

# Organizational Behavior

resistance to change and changing collective cognition

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# Intermezzo

# riddle

Which word in the dictionary is always spelled incorrectly?

# Introduction

## resistance

Studies of change appear to take the perspective, or bias, of those seeking to bring about change, in which it is presumed change agents are doing the right and proper things while change recipients throw up unreasonable obstacles or barriers intent on "doing in" or "screwing up" the change (Dent & Goldberg, 1999a; Klein, 1976).

(Dent & Goldberg, 1999; Klein, 1976) according (Ford, Ford, & D'Amelio, 2008: 362)

## change agent-centric view

- objectivity
- biases
  
- communication
  
- interpretation
- behavior
  
- ignorance, incompetence, or mismanagement

(Ford et al., 2008: 362)

# authentic dissent

- intention of solving a problem

(Ford et al., 2008: 36š)

# Resistance as a Change Agent Sensemaking



## change

[...] change presents both agents and recipients with potential problems that are an occasion and trigger for sensemaking [...]

Problems are not givens; they are constructed from novel, discrepant, or problematic situations that are puzzling, troubling, or uncertain to participants (Weick, 1995). Change is a situation that interrupts normal patterns of organization and calls for participants to enact new patterns, involving an interplay of deliberate and emergent processes that can be highly ambiguous (Mintzberg & Waters, 1985).

(Ford et al., 2008: 363)

# questions

How will this get accomplished?  
What will happen to me?

(Gioia, Thomas, Clark, & Chittipeddi, 1994) according (Ford et al., 2008:  
363)

## sensemaking

- active process
- the interaction of
  - information seeking
  - meaning ascription
  - associated responses
- involving
  - extracting particular behaviors and communications out of streams of ongoing events (i.e., bracketing)
  - interpreting them to give them meaning
  - acting on the resulting interpretation
- resulting in
  - net presentation

(Ford et al., 2008: 363–364)

# Biases

# biases

- Expectation Effects
  - self-fulfilling prophecies
  - the Pygmalion effect
- Self-Serving Accounts
  - scape-goating
  - self-serving attributions an

(Ford et al., 2008)

# Contributions to Resistance

# trust

- general trust
  - psychological contracts
- justice

(Ford et al., 2008)

# communication

- legitimizations
- Misrepresentations
- No call for action
- Resisting Resistance

(Ford et al., 2008)



# Resistance as a Resource

# activity

- search
- engage
- use (strengthen)

# Reconstructing Resistance

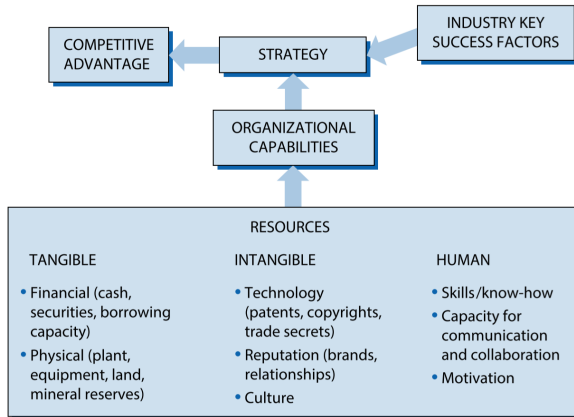
# reconstructing resistance

- recipient action
- agent sense making
- agent-recipient relationship

(Ford et al., 2008)

# Changing Collective Cognition

# The links between resources, capabilities, and competitive advantage



(Grant, 2018: 113)

## changes

- C stands for commitment by top management to explore change. Organizations must have the commitment to invest both the time and resources needed to engage in workshop activities.
- H refers to using a holistic approach, which helps ensure discussion of varied alternatives and perspectives from different departments, divisions, and constituencies.
- A represents an external agent, who is a skilled facilitator.
- N stands for using a neutral site away from daily operations for conducting the workshop.
- G represents the group, i.e., the top management team, which together develops, owns, and is responsible for the new strategy.
- E refers to execution of the proposed changes. Maintaining an eye on execution during the workshop ensures tight coupling between formulation and implementation

(Grant, 2018: 12,108)

## the resource-based view of the firm

- Establishing Competitive Advantage
  - relevance
  - scarcity
- Sustaining Competitive Advantage
  - durability
  - transferability
  - replicability
  - appropriation

(Grant, 2018: 112)



# Intermezzo

# riddle

What can you hold in your right hand, but never in your left hand?

## The End



(Randall, 2021)

# Sources

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U N I V E R S I T Y**