreg, S., Bartunek, J. M., Lee, G., & Do. B. (2058). An affect-based model of recipients' responses to organizational change events Academy of Management Review, 43(1), 65-86. Note: This is an untested theory — it reflects how things might work. It is not 'proof' of how they actually work.



The Change Resisters

Ian Palmer, Richard Dunford, David Buchanan

The Change Resisters:

The Change Resisters George S. Odiorne, 1981 Monograph on management solutions to organization development obstacles and professional worker resistance to change identifies problems and gives advice for dealing with professionals as failure exploiters impediments to creative thinking the distortion of facts to prevent progressive planning bureaucracy etc And on how to keep options open References RESISTANCE TO CHANGE - A NEW PERSPECTIVE: A Textbook for Managers Who Plan to Implement a Change Daniela Bradutanu, 2015-09 The intention for this book is to present the resistance to change phenomenon from a new perspective The term resistance is complex and very often misinterpreted Change leaders should adapt their perspectives on this subject and try to see resistance from a positive angle as well By just changing the prospect of analyzing it managers could experience a greater success in implementing new changes and effectively attract more employees onto their side Instead of trying to eliminate or suppress employees resistance managers should rather use their reactions in a positive framework Resistance may be useful as feedback and therefore managers can use it to improve and refine the organizational change process Responding to Resisters Richard D. Sorenson, 2021-05-22 Principal must be aware that there are individual teacher resistors who have a reason to voice their concerns about a proposed instructional change or reform Therefore a critical guestion must be contemplated What's a principal to do Does the school leader dismiss resistors as whiners who are forever griping Or must a principal seriously contemplate the voices of discontent Are the campus grumblings within the context of change real in nature If so what is the message that a principal must be attuned to and then in response handle if not overcome These serious gueries are the underlying basis for the seven principal tactics addressed in the book Typically teacher resistance is a function of disruption aimed at a change employees believe will alter their current work habits and impact teaching or instructional patterns Teachers in general are accepting of the status quo The more variation or modification to the status quo or to the current working process and or the teaching and learning environment the more resistance Responding to Resistors Principal Tactics that Work is purposefully written to aid the campus leader in answering the school leadership call when confronting teacher resistance as related to essential if not **Total Quality Management** Poorinma M. Charantimath, 2011 **My Revision Notes: AOA A-level** critical change **Business: Third Edition** Neil James, George Vlachonikolis, 2021-03-15 Our updated approach to revision will help you learn practise and apply your skills and understanding Coverage of key content is combined with practical study tips and effective revision strategies to create a guide you can rely on to build both knowledge and confidence My Revision Notes AQA A level Business Third Edition will help you Plan and manage your revision with our topic by topic planner and exam breakdown introduction Develop your subject knowledge by making links between topics for more in depth exam answers Improve subject specific skills with an exam skills checkbox at the end of each chapter Avoid common mistakes and enhance your exam answers with examiner tips Practise and apply your skills and knowledge with exam style questions and frequent

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