Chapter 15
The Organizational Management as Instrument to Overcome the Resistance to the Innovative Process: An Application in the Canary Company

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ABSTRACT
Changes in economic activity on a global scale affect organizations due to modifications on their decision criteria, but also for the permanent character of the change. This situation implies an increase of the competition and also the appearance of new markets and opportunities. On the other hand the innovation not only offers major possibilities to guarantee the organization’s survival but also it allows to increase their competitive capacity; even turning into a generating element of the change and vice versa. But it will be the organization that inserts appropriately the above mentioned innovation, or that uses it better, the one that will be more competitive. The management of the organizational change, in this sense, turns into an influential factor in the creation of future and in the promotion of the available possibilities. This paper analyzes organizational management more adapted to the innovative processes of the Canary companies, as well as the underlying differences in the types of compared enterprises.

INTRODUCTION
The companies, to be able to compete on an increasingly competitive and globalized market, need to be provided with new strategies that allow them to confront successfully the environment challenges. The change can be defined like any modification from one state to other, which is observed in the environment and possesses a relatively lasting character (Collerette & Delisle, 1988). The organizational perspective takes sense in this work considering the narrow relation ex-
isting between the organizational structures and strategies with the internal and external context that surrounds them.

Even more, since it happens in this study, if we are talking about small and medium enterprises, to which it turns out to be more difficult to face this situation for their scarce resources availability, as well as the resistance to its introduction on the part of the managers. Another reason that makes difficult the change introduction, both in the small and in the big company, is the need that the changes are supported by the values and attitudes of their personnel; which is part of the managerial culture. Therefore, the commitment of the worker is important at the time of initiating the changes and he must become a participant in these. Like that, he will feel more protagonists of the processes and not harmed by them.

The main problem to be conquered is the resistance to the changes that, in natural form, appears before any innovation process, which turns out to have higher impact social than technological, having to be overcome the prejudice of the personnel, since this implies a change in their work routine. Therefore, it turns out to be interesting to study and to analyze the reactions and answers of the personnel involved in the implementation of an innovation. Emphasizing both the positive aspects and the negatives of the introduction of innovations, not only from the point of view of the process but also of the persons involved in the same one, since it might be the generational difference, an important aspect to facilitate its implantation, because the recent generations have a high facility to use the new technologies, since they have been educated in this ambience.

Most of the companies feel comfortable realizing business as they have always realized them. Therefore to cross the threshold towards the change of the internal processes or new ways of carrying on business, product of the innovations, placed the organizations in a discomfort area, that not always they are ready to confront, well for fear that the things will not be equal, or worse the things might go badly. Refusing in some cases to confront the fast changes generated in the new technologies, because a technological phobia of some organizations, what leads them to lose important sources of competitive advantages and even to disappear of the market.

With regard to our study, we will try not only to explore the predisposition in the Canary companies for the implantation of innovative processes, but also we will analyze, from the organizational perspective, so much the aspects relative to the organizational structure that are favouring to the changes as well as those that create resistance conditions. Likewise, we will try to investigate the aspects relating to the predominant individual attitudes, so much in the companies that prefer the innovation as in those which show not to prefer the same one. It is through this way as we will try to discover differences on behaviour between the companies that prefer the innovation with regard to those which do not show to have it, having like final objective, the search of satisfactory conditions that favor the implantation of the innovative process.

The paper is structured in six sections. After this introduction, in the second and third sections the theoretical background is reviewed. The fourth part explains the objectives and methodology of our research, followed by a brief description of the sample. In the fifth section, we provide the results of the empirical analysis. Finally, the six parts summarize the principal conclusions and suggest future research.

**EVOLUTION OF THE STRATEGIC ENVIRONMENT AND MANAGERIAL ATTITUDES OPPOSITE TO THE CHANGE**

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