Abstract

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The Relation between Resistance to Change and Theory of Constraints

Today’s businesses are competing increasingly on time and quality. Companies cannot survive if they fail to obtain competitive advantages by producing high quality products and services in shorter throughput time and quicker inventory turnover. Some of the management techniques used in manufacturing organizations may not be appropriate for service organizations (Siha, 1999). Most manufacturing and service organizations seek to make a larger profit at the present and in the future. However, constraints on manufacturing and service organizations prevent the organization from making a higher level of profit. Some authors agreed upon a management methodology called the theory of constraints (TOC) which views resistance as a necessary and positive force. Literature on change management contains numerous prerequisites for successful change, with a predominantly negative view on the issue of resistance to change. Recent change efforts in many organizations and especially multinationals, have been geared towards downsizing energizing empowering total quality management and now business process re-engineering (Sinclair, 1994). Hence, the TOC philosophy has been developed to be applied to everyday operations decisions as well as to continuous improvement effort. To take advantage of resistance, a "whole-system" view is required as well as an appreciation for the true "root-cause" problems. The TOC provides a view and set of powerful tools that can be used to not only address resistance but also use it to enhance the solution beyond the original concept (Patrick, 2011). As a result of applying TOC’s Thinking Processes to countless organizations over three decades, generic TOC solutions have emerged that have applicability across all organizations, both for-profit and not-for-profit. To this day these applications continue to evolve, resulting in more and more significant and sustainable overall and bottom line performance improvements were implemented (Goldratt, 2009). The objective of this paper is study the relation between resistance to change and TOC.