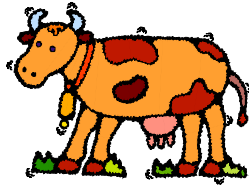


Managing Change



Sacred-Cow Hunts

- The Paper Cow
- The Time Cow
- The Meeting Cow
- The Cash Cow



Employee Acceptance of Change Stages

- Denial
- Defense
- Discarding
- Adaptation
- Internalization



Employee Acceptance of Change The Reason Behind the Change

- Legitimate
 - financial reasons
 - external mandates
 - productivity improvement
- Whim
- Everybody else is doing it



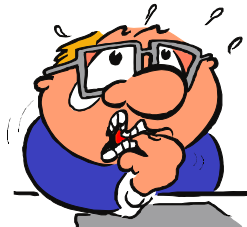
Employee Acceptance of Change The Person Making the Change

- Popularity
- Degree of respect
- History of successful change



Employee Acceptance of Change The Person Being Changed

- Change agents
- Change analysts
- Receptive changers
- Reluctant changers
- Change resisters



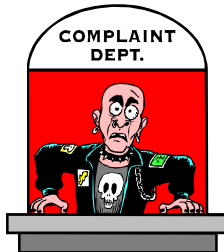
Implementing Change

- Creating an atmosphere for change
- Communicating details
 - training is needed
 - two-way communication
 - honesty is essential
- Time frame
- Training needs



Organizational Culture Steps to Changing Culture

- Assessing the new culture
- Creating dissatisfaction with existing culture
- Maintaining the new culture
- Selecting new employees



Organizational Culture Assessing the New Culture

- Needs assessment
- Determining executive direction
- Implementation considerations
- Evaluation of the new culture
- Creating dissatisfaction with the existing culture



Organizational Culture Maintaining the New Culture

- Select new employees who are consistent with the new culture
- Create a socialization process where new employees will learn about the new culture
- Reward behaviors consistent with the new culture



Empowerment



Factors in Making the Decision to Empower

- Importance of decision quality
- Leader knowledge of problem area
- Problem structure
- Importance of decision acceptance
- Probability of decision acceptance
- Subordinate trust and motivation
- Probability of subordinate conflict

Decision-Making Strategies Using the Vroom-Yetton Model

- Autocratic I
- Autocratic II
- Consultative I
- Consultative II
- Group I

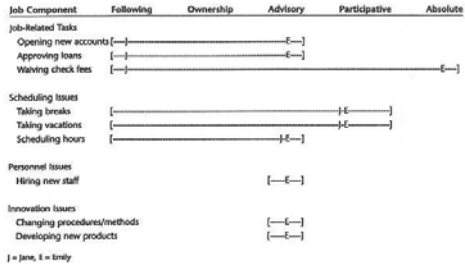




Levels of Employee Input

- **Absolute**
 - Sole responsibility for making decisions
- **Shared/Participative/Team**
 - has an equal vote with management or other employees
 - Reaches decisions through group consensus or voting
- **Advisory**
 - Makes recommendations
 - Suggests new ideas
 - Provides input
- **Ownership of Own Output**
 - Employees are responsible for their own quality control
 - Control is only at the individual level
- **Following**
 - Work is closely checked by others
 - Employee is closely supervised

Empowerment Charts



Consequences to Empowerment

- **Personal**
 - Increased job satisfaction for most
 - Stress
 - decreased stress due to greater control
 - increased stress due to greater responsibility
- **Financial**
 - Bonuses
 - Pay increases
- **Career**
 - Increased job security
 - Promotions
 - Increased marketability
 - Increased chance of being terminated

Downsizing



Reducing the Impact of Downsizing Signs of Problems

- Temporary employees
- Outsourcing
- Help employees change careers
- Early retirement packages
- Pay cuts
- Adjusting work schedules
 - Restricting overtime
 - Job sharing
 - Reduced hours



Reducing the Impact of Downsizing Outplacement Programs

- Emotional counseling
 - Denial
 - Anger
 - Fear
 - Acceptance
- Financial counseling
- Career assessment

Effects of Downsizing

- **Victims**
 - Physical health
 - Psychological health
 - Social wellbeing
- **Survivors**
 - More apprehensive, less secure
 - Lower moral and satisfaction
- **Local Community**
 - Lower tax base
 - Greater unemployment payments
 - Fewer donations to charity
 - Less spending
- **Organization**
 - Most do not improve financial success
 - Half report lower productivity
 - Increased disability and health costs

Work Schedules



Compressed Work Weeks

- Regular work schedule is 5 days, 8 hours
- 33% of organizations offer compressed schedules
- Common compressed schedules
 - 10 hours a day for 4 days
 - 12 hours a day for 3 days
- Advantages
 - Decreased absenteeism
 - Increased job satisfaction
 - No loss in productivity
 - Decreased start-up times and cost

Effect of Compressed Schedules

	Meta-Analysis			
	Moore's (1990)		Baltes et al. (1999)	
Criterion	# Studies	Effect Size	# Studies	Effect Size
Absenteeism	5	1.44	5	.01
Productivity	8	.25	4	.04
Performance			4	.42
Satisfaction	5	.73	4	.42
Fatigue	1	.35		

Flexible Work Hours

- Use
 - Offered by 56% of organizations
 - 33% of employees choose to use it
- Components
 - Bandwidth
 - Core hours
 - Flexible hours
 - Gliding time
 - Flexitour

Other Work Schedule Issues

- Peak-Time Pay
- Job Sharing
- Moonlighting
- Work at Home

Shift Work

- 25% of employees work evening or night shifts
- Shift work can disrupt circadian rhythm
- Factors affecting impact of shift work
 - Uniqueness of shift
 - Fixed versus rotating shift
 - Frequency of rotation
 - Direction of the rotation
 - Individual differences (chronotype)
 - Night people
 - Morning people
