BSG 302: Organizational Change

Case Analysis 3

This case analysis carries 5 marks and is due in class on Monday January 21, 2013.

**Instructions**:

1. Submit the case on time in class. Office submission will not accepted.
2. Late submission is not accepted.
3. Do your own work. Do not copy from classmates. Identical assignments will earn a zero grade each.

**Carefully read the following case and then answer the case analysis questions below**:

A law firm was merging with another firm and would be relocating its offices to a new building across town in two months. The new location was in a more modern building that was closer to transportation systems. It is also close to a new complex with a lot of options for shopping, eating, and relaxing. No employees would lose their jobs.

Despite these benefits, the impending move had created a great amount of resentment among the employees and lawyers, which led to change resistance. Productivity and morale were down, and several employees had turned in their resignations.

To solve the problem, management administered, with the help of Organization Development consultant, a Change Resistance Assessment to the firm’s employees. The Change Resistance Assessment is a questionnaire that asks employees a number of questions regarding their concerns, social relationships, sense of security, etc. that they think would be negatively affected by the relocation.

The Change Resistance Assessment helped each employee identify and understand what their real fears were. This became the starting point for discussions about how to come to win‐win solutions. In the end, while not everyone was totally pleased with the upcoming move, the Change Resistance Assessment helped the firm understand how to retain valuable employees despite the change. The anxiety level in the office eased, people felt more comfortable with the change, and they got back to conducting business.

**Case Analysis Questions**

1. What were the organizational outcomes of the employee resistance to the relocation (1 Mark)?
2. Why did law firm employees resist the relocation before the Change Resistance Assessment was administered (2 marks)?

1. Why did the employees seem be comfortable with the relocation after the Change Resistance Assessment was administered (2 marks)?