

## **Introducing Change**

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The growth and survival of most organizations depend upon change and innovation, and supervisors are usually the ones who have to implement changes.

Employees become accustomed to a work environment where patterns of relationships and behavior have reached a degree of stability.

When a change takes place, new ideas and methods may be perceived as a threat to them socially, psychologically, or economically.

The most important factor in gaining employee acceptance of new ideas and methods is the relationship that exists between the supervisor introducing the change and the employees who are affected by it.

How the supervisor introduces the change has more to do with resistance than the change itself.

### **Reducing Resistance to Change**

#### **1. Supply appropriate information.**

Explain as early as possible what will happen, why, and how employees and the department will be affected.

#### **2. Encourage employee participation.**

Permit employees affected by the change to share in making decisions about it.

### **When dealing with defensiveness, remember that:**

1. Attacking a person who is being defensive only makes that person more defensive.
2. People become defensive when they feel they are being attacked. When this happens, try to find out why they feel that way.
3. Sometimes a manager needs to back off when an employee is being defensive and try again another time.
4. The best defense against defensiveness is to be open and honest, to communicate clearly, and to listen responsively.