

## Understanding Organizational Change

### Key Points

Understanding Organizational Change - Objectives:

- Explain the phenomenon of change
- Present theories of how people react to change
- Teach change management strategies

1. A manager today spends more time than in earlier times as a conflict-resolver, resource-allocator, and information-disseminator.
2. Verbal agreement DO NOT ensures behavioral implementation.
3. A change sponsor is a person with the power to sanction change, and a change agent is a person who is given responsibility to see that a change is made.
4. It is possible to occupy different roles during the process of change.
5. The people skills that a manager uses to help people implement changes are called process skills.
6. Resistance to change can most effectively be overcome by developing participation.
7. A good way to create a win/win change situation is to turn the restraining forces into driving forces.
8. Configurational learning is the natural process that occurs when an individual's previously determined configurations change.
9. Taking an idea and developing it into a practical application is called Innovation.
10. Managerial leadership is best if it involves people and their ideas to determine strategies to achieve the task.
11. The system must change when there is a significant discrepancy between the organization's output/input and the demands of the environment.
12. Just because people understand the need for change from an intellectual point of view, does not mean they will not be upset about the change.
13. Denial is the stage of change that people most likely believe that their group activities will not be affected.
14. Resistance is a negative judgment of a potential change experienced by and among employees.
15. Adaptation is the stage of change that people learn to develop methods to implement change effectively.
16. Involvement is the stage of change that people participate in change, make contributions, and initiate work.
17. Managers must recognize that their assistance with the early stages of change will not involve all workers equally because people go through a change process at different speeds.
18. Passive-aggressive resistance to change is very difficult to deal with because you don't know what the employee is doing.
19. Change agents and change targets can determine the success of a change.
20. You don't need to eliminate all resistance in order to manage change.

21. Constructive conflict differs from disruptive conflict in that the constructive conflict stems from sincere involvement with common goals.
22. Adaptation cannot occur successfully until employees develop an understanding of the change and have a positive perception of it.
23. When change happens so fast that goals and objectives are not clarified, the most serious problem is that change does not occur in a productive, economical manner.
24. The most important step for managers of change is to build involvement and commitment to the change decision.
25. The proof of whether the employee involvement stage has worked is if the worth of the change can be demonstrated.