

Helping companies to change Staff problems while going through change Reasons for change resistance

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1. Are young people today more mature than in the past?
2. What can young people learn from older people?
3. Do you think young people can adapt to changes easier than old people?
4. Do people change jobs very often? Do you think that's good?
5. How do you think employers could encourage employees not to change jobs?

Examples of Business Change

By Leigh Richards



There are a variety of changes that can impact a business--internal and external. Change, while to be expected, can unfortunately create stress for organizations and their employees. By being aware of the areas in which change is most likely to occur, businesses and their leaders can be better prepared to navigate change effectively.

The Economy

The economy has the ability to impact businesses in ways both good and bad. Ironically, good impacts can occur during bad times and vice versa. For instance, during a weak economy the travel industry may suffer while the home improvement sees a spike in sales as more people decide to engage in do-it-yourself projects rather than hiring contractors or buying new homes. Businesses need to be alert to shifts in the economy so they can take advantage of unexpected opportunities and react to unexpected threats.

Social Media

Social media is having a profound impact on business and is likely to continue to result in change for some time. Social media tools like Twitter, LinkedIn and Facebook offer new ways of communicating with consumers and customers which can provide opportunities for business. On

the other hand, social media also opens up the potential for risk in terms of its misuse and the potential impact on the company brand and image.

Disruptive Innovation

Disruptive innovation is an unexpected change that causes a significant shift in demand for a particular product or service. Video stores were impacted by the disruptive innovation that occurred as movies began being available in DVD formats and the DVD industry is currently being impacted by the movement of movies to online formats. Shifts in the environment can cause changes in customer demand that businesses must be alert to.

REAL-LIFE EXAMPLES OF SUCCESSFUL CHANGE MANAGEMENT IN BUSINESS



How does [Wal-Mart](#) [WMT] give up its failing 20th Century business model and move into the 21st Century? How does [GE](#) [GE] **detach** itself from the traditional management baggage that is **dragging down its share price** and move into the future? How does the [World Bank](#) lose its **rigid culture** of hierarchical bureaucracy and acquire the **agility** to become a significant player on the world stage?

Here are **11 real-life examples** of successful change management in business

BEFORE READING

- *Look into the traditional management chart.*
- *Google information about stake holders theory, who the stakeholders of a company are.*
- *What is necessary to change in the traditional management to leap into the future?*



- *What tips can you give to a manager who is going to implement change?*
- *Go through the stories of change and find out what they all have in common.*

➤ *What are the differences in introducing change*

Starbucks (1)



Starbucks is one of the greatest examples of hearing the voice of the customer.

Launched in 1971, Starbucks first became profitable in Seattle during the early 1980s. In 1987 the original founders sold Starbucks to [Howard Schultz](#) for \$3.8 million. However, in the late 1980s, the company experienced a brief **economic downturn** after attempting to expand to the Midwest and British Columbia but **made a comeback** in the 1990s when it

entered California.

By 2002, there were almost **6,000 stores** worldwide. Nevertheless, when the financial crisis hit in 2008, Starbucks was forced to close almost **1,000 stores** and experienced a 28% profit loss over the next two years.

During this time Schultz took back control of the company and sent out a message to all employees on his first day back: “The company must shift its focus away from bureaucracy and back to its customers.”

Only two months later, the company **implemented** a new strategy based on technology, free thinking and **community involvement**. “[My Starbucks Idea](#)” was rolled out in March 2008 to give customers a chance to **have a say** in the direction Starbucks went as a company. Over 90,000 ideas were shared via social media and raised page views per month to over 5 million.

Through this campaign, Starbucks implemented over 100 ideas and developed a community of **like-minded baristas** and coffee lovers.

Today, the company employs 250,000 people at **27,000 locations** worldwide, owns several successful subsidiaries and continues to grow into new markets.

Southwest Airlines. From guesswork to the perfect routes (2)



Southwest is now a **huge proponent** of using data for everything from **personalizing service** to [saving money on fuel](#). But they don't just let customer behaviour dictate **tailored customer service**—they use customer behaviour to make some of the biggest decisions at their company.

In the airline business, you need to make sure you have the right flights in the right places.

The way to do that is to look at **demand for various routes**. But Southwest goes a step further by also keeping track of the **city pairs** which are [searched for](#) on their website, not just booked. Thus, they get a real picture of which flights customers want offered. This also gives them a **major timing advantage**—the customers that book a flight now won't necessarily want to book the same flight in a month, but the customers that are just searching for that flight now very well might. Southwest has a better shot at being able to rearrange flights to meet this future demand. Southwest **attributes** their [continual growth](#) in new customers and loyal customers **to their data-based philosophy**. At Southwest, they believe data should be self-service and interactive, so any employee can become a “**data warrior**.” And when everyone is interacting with the data, you have a much better shot at estimating future demand.

.British Airways (3)



In 1981, British Airways appointed a new chairperson, [John King](#). Early on, it was noticed that the company was extremely inefficient and a lot of valuable resources were being wasted. To help the organisation become more profitable, the chairperson decided to restructure the entire business. He decided that the most efficient way to do this was through a [change management plan](#).

The organisation soon began to reduce its workforce. However, before this was completed, the chairman provided the business with reasons for restructuring British Airways to help prepare them for the upcoming change.

His plan saw him [axe 22,000 jobs](#) - including half of the board - replace older planes with modern jets and eliminated unprofitable routes. One of his successors, Martin Broughton, [paid tribute to](#) King for the role he played in the transformation.

He said: “Lord King transformed the airline from a position of state-owned weakness to one of financial strength and global renown as a pioneer privatised carrier.”

So, through leadership and communication, he managed to direct the business through an incredibly difficult time and turned British Airways into a profitable business.

Lego (4)



Lego's reinvention has been the greatest [turnaround](#) in corporate history. From 1932 until 1998, Lego had never posted a loss. By 2003, it was an entirely different story. Sales were down by 30% year-on-year and the brand was \$800 million in debt. What didn't help their situation was that Lego hadn't added anything of value to its portfolio for a decade.

So Lego's CEO, Jørgen Vig Knudstorp, admitted that the brand was running out of cash.

Nevertheless, it overtook Ferrari as the world's most powerful brand in 2015.

Lego eventually realised that its [lifespan](#) of physical products wasn't going to have an [infinite interest](#). After a period of expansion, this beloved toy company was near bankruptcy in 2004. With this realistic yet disastrous outcome on the horizon, Lego decided it was time to start restructuring.

To begin, the business [implemented digital transformation](#). Instead of putting their sole focus on physical toy products, Lego is increasingly concentrating on bridging the physical and [virtual augmented reality \(AR\)](#) experiences.

Now, Lego's revival has gone down in history. A book has been devoted to the subject - [Brick by Brick: How Lego Rewrote the Rules of Innovation](#). By finding new sources of revenue, LEGO has managed to transform its brand and keep up with the requirements of its target audience today.

Domino's Pizza (5)



The changes implemented by Domino's Pizza finally saw the brand lift its sales over Pizza Hut for the short time. Using **savvy marketing**, creative ordering methods and innovative technology, things were finally looking positive in 2010.

Back in 2008, Domino's Pizza was struggling as **stock had hit an all-time low**.

In 2012, however, Domino's Pizza was back on its feet due to a successful **change management implementation**.

The organisation's pizza turnaround, thanks to digital transformation, rested on the fact that **key transformation** players managed to convince top management **to get on board**. Eventually, their enthusiasm **trickled down** throughout the entire business.



The brand implemented new technology to support the chance. A new custom delivery vehicle with a heating oven was introduced, dubbed the DXP, which acted as a form of advertisement despite only 150 being on the road at the time.

The brand also ramped up its digital efforts to meet consumer demand. Text messages, Alexa, Google Home, Twitter, Facebook, Smart TVs - they're all methods used by consumers to order a

pizza.

Domino's **leveraged** the wealth of consumer data through its custom operating system. This helped keep the transaction costs low and provided Domino's with insights about its customers. Then there's also the case of developing **loyalty programmes** and introducing special offers to continue to drive up sales.

Despite the successful change, it hasn't stopped there. The brand has also tested **drone and robot delivery** - even partnering with Ford **on self-driving options**.

Nokia (6)



Before smartphones entered the mainstream market, Nokia was enjoying the success it had built, as the business had claimed 40% of the market share in 2007. Five years later, however, the Finnish organisation was almost finished! It edged closer to disaster as shares plummeted and the company registered more than \$2 billion in operating losses in 2012.

The problem? Nokia realised that it had missed the opportunity to lead the smartphone revolution. Nokia then hired a new CEO and embarked on a journey to reinvent itself. After selling its struggling mobile device division to fellow giant Microsoft, the concentration shifted to network and mapping technologies.

In 2008, Nokia introduced a Booster Programme that helped the company match the ever-changing aspirations of its customers, as well as new technologies among competitors. They went from nine to four business units and streamlined development into just three business units.

Nokia also purchased Siemens and then Alcatel-Lucent. The result was billions gained in shareholder value and Nokia became a full-service infrastructure provider. Nokia's amazing transformation from a borderline bankrupt hardware manufacturer to leading technology players shows how major organisations can respond to serious disruptions by transforming themselves.

Coca-Cola (7)

Perhaps no organisation has been through [change management challenges](#) quite like the Coca-Cola Company. One example is from the 1980s when bitter rivals Pepsi started to aggressively target Coca-Cola.

In response, the latter released New Coke - a sweeter version of its classic drink.

New Coke wasn't a success and didn't appeal to the public. Coca-Cola wasted no time in replacing it with the older formula. Here, the brand was able to respond quickly to consumer preferences so that the product's appeal was maintained.

It even stretches as far back as World War II. By offering free drinks to soldiers, Coca-Cola quickly marketed itself as a symbol of the US war effort. At the same time, it boosted brand recognition in the countries that allied forces were occupying. During this process, Coca-Cola cemented its presence through 64 extra manufacturing sites across the world. This accelerated the company's post-war global expansion strategy.



These are just some of the change management examples, which show how Coca-Cola manages stay ahead of the curve. To respond to greater health consciousness, Coca-Cola released Enviga, Diet Coke and Coca-Cola Zero to appeal to this target market. Then during the Asian financial crisis, the company pursued an acquisition strategy to better deal with consumer preferences.

By reacting quickly and acting proactively in anticipation of changing trends, it's clear how change management is a vital component in Coca-Cola's overall strategic vision.

In today's environment, organisational changes are constantly happening and are vital for adapting to the constantly changing, dynamics marketplace.

Groupon-From politics to retail (8)



Groupon started as The Point, a site for organizing people to action. The idea was that there were a lot of events out there (boycotts, protests) which individuals were not able to do on their own, but would want to in a group. It was supposed to be political and social-not about purchasing goods.

However, the site struggled, and founder Andrew Mason had to start generating revenue. He was inspired by a campaign, which users had posted on The Point not to organize political action, but to

get a large group together in order to receive group discounts on products. Taking this idea, Mason added a Groupon section to the side of The Point.

Although Groupon was [supposed to be a side project](#) to get The Point some revenue, it quickly attracted much more buzz and activity than the rest of the site. Within a few months, Mason knew that the right move was to listen to users and make his company focus just on Groupon. You can't imagine the myriad of uses someone could have for your product. By looking at what groups of customers are actually doing, you may come across a new idea that's just as successful as Groupon.

Pinterest. From retail to collections (9)



Pinterest was born as Tote, a site allowing users to shop at different clothing retailers, and receive updates for sales and new items. However, users weren't making purchases—the payment technology was just not sophisticated enough to make [on-the-go payments](#) easy. For an app all about mobile shopping, having users who didn't make purchases was disastrous. But when founders Ben Silbermann, Evan Sharp, and Paul Sciarra looked at their users' behavior, they found that people were spending much more time building up collections of their favourite items and sharing them than searching for new items to actually purchase. So instead of giving up, they pivoted and created Pinterest as it is today—an app for cultivating collections.

Tote could've just been [scrapped-subpar payment technology](#) seems like a good enough reason. But instead of turning their back on their mistake, Silbermann, Sharp, and Sciarra used it as a learning opportunity. Even if your product fails, there'll be useful data from it which can help kickstart your next project.

Twitter - From text to hashtags (10)



Most of the major features we associate with Twitter were actually invented by users.

That's right —@ (at)-replies, hashtags, and retweets all came from the minds of people outside of Twitter.

After Robert Anderson's first @-reply tweet, @-replies quickly became popular and Twitter made them an [official feature](#) in May 2007. The popularity of @-reply also influenced the overall direction of Twitter—pushing the company towards cultivating a chat platform instead of just a place for [status updates](#). Twitter looked at what their users were doing, and added that functionality into their product. A similar story holds for hashtags and retweets: while Twitter initially dismissed these features as [nerdy](#) or [cumbersome](#), they changed their minds as the new concepts .

Co-founder and ex-CEO [Evan Williams says](#), “Most companies or services on the Web start with wrong assumptions about what they are and what they’re for. Twitter allowed users to invent uses for it that weren’t anticipated. ”Remember that your company doesn't decide what's nerdy or cumbersome—your users do.

Avon- From books to cosmetics (11)



The name Avon is synonymous with cosmetics—but the company sure didn't start out that way.

Avon founder [David H. McConnell](#) began as a door-to-door book salesman in the 1880s. A common marketing tool used by salesmen was to offer a free gift to a potential customer if they agreed to listen to the sales pitch—since McConnell was mostly dealing with housewives, he decided on perfume. He teamed up with a local pharmacy to create a fragrance to give away in small vials (bottles) while attempting to sell some merchandise.

Ever the savvy businessman, however, McConnell dove right into this new business opportunity. In 1886 he launched the successful California Perfume Company (later renamed Avon). And it was this same drive to give his customers what they wanted which led him to [hire female salespeople](#) at a time when opportunities for women to make a living were few and far between-because he believed they would be best at marketing to his customers.

Even before big data, looking at user behaviour was essential to adjusting your product-the strategy hasn't changed, only our tools have.

Let your users change you

Your users' behaviour is the best source of information about what they want. By exploring it, and keeping your product flexible, you can become the best offering for your market. The important thing is to keep your eyes wide open and keep asking questions, this way you can glimpse tomorrow's patterns and possibilities

Any change management programme must identify areas of potential conflict, address the needs of everyone in the business and most of all, bridge the gap between the aspirations of executives and those affected by change. That's exactly what the 11 businesses above managed to do.

REAL-LIFE EXAMPLES OF SUCCESSFUL CHANGE MANAGEMENT IN BUSINESS WORKSHEET



VOCABULARY WORK

1. Match

1	proponent	a.	относить за счет
2	attribute to	b.	виртуальный
3	warrior	c.	возрождать
4	eliminate	d.	протяженность
5	tribute	e.	сторонник
6	span	f.	рычаг
7	augmented	g.	капать, просачиваться
8	revive	h.	покушаться
9	savvy	i.	ботаник
10	trickle	j.	громоздкий
11	leverage	k.	сообразительный
12	embark	l.	воин
13	nerdy	m.	уничтожать
14	cumbersome	n.	должное, дань

2. Translate into English.

- Заказы постепенно закатали
- Надень шлем виртуальной реальности
- Я приписываю этот успех везению
- Возродиться из пепла
- Недолг ее срок жизни, зато сплошной танец радости

- Покушаться на устои
- Бизнес этика – дань компаний обществу
- Громоздкая технология
- Ты спишь себе, а денежки то капают)
- Выходи в дорогу! Воин света!
- Адепт (сторонник) новых подходов к управлению

3. Make word combinations and them.

1. economic	a. reality	
2. privatised	b. pitch	
3. tailored	c. involvement	
4. data	d. discounts	
5. axe	e. carrier	
6. implement	f. start	
7. group	g. a new strategy	
8. kick	h. downturn	
9. loyalty	i. jobs	
10. sales	j. service	
11. community	k. warrior	
12. augmented	l. programmes	

4. Find 9 pairs of synonyms.

Forecast, come back, buying, plummet, proponent, cement, savvy, assumptions, return, sophisticated, fall, strengthen, ideas, acquisition, complex, supporter, anticipate, smart.

5. Match and Complete with prepositions and translate them.

Cola released Diet Coke to appeal		a new idea
By looking at customer group needs, you may come		various routes
He teamed		restructuring British Airways
The company must shift its focus		this target market.
They look at demand		their data-based philosophy
The Chairman provided the business with rationale		Mr. King for the role he played in the transformation.
Southwest attributes their <u>continual growth</u>		of cash.
His co-workers pay tribute		its customers
The brand was running		a local pharmacy
LEGO has managed to transform its brand and keep		a successful change management implementation
Domino's Pizza was back on its feet due		the requirements of its target audience today.
Nokia then hired a new CEO and embarked		a journey to reinvent itself

COMPREHENSION CHECK

6. Complete the table. One company may get a tick more than once.

[illegible]

[illegible]

How to Turn Around a Dying Company

By Eric Dontigney



Stories of once-successful companies going under or getting sold off one piece at a time populate the history of business. Kodak, which dominated the domestic film market for decades, failed to capitalize on its invention of digital cameras and sank into financial ruin. However, another company that seemed destined for failure, Apple, reinvented itself and now commands a digital device empire. Even when a company appears ready to fold, a number of approaches can help revive the business.

Workforce Reduction

Small business owners often know the majority of their employees by sight or name, which makes workforce reductions especially difficult. Despite this difficulty, cutting your employee roster immediately reduces your current costs and allows you to devote those resources elsewhere. Businesses often keep on employees even after declines in the volume of business make those employees redundant or underutilized. Letting go of these employees frees up cash, while shifting work to better utilize remaining workers.

Cut Bad Customers

Most companies deal with at least some bad customers that soak up resources, such as customer service time, and pay late or not at all. Firing bad customers frees up company resources to provide better service to the rest of the company's clients and pursue new business. If your survival plan demands a change in market segment, it may call for firing most or all of your existing clients to concentrate on a more critical market segment.

Reduce Offerings

Diversification can reduce risk, but also can spread too few resources over too much ground. Overdiversification also runs the risk of diluting the company brand to the point where it tries to be all things to all people. Stripping down the products or services the business offers can free up capital and talented employees for the core work of the business.

Enlist a Consultant

Bringing in an outsider to advise you about how to save a company you know inside and out might seem counterintuitive, but provides a number of benefits. Consultants lack any emotional investment in the company, which enables them to view the situation with some objectivity and offer unbiased advice. Although not focused on resurrecting companies on the brink, the non-profit organization SCORE offers free and low-cost counseling and mentorships to small businesses that a floundering company could leverage.

Transparency

Companies in trouble create an enormous amount of uncertainty in everyone from employees to vendors and clients. Secrecy only serves to heighten these uncertainties. Adopt transparency with all of your stakeholders about everything from the finances to the planned business changes and the rationales for those changes. Transparency helps to reassure your stakeholders that you recognize the situation and intend to take steps to rectify it. The knowledge that you plan to take action also makes it easier for your creditors to justify patience and helps you hang on to nervous clients that might otherwise seek out alternatives to your company.

Causes of Employee Downsizing

By Jared Lewis



Downsizing a company is never a pleasant task to carry out. Everyone in the company is affected in some way when a company decides to downsize its number of employees. Aside from creating unemployment for some, it also causes restructuring and a change of duties for others. Business owners typically make the decision to downsize with much deliberation. Downsizing is typically done in cases where the company is making significant changes to either increase company value or eliminate excess costs.

Cost Reduction

One the primary reasons for employee downsizing is to reduce costs. Employee payroll counts as a liability on the company balance sheet and, therefore, reduces the owners' equity. The retained earnings of a company are affected by the amount it pays out in payroll, and removing this obligation is one way to cut costs. Aside from payroll, employee benefits are also costly to companies, as are the operating costs associated with overproduction.

Productivity

Companies sometimes downsize their employee base to increase productivity. This may seem counterintuitive on the surface, but some instances exist where this would be advantageous. For instance, if a company knows that it can increase the output of individual workers while remaining constant with its productivity, this can be advantageous for cost reduction. However, a company may also decide to downsize to increase productivity by replacing workers with sophisticated equipment that can do the same job.

Value

Downsizing the number of employees a company has generally signals that some restructuring and changes are underway. These changes generally take place for increasing profitability of the company. If shareholders and other investors perceive that the company will be making changes that increase its profitability, it will increase the value of company stock. This can result in more investors coming on board or current investors increasing their shareholdings in the organization. In either case, downsizing can increase the company's perceived value.

Outsourcing

Companies may overextend themselves in terms of the number and types of services they offer from time to time. It may behoove company ownership to sharpen the focus of the company by eliminating some of the products or services that it offers. In doing so, a decrease in the number of employees may be necessary. Company officials may decide that outsourcing certain activities will result in increased productivity and reduced costs as well.

<https://www.wikihow.com/Adapt-to-Changes-in-a-Business-Environment>

How to Adapt to Changes in a Business Environment

Methods

1 Choosing a Positive Mindset

2 Assessing the Impact of the Change

3 Creating a Work-Life Balance

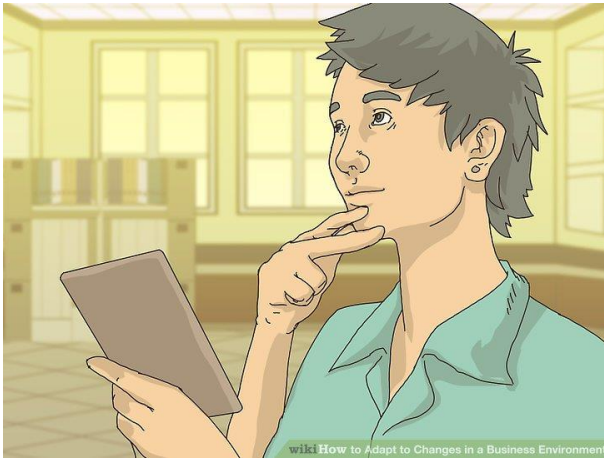
Co-authored by Lily Zheng, MA

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In the business world, change is inevitable. Some changes are small and easy to adapt to, while others are large and are more difficult to process. No matter what kind of change comes up, you'll need to learn how to anticipate them and frame how you think about them. By reframing your mindset about change to be positive and by understanding the scope of the change, you can adapt to it in a more thoughtful way. In a business environment, you can research the change and

find out how it could impact your work. You can also speak with your coworkers and understand how it might impact your workplace.

Method 1 Choosing a Positive Mindset



1. Assess your current mindset about the change.

At the beginning of this process, you will need to fully understand your current thoughts about the change. You may be excited, hesitant, angry, fearful, anxious, or ambivalent to the change. You may have multiple feelings or conflicting thoughts about the change and are unsure how you will react when the change is implemented. Take a few hours to think about the change that is being instituted and write down your thoughts.

- For instance, management might be instituting a new policy about overtime pay. Think about how this will affect you. Do you work overtime frequently? Do you rely on the additional money or is it an incentive for you to work longer hours? Or, the new policy may not affect you at all.

- Many people find it helpful to write their thoughts down as they reflect.



2. Accept that change is inevitable in business.

Change is bound to happen, especially if you work in a field that is quickly growing and adapting, like technology. You may love how your business environment is at this moment, and a change may feel like a blow to your confidence. However, you should frame the way you think

about this change as an opportunity to better your career and to implement new procedures into your day to day work.

- There will be technologies and procedures that become outdated and are no longer relevant to the workplace. You might have to learn how to use a new type of computer or software program because the old one has become outdated.



3. Reflect on how you've handled past changes.

You have responded to changes in the past, even if they weren't in your current workplace or career. Think about what that change was, and how you reacted to it. For example, you may have had to change offices with a coworker that you dislike. Did you get upset about the change and complain to management? Or did you discuss the change with your manager and work out a solution? Thinking about how you've responded to change in the past will help you to anticipate how you will react to this current change.

- It may be helpful to talk to someone who is close to you, like a spouse or best friend, and ask them about how you handle change. This can provide valuable insights as you begin to approach this new challenge.



4. Take responsibility for your response to change.

Whether you have reacted poorly or positively to change in the past, you will have to take responsibility for your response. Understandably, some changes are much more difficult to cope with than others. Some have profound impacts on the way that we live our lives, and they can present other unanticipated challenges. However, you are able to control your emotional reaction to change.

- Think about whether there was a trigger for your response. You could ask yourself whether you resisted a small change at work because you were stressed about your home life, or whether when you became angry about a new policy there was something else bothering you. Understanding these triggers can help you take ownership of your responses to change.



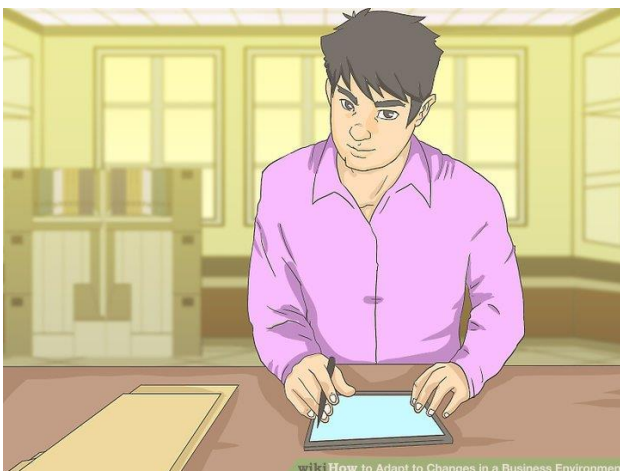
5. Adopt a positive attitude.

Your attitude and mindset will frame how you respond to the change and whether you are able to adapt to it within your workplace.

Think about how you have responded to changes in the past and realize that a positive attitude can improve your future responses.

At this stage, the change may or may not have been implemented into the business environment. If it has not already been implemented, this is your time to approach the change in a positive way. If it has already become a new policy or mandate, your positive attitude will reflect itself in how you incorporate the change into your work habits.

- For instance, your workplace may now require different sets of forms to be completed as a part of new regulations. Rather than thinking of these forms as a waste of your time, or something that you should dread doing, reframe your thoughts. Consider these new forms as a way to document your workplace productivity, and that they will allow management to effectively oversee business operations.



6. Hold yourself accountable for adapting to the new change.

Whether the change has already gone into effect, or if it is still in the future, you can hold yourself responsible for how you will respond to it.

It is helpful to think of this accountability in relation to time. The change may be deep, and will significantly change your workplace, or it may be a smaller change that will have less of an impact.

- Think about and write down what you want your response to be towards the change. You should include how long it will take you to adapt fully to the change. For example, a major policy change may take a few weeks to fully implement. You should give yourself time to adapt to the policy, but hold yourself accountability to following through on your goal.

Method 2. Assessing the Impact of the Change



1. Anticipate how this change might impact your current work.

In order to adapt to a change in a business environment, you need to be able to anticipate how the change will impact you, your work, and the workplace environment. The impact could range from very small to very large. The impact will depend on the scope of the change, what sorts of adjustments you will have to make, and how quickly the change will be implemented. Anticipating how this change will impact you will help you to manage your expectations and to adapt effectively.

- There may not be much that you will need to change. Some changes in the workplace will impact you more than others. Other changes will require you to make incremental adjustments over time in order to fully adapt. For example, a change in payroll policies may not affect you if you work in sales.



2. Research the policy, if needed.

In the business world, some changes require companies and teams to undergo major overhauls. These policies may change how the company handles clients, impacts sales, or changes the leadership of the organization. You may or may not need to research the policy to fully understand it. It can be very useful to research the change that your organization is going to make to see whether other businesses have made similar changes. For example, the change might be in management styles and the structure of your executive team. You could search online for other companies who have made that same change to see how they responded to it.

- While situations are always different, seeing how similar changes have impacted businesses is a helpful way to understand how your business may respond. It can also help you to understand the scope of the change.



3. Talk to your boss or to management.

Ideally, your management will have open lines of communication and be receptive to hearing questions and concerns about the new change that is being made. You should talk with your manager or supervisor if you have questions about the change, especially about what sort of changes that you will individually have to make and its impact.

- For instance, you could say, “John, I’ve been looking into the new policy about filling insurance claims. I want to make sure that I fully understand it before it goes into effect. Could you tell me a little more about how the claims are evaluated?”



4. Talk to your coworkers about how they are adapting.

If you work in a business environment where other members of your team have to adapt to the same change, you can talk to them about the steps that they are taking. They may have suggestions to offer you about how you can adapt to the change. You can ask them how they have adapted and whether they are struggling with it and could use support.

- Avoid gossiping or talking negatively about the change and the people who suggested or implemented it. You want your mindset to remain positive, otherwise you may struggle to adapt to the change.

Method 3. Creating a Work-Life Balance



1. Take a vacation.

Coping with changes in the workplace can be stressful. It can be helpful to take a day off, or a few days, to spend time at home and relax. Find out whether you have any paid time off days and take advantage of them. Big changes in the workplace can cause a lot of stress, and taking some time off can help you recover from the stress and feel like yourself again.

- If you can't take an actual vacation, you should take short breaks during your workday to reduce the possibility that you'll become burned out.

Take a five minute break from your desk to make yourself a cup of coffee, to walk around the office, or to go outside for a breath of fresh air.



2. Build healthy relationships with your coworkers.

Friendships both in and outside of work are very helpful in reducing stress. Since you spend a considerable amount of time each day with your coworkers, it is helpful to build strong and healthy relationships with the people there. These relationships should have boundaries though; you shouldn't talk about things that are inappropriate in the workplace and your friendships should never distract from your actual work.



3. Establish boundaries.

Your work is a very important part of your life, but it shouldn't be your entire life. It is unreasonable to expect that you can be on call for 24 hours every day.

Setting boundaries between your work and home life, like not checking your email after 6pm or not taking work phone calls on the weekend, can help you compartmentalize your work and keep the two separate.

- These boundaries can help to limit the amount of stress that this change can have on your life. Your adaption to changes in the workplace shouldn't affect your home life.



4. Ask for support when you need it.

Adapting to change can be difficult and it can wear on you, especially when the change is large and impacts a lot of different parts of your work. This can feel overwhelming at times, and you may feel like you aren't equipped to handle it. Even though it can be difficult to admit that you need help, support from other people can be very helpful.

- Talk to your supervisor if you are struggling with making the transition, and see if they have any recommendations about adapting that could help you. You can also talk to someone

who is close to you in your personal life to see if they have an outside perspective on your situation.

- Could you analyze the author ideas about adaptation to changes in a business environment? What do you feel about her 3 methods: *choosing a positive mindset, assessing the impact of the change, creating a work-life balance*?
- Will you share your opinion with your partner?

What Methods are Effective in Overcoming Opposition and Resistance to Business Changes?

By Luanne Kelchner



Organizations planning to change processes or company procedures may encounter change and resistance from employees. Companies that implement changes in procedures and products quickly can gain the flexibility to maintain a competitive advantage. Resistance often occurs when employees are unsure of how the planned changes will affect them. Employees who are fearful for their positions will also resist the change. Management can use methods and techniques to help employees adjust to a change in company policy.

Education

Education and communication can help employees understand the need for change and the ways it will affect workers. Management can prepare for resistance to a change by providing education and communication in advance of its implementation. The managers can also answer employee questions and provide an outlet for workers to voice their opinions. Educating the workforce and communicating the need for an organizational change can remove the fear that causes resistance and opposition.

Employee Involvement

Employees involved in the development and implementation of new policies and procedures may be less likely to oppose and resist it. The company can use a team approach to developing and implementing the change to prevent resistance as well as gain an employee perspective on the new policies and procedures. Workers who are directly affected by the change should be

included on project teams. For example, if a company plans to change a manufacturing process to increase productivity or quality, the employees who work in the production department can provide the company with front line knowledge of the process.

Support

Companies can help employees deal with an organizational change through training and counseling programs. For example, workers may feel less fearful of a change in work procedures if the company implements a training program for all employees affected by the new process. Management can provide counseling and support for organizational changes that affect employee hours or work schedules. Employees with children or family concerns may resist and oppose the change, but support and counseling can help work through the family and dependent care issues.

Including Resistance Leaders

The company can include the most vocal resisters in the implementation and development of an organizational change. While it's important to include affected employees in a change process, it's vitally important to include those with influence over other workers in the company. Assuaging the fear and resistance of vocal employees can help to overcome resistance among all employees.

- What methods and techniques can management use to help employees adjust to a change in company policy?

EFFECTIVE METHODS TO BRING ABOUT CHANGE AND COPE WITH RESISTANCE



. HOW TO OVERCOME RESISTANCE TO CHANGE

Let's consider the importance of resistance when you're tackling change management. "I'm always listening for what's the new normal. What are people resisting?" How to get past this resistance to deal with change management?

Managers do have choices as to what method to use when introducing changes. These methods range from speedy coercion to slower participative method. Each method takes different time period and also has its advantages and disadvantages or consequences. But we must remember

old habits have a persistent way of creeping back into our behaviour and it's helpful if we recognize that. There are four basic methods to bring about change:

- **Coercion**
- **Manipulation**
- **Participation or involvement**
- **Education and persuasion**

Coercion



Coercion is the most speedy and forceful way, it requires a charismatic leader “Do work the new way or lose your job!” Many times this is not stated openly but is implied. The problem with this method is that it creates the most resistance to change. “You can lead the horse to water but you can’t make him drink!” This proverb also applies to employees. You can try to enforce change but people can be quite creative in the sabotage or blocking change. **Coercion is recommended in an extreme situation when speed is very important.**

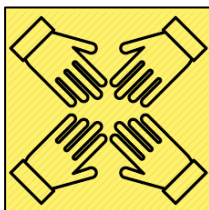
Manipulation



In this method information is used selectively to convince someone to do things your way.

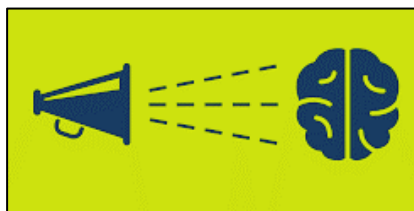
Usually when manipulation is employed, people feel used afterward and resent it. This resentment can cause resistance to change. An example of manipulation may be a typical story of promoting an important Union leader into the top management position so that he or she will stop opposing changes.

Participation or involvement



This method means getting people involved in the process of change. It increases commitment to change as employees feel that their ideas are respected and taken into account. The problem with this method is that it takes a considerable amount of time. But then there is less resistance to change. It was successfully used by the Japanese and in the USA in Quality Work Circles. This method is the most effective especially when workers have considerable power to resist change.

Education and persuasion



In a situation when employees are not very knowledgeable or when their opinions are not valid education and persuasion are called for. Take the situation of foreign competition. Management are aware of the intense pressure of globalization but workers think that domestic market really has not changed a lot. (“Flight from Seattle”). But this method is lengthy and takes much effort. Instead of increasing quality and productivity in most cases workers look for easier solutions such as quotas and tariffs for foreign products. But if workers trust and respect their management then this method is more likely to work.

No one method is necessarily best in all situations. When deciding how to introduce change into an organization, managers need to be aware of the situation, the questions that workers will raise and the degree of possible resistance and then decide on the method.

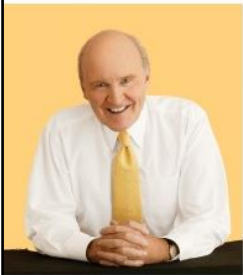
The bottom line: How to get from inspiration to results

Inspiration is the catalyst for ***motivation***, which motivates taking ***action***, which causes ***transformational results***, which then inspire others and drives this powerful circle for change, adaptation, and creating a new normal, whether it's in your personal life or your company.

- Will you analyse all the methods, comment on them from your point of view and suggest your own ideas how to overcome resistance to change?

CHANGE: **USEFUL TIPS**

DISCUSS AND LEARN

Jack Welch 	➤ Chairman and CEO of General Electric between 1981 and 2001. ➤ Inflated the company's market value from \$12 billion in 1981, to approximately \$280 billion in 2001. ➤ Tremendous leadership skills. ➤ Knew how to effectively communicate key ideas <i>Named "Manager of the Century" by Fortune magazine in 1999.</i>
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**“CHANGE
BEFORE
YOU
HAVE
TO.”**

Jack Welch

1. Use a highly- experienced consultant

A consultant to be worth his salt must give honest judgments not necessarily those which he thinks the clients would like to hear.

— Andrew Thomas —

2. Communicate the rationale for change - what has been done, what is to be done - openly and honestly.



"In the middle of every difficulty lies opportunity."

— Albert Einstein

Get feedback from your staff.

We all need people who will give us feedback. That's how we improve.

Bill Gates

3. Plan the change. Focus on coordination of departments and programmes.

Make big plans, but
change your plans as
time changes

Kenny Marchant

4. Specify who reports to whom. (Job descriptions can help).



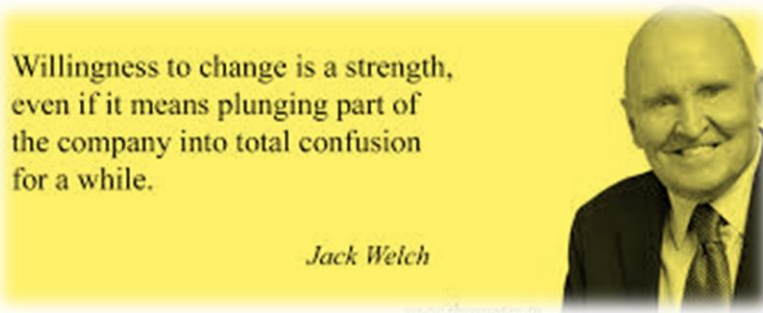
5. Delegate decisions, authority and responsibility to your subordinates.



6. Stay focused on customer needs.



7. **Don't only control - expect, understand and manage change.**



10. **Acknowledge your team's achievements, analyse failures. Remember: people are the most valuable asset.**



11. **Be ready for different reactions to change: rely on high-flyers - change-agents, encourage anxious followers, get rid of refuseniks.**



12. **Set the stage for a change; people should know the vision, goals and strategy of a company. Built up trust and respect based on realistic expectations. *Change from paternalism to partnership.***



The Six Rules Jack Welch Lives By

- Control your Destiny or Someone else will
- Face reality as it is, not as it was or as you wish it were
- Be candid with everyone
- Don't manage lead
- Change before you have to
- If you have don't have competitive advantage, don't compete