"If you don't change your beliefs, your life will be like this forever. Is that good news?"

---- Douglas Noel Adams
SUMMARY AND CONCLUSION

The fact that change is happening everywhere and every moment cannot be neglected and denied anymore. The Workplace today is very much different from what it was years ago. Change is the Norm. Initially things may look chaotic—they are, and this phase is to be passed to reach the phase of Implementation of Successful Change. The Organization is an "Open Social System"; that is, all aspects of an organization are interrelated; a change in any part of an organization may have an impact on other parts or on the Organization itself. Thus, a proposed change in any part of an organization must be carefully assessed in terms of its likely impact on the rest of the Organization. As we have seen, Change is compulsively present in every aspect of life. Though, Change may be sometimes painful, without change, there is no growth, and without growth, no development. Thus, Change has become a necessity for survival. After studying in detail, the culture, values and the working environment prevailing in the organization, suitable Models with the proposed supplementary model are suggested. This in turn, helps the organization to take measures to reduce the resistance and thus the Successful Management and implementation of Change.

The study analyzed the levels of resistance among the manufacturing and service industries. The study also tries to analyze the levels of resistance among different industries in manufacture sector and services sector. More over the study covered the resistance levels among employees, management and management resistance as viewed by the employees in different industries.
In the case of seven selected industries employees' resistance to change range between 28.54 percent to 33.86 percent. Similarly management resistance to change shows a minimum of 32.64 percent and maximum of 47.5 percent among same seven industries. In the case of management resistance as viewed by the employees shows a minimum of 42.78 percent and a maximum of 59.45 among selected seven industries. Among the three identified categories the levels of resistance among employees in seven manufacturing industries shows lower levels than the other two categories namely management resistance levels and management resistance as viewed by the employees in the study.

Seven industries were selected to study the levels of resistance to change in service sector. Among seven service industries the levels employees resistance to change from 25.4 percent to 52.4 percent. The range is significantly wide among employees in services industries than manufacturing industries. In the case of resistance levels among managements in service industries shows a minimum of 33.33 and a maximum of 68.75 percent in study. Similarly the change of resistance levels in the case of management resistance as viewed by these employees from 28.15 percent to 57.56 percent. Compared to manufacturing industries resistance levels among all the three categories there is a significant difference in resistance levels among seven service industries may be due to different levels of training, qualification, motivation, work ethics etc. In the case of manufacturing industries the difference in the levels of resistance among the three categories in selected seven industries shows less difference
compared to seven service industries in the study. Management resistance levels were comparatively higher in service industry than manufacturing industry. However in the case of management resistance levels as viewed by the employees were comparatively higher in manufacturing industries than in services industries. Hence the levels of resistance among the three specified categories need not be uniform among the selected seven industries both in manufacturing and services industry.

There are several Models for Change Management, the most important being the Kurt Lewin’s model, ADKAR model and the Action Research model. All three of them are complete in themselves but none of them have dealt with resistance as a serious issue. In the proposed model, we have made an attempt to deal with resistance in specific and some of the ground rules that may be followed in order to minimize resistance. First of all it is important to understand that what is resisted is not Change in itself but the uncertainties and potential outcomes Change can cause. There is always a demand for Change from the external and internal environment of the Organization. Resistance balances these demands against the need for constancy and stability. Also, Resistance has always been cast as an enemy and regarded as something negative. But, it is important to note that all Changes are always not suitable for all organizations at all situations. Hence, Resistance acts as a positive tool in a way that it decreases attention to aspects of Change that may be inappropriate or perhaps wrong. Then, coming to ground rules that has to be followed in order to decrease resistance, four important rules have been recognized—Organisational Culture, Communication, Leadership and
Involve all layers. Firstly, an Organizational culture has to ensure a culture of trust and decrease Cognitive dissonance.

There should be a culture, which encourages not only the experimentation of new things but also the failure rate associated with it. Communication is a very important aspect, which is more often ignored. Primarily create awareness and build an information system which the employees can access any time and get their doubts cleared. Coming out with Journals or magazines to communicate Change is also an alternative. Make goals and purpose clear and communicate at all stages of the Change process. Most of the employees complain that their opinion is sought at the beginning of a change process but they are not given the credit for success and sometimes not even informed about the result. Then, coming to leadership, first of all, build strong and visionary leadership. Leaders should practice what they preach and have to encourage creative ideas. Finally, Involve all layers. Gain the support and commitment of all people. Let everyone in the Organization be a part of the Change process not just a mere spectator. Depending on the situation the organization has to choose appropriate Change management Models. Be it whatever model they choose to follow, along with it, if the proposed supplementary model is followed, resistance and its causes are better understood, leading to decreased resistance and thus resulting in the successful implementation of Change. The figure 9.1 represents the proposed model.
Figure 9.1 Proposed Supplementary Model for Managing Change

**RESISTANCE**
What is resisted is not Change but the uncertainties and potential outcomes Change can cause.

**ORGANISATION**
Resistance decreases attention to aspects of Change that may be inappropriate or perhaps wrong.

Resistance balances these demands against the need for constancy and stability

Ground rules to be followed by the Organisation to minimize Resistance

**ORGANISATIONAL CULTURE**
- Ensure Culture of Trust
- Decrease Cognitive dissonance
- There should be a culture, which encourages not only the experimentation of new things but also the failure rate associated with it.

**LEADERSHIP**
- Build strong, visionary leadership
- Leaders should practice what they preach
- Choose appropriate type of leadership suitable for the situation
- Leaders have to encourage creative ideas

**COMMUNICATION**
- Create Awareness
- Build an information system
- Come out with Journals or magazines to communicate Change
- Make goals, purpose clear
- Communicate at all stages of the Change process

**MOTIVATION**
- Creating an environment for continuous learning to adapt to change
- Plan activities which will provide an opportunity for the employees to meet their self-esteem needs

**INVOLVE ALL LAYERS**
- Gain the support & commitment of all people
- Let everyone in the Organisation be a part of the Change process not a mere spectator
RECOMMENDATIONS AND IMPLEMENTATION

For Organizations not aware of the different models for Change, Suitable Models are suggested. Also, the proposed Supplementary model has been explained and some of the Organizations have incorporated the Models. Also, suggestions regarding the Conduction of Change Management Programmes have been given. We have received feedback from a few Organisations about the improvement of their employees' attitude towards Change after the Conduction of Change Management Programmes.

SCOPE FOR FURTHER STUDY

The existing scenario has been depicted using the data collected. Further, after conducting Change Management programmes and using the proposed model, people can be made more adaptable to change. It is expected that the level of resistance would then come down. The change in the economic scenarios, Corporate Mergers, Globalization and other such factors will have a profound influence on organizations. The organizations initiatives in managing change under these conditions can be pursued.