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| Q1 | **Match the reason for resistance to change with its meaning** |

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| 1. Parochial self-interest | b) Employees are more concerned with how the change will affect them personally, rather than how it might benefit the business |
| 1. Misunderstanding and lack of trust | d) Employees resist change because the changes have not been fully explained to them |
| 1. Different assessments | c) Employees resist change because they disagree with the reasons being put forward for the change and/or that the changes will not bring the benefits being suggested |
| 1. Low tolerance for change | a) Employees resist change because they value security and stability in the workplace |

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| Q2 | **Change Reaction! Briefly explain two negative consequences that could arise from employees who resist change** |
|  | **1.** Moral and motivation issues. Employees who resist change or are reluctant to change could lead to poor motivation within the business. This could result in increased absenteeism, labour turnover and poor customer service.  **2.** Delay or abandonment. Employees who resist change could slow down the speed at which the change is implemented, resulting in opportunities being missed. Worse still, it could result in the change not being implemented at all! |

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| Q3 | **Six of the Best! Identify Kotter and Schlesinger’s six ways/methods of overcoming resistance to change** |
| (1) | Education and communication |
| (2) | Participation and involvement |
| (3) | Facilitation and support |
| (4) | Negotiation and agreement |
| (5) | Manipulation and co-optation |
| (6) | Explicit and implicit coercion |

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| Q4 | **Overcoming resistance! Using your answers to question 3, briefly explain which method of overcoming resistance to change, would be best to use in the following scenarios…** |
|  | **4.1 Scenario:** *Employees feel that the directors of the business have an ulterior motive in relation to the change*  **Method/Explanation:** There appears to be a lack of trust and misunderstanding within the workforce. Perhaps the best method of overcoming this type of resistance is education and communication. The directors need to fully explain the change and the reasons for the change, so that employees fully understand why the changes are being made. |
|  | **4.2 Scenario:** *One influential and well respected employee appears to be far more resistant than the other employees within the department*  **Method/Explanation:** As one employee appears to be more resistant than the others, perhaps the best method is manipulation and co-optation. By manipulating this employee to co-opt and involving this person more in the change process, maybe by giving them a specific role in the change management process, resistance from other employees may be reduced. |