

Managing Workplace Change

Excerpt - Lessons Learned

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

Implications For Managing Workplace Change

- Address concerns about job security first; then address concerns about the workplace
- To increase change acceptance, identify the benefits of the change and create incentives for acceptance
- Perceived management commitment is important for satisfaction and commitment to the new workplace strategy
- Broadcasting information isn't sufficient; interactive dialogue is needed
- Explaining broad goals is necessary; discussing personal implications is critical
- Involvement is important this means having a voice in the change process
- Be aware of subsets of employees who have needs for additional information or opportunities to discuss the change
- Explicitly convey how employees' views are addressed and/or influenced the project
- Be aware of the influence of change agents, both formal and informal
 - an active visionary leader is very important as motivator and example
 - track the rumor mill and clarify misinformation when necessary
 - use respected employees within divisions to "get the message out"
 - consider ways of involving employees' family and friends
- Spending more money per person on change management pays off in faster change acceptance of and greater satisfaction with the strategy