Content Type

Tutorials offer practical advice from leading thinkers and practitioners on how to apply management concepts.

Overcoming Resistance to Change
http://sk.sagepub.com/video/overcoming-resistance-to-change

This tutorial is offered by Professor James Bailey. Professor Bailey takes a psychological or “micro” approach to change, emphasizing that organizations don’t lead change, people do. The three primary learning objectives are to identify the reasons why people resist change, present the “change curve” as a method for describing individuals’ progress through a change initiative, and to identify some common sense approaches to facilitating change.

Suggested Courses or Topics

This tutorial can be included in courses or programs in business, counseling, education, public health, public policy, psychology, and project management. Specific topics might include:

- communication,
- consulting,
- conflict resolution,
- cross-cultural management,
- human capital,
- human resource management,
- leadership,
- management,
- negotiations,
- organizational behavior,
- organizational change, and
- teams and groups.

Classroom Clips

Listed below are a few examples of clips that focus on key concepts:

- This clip presents reasoning on why resistance to change should be understood as a psychological phenomenon as opposed to an organizational one. Clip 0:11 – 1:55.
- This clip emphasizes the critical role of leaders understanding the root of resistance in order to lead others through it. Clip 2:18 – 2:40.
- This clip identifies a host of reasons why individuals resist change, including anxiety, fear, self-identity, routines, and neurology. Clip 2:40 – 11:03.
- This clip introduces the change curve as a visual method for describing how individuals experience the course of change. Clip 11:03 – 11:25.
- This clip describes the risks of abandoning a change effort because of performance decline. Clip 13:35 – 13:50.
- This clip covers eight common sense steps to help people through the change curve. Clip 16:09 – 22:11.

Research Assignment

See below for some example assignments that you might use for students

1. Identify an organizational change case study and highlight five individual reasons for resistance that might be operative. Clip 2:40 – 11:03.
2. Describe a change you went through using the change curve to illustrate progress. Clip 10:57 – 15:15.

Classroom Discussion

Here are some example questions that might be used for in-class discussion.

1. Why is it important to treat change from an individual perspective? Clip 0:11 – 1:15.
2. To you, what are the most interesting reasons for resistance to change, and why? Clip 2:40 – 11:03.
3. Given that the world is in a more or less constant state of change, how might a leader guard against “change fatigue”?
4. When there’s not an evident motivation to change, how can leaders encourage it anyway?
5. Identify common sense measures for facilitating changes that are not identified in the tutorial. Clip 16:09 – 22:11.