

## **CHANGE: EMBRACE IT OR RESIST IT**

1. People will change only if the alternative is worse than change
2. People hunger for stability amid change
  - Steady, reliable people in any organization are often fearful of change
  - Must ensure them change is not the end of their world
  - It means continuation with improvement
3. Explain the reason for change
  - Understanding will make people more rational and more comfortable.
  - Show how plans keep risks to minimum.
  - Let them know what to expect, step by step.
  - That top management is always behind the change.
4. For change to be successful, it must be planned. Plan change involves three steps:
  - Softening stage
    - Most uncomfortable stage for employees.
    - After years of doing things the same old way, they have been hardened into rigid habit. Now they have to unlearn them and learn new ways.
    - During softening stage we apply heat by attaching stigma (disagree) of the old behaviour we want to discontinue. We stop rewarding them.
    - This is the time when we likely to encounter greatest resistance to change

- Skillful communication is needed. Must make clear the reasons for the change and consequences of not changing. The gain and the pain must be made clear to managers and employees
- Four types of management individuals
  - Who deliver commitment of new values – the one we want to retain and reward
  - Who don't commit or share new values – the one must go
  - Who sometime fail to commit, but share new values – the one need to give second chance
  - Who commit but don't share new values – the one who try to force performance, but not inspire it – need to change or must go
- Reshaping stage
  - Calls for positive approach
  - More concern with implanting new ways
  - All must be convinced the new way is the right one
  - Employees must learn whole new attitude towards their work
  - Manager must see themselves as facilitators, not dictators
  - Employees must see themselves as value adders, not order takers
- Restabilizing stage
  - Where new behaviour become natural part of everyday routine
  - Pilot project can help
  - Comfort of familiarity can be helped with role model
  - Witnessing the success of new methods will encourage other
  - Compensation or rewards should be based on the new behaviors we want to encourage
  - To convince that the organization is behind the change

- Top management should encourage the new behaviours
- It may takes years for the fundamental change, should never consider the job is done
- Should look for ways institutionalize change.