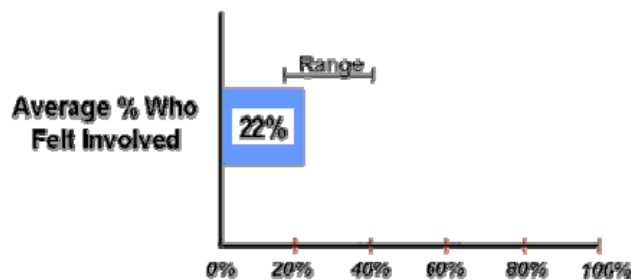


Managing Workplace Change

Excerpt - Involvement in the Change Management Process

Becker, F., Tennessen, C., and L. Dahl (1997) Workplace Change: *Managing Workplace Change*. Ithaca, New York: Cornell University International Workplace Studies Program (IWSP).



At none of our research sites did employees feel very involved.

This often was the feeling despite extensive activities which included the employees - and despite communications distributed to all employees.

There was clearly a mismatch between change leaders' expectations about what would result in feelings of involvement on the part of employees and what *actually* yielded a sense of involvement from the employee perspective.

Do not assume that, by incorporating activities and communications which include employees, they will feel involved.

A fairly strong relationship ($r=.7$) was found between the number of employees affected by the change and feeling involved in the change process. Thus, for changes that include large numbers of employees, special efforts must be made to involve them.

Data notes: The percent who felt involved at each site was 17%, 21%, 26%, 30%, 31%, and 40%