How the organization resists change
Based on information from Human Behavior and the Social Environment (Schriver, Joe. M)
And class room discussion.

Organization- “social units (or human groupings) deliberately constructed and reconstructed to seek specific goals.”

“An organization is a collection of people engaged in specialized and interdependent activity to accomplish a goal or mission”

“Systems of continuous, purposive, goal-oriented activity involving two or more people.”

All three definitions differ yet they all recognize organizations as collectives of people working together to accomplish a goal (or goals).

In Today’s society as well as historically change is necessary. Change must occur in order for there to be growth and for things to expand. Change must occur in order to meet the ever-changing needs of our environment and the people living in it we must adapt with our ever-changing environment in order to better meet the needs of the people we serve.

Organizations are influenced by the people, culture, and time, which they are developing under.

Technology and its advancements are a part of creating the need for organizations and the individuals working within them to change.

When looking at change it is important to recognize that an organization and the people in the organization exist in a social setting.

Change occurs within an organization based on a need or response of the culture or environment in which the organization operates.

How organizations resist change:

Power- people in power typically do not want to release their power.

Control- people in control do not want to release their control.

Fear of the unknown- organizations may be afraid of change due to the unknown.

Organizations resist change because they like what is familiar.

Organizations resist change because the new way may not meet their mission or value system.

The membership or funding of an organization may change which in turn requires the organization to problem solve and look at a new way of providing service which in turn causes resistance.

Goals of organization may not meet the needed change or may need to be changed in order to fit with the new environment.

Organizational change is hard and it takes time for an organization to change it has to change throughout the whole system top down or even from worker to top management. In order for change to be affective all members need to be involved.

Organizations resist change because for change to be affective parts of the decision making process need to be shared.
Members of organizations resist change because they feel there is no need for change that things are fine as they are, or that a change will make things worse.

Members of organizations resist change because it questions their values and beliefs. In order for change to occur often time a change must occur in the culture of the organization itself.

**Examples of Organizational Theory**

**Traditional**
Scientific Management- is closely connected to and relies on the assumptions of science as the ideal approach to understanding organizations. Efficiency is an important basic concept of organizations and is defined as the production of the maximum amount of output for the least amount of input. Doing the most by using the least possible amount of resources. Effectiveness is the degree to which the goals or purposes of an organization are accomplished. Which is important to organization as a primary concern of an organization is attainment or accomplishment of goals.
The goal of scientific management is finding the “one best way” to perform a task, do a job, or manage an entire organization.
Organizations which operate using this model have a high degree of specialization, a clear division of labor, a distinct hierarchy of authority, and assumptions that workers are motivated primarily by economic reward.

Bureaucracy- Focus on management, hierarchy, data, and training, red tape- paperwork.
Characteristic of Bureaucracy
1. Stable and official structure of authority.
2. Clear hierarchy of authority (pecking order).
3. Written records kept over time.
4. Specialized training and expertise.
5. Official duties come first.
6. Stable and comprehensive system of rules.
7. Career employment.
8. Managers separate from owners of organization.
9. Managers free to allocate and reallocate resources.

**Alternative**
Consensus Organization- nonhierarchical “consensus decision making process” “an enterprise in which control rests ultimately and overwhelmingly with the members-employees-owners, regardless of the particular framework through which it is achieved”.
Consensus organizations attempt to “humanize the workplace”.

Organizational Culture- Shared experiences merge into a pattern of beliefs, values, and rituals which become the “essence” of the organizations culture. All organizations do not develop smoothly integrated cultures shared equally by all members of the organization.

Organizational Climate- How organization members communicate organizational culture in more visible or observable ways. How policies, practices and procedures are interpreted or communicated.

Each of these paradigms has positive aspects as well as negative. These are only a few examples of the variety of organizational frameworks. A mixture of traditional and alternative paradigms, which takes from each and creates a new Paradigm, would be beneficial. I wish more organization shared the decision making process with the members of the organization, and valued diversity.

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**Cell Matrix**