

MAKING CHANGE WORK

PRACTICAL TOOLS FOR OVERCOMING
HUMAN RESISTANCE TO CHANGE



B R I E N Z P A L L M E R

Making Change Work Practical Tools For Overcoming Human Resistance To Change

Tom Zidel



Making Change Work Practical Tools For Overcoming Human Resistance To Change:

Making Change Work Brien Palmer, 2003-07-03 As organizations strive to remain ahead of the competition there will inevitably and often come the need for change All successful organizations regularly use change to improve processes and increase performance While these times of change can be a great opportunity for an organization it also can be a time of stress and angst for all involved Not all organizations are in a position to make these changes effectively and efficiently and for many their efforts often fall short of the intended goals Making Change Work Practical Tools for Overcoming Human Resistance to Change was written to help organizations prepare for and successfully implement change The price of a failed change effort can be steep both monetarily and in a loss of credibility Making Change Work will first provide tools to measure your organization's readiness to change helping make sure that the efforts will not be doomed to fail from the beginning The book then provides many tools to apply sequentially and logically in order to gain acceptance of the change throughout the organization In helping your organization make change successfully Making Change Work addresses buy in acceptance motivation anticipation fear uncertainty and all the other messy human considerations that cause change to fail in the real world

Making Change Work Brien Palmer, 2004-01-01 As organizations strive to remain ahead of the competition there will inevitably and often come the need for change All successful organizations regularly use change to improve processes and increase performance While these times of change can be a great opportunity for an organization it also can be a time of stress and angst for all involved Not all organizations are in a position to make these changes effectively and efficiently and for many their efforts often fall short of the intended goals Making Change Work Practical Tools for Overcoming Human Resistance to Change was written to help organizations prepare for and successfully implement change The price of a failed change effort can be steep both monetarily and in a loss of credibility Making Change Work will first provide tools to measure your organization's readiness to change helping make sure that the efforts will not be doomed to fail from the beginning The book then provides many tools to apply sequentially and logically in order to gain acceptance of the change throughout the organization In helping your organization make change successfully Making Change Work addresses buy in acceptance motivation anticipation fear uncertainty and all the other messy human considerations that cause change to fail in the real world

Make Your Destructive, Dynamic, and Attribute Measurement System Work for You William D. Mawby, 2006-06-30 The motivation for this book comes from the author's extensive experience with trying to apply the standard measurement systems analysis methods to real world problems that arise in manufacturing and industry The methods work well for simple systems that are not dynamic and have only two significant sources of error but leave a lot to be desired in other circumstances This shortfall is especially clear in the case of attribute measurement systems analysis in which the standard method is far from adequate This book provides clear procedures for situations in which the part values change or are destroyed It also provides procedures that work when the measurements are dynamic and cannot be separated

from the process It extends the simple methods to cases in which the measurement systems have several sources of uncertainty And it completely overhauls the attribute methodology and enables it for many difficult but practical applications Each extension of the method is detailed in a chapter complete with realistic examples and end of chapter summaries called Take Home Pay which clue the reader into the key points that are critical for the attempt to enable bottom line success The reader who uses these methods will find that they can quickly make significant improvement in their destructive dynamic and attribute measurement systems with less effort

Projects Impacting Organizational Culture Raúl Molteni, 2025-09-16
Projects for continuous improvement are prevalent in today's business landscape with transformations becoming increasingly common However individual and organizational resistance often hinders progress and inhibits results That's where **Projects Impacting Organizational Culture** Evolution by Integrating People into the Equation comes in This essential guide offers a friendly and straightforward process to help prevent and manage change effectively Whether you are re-adapting your organization's culture using Blue Ocean strategy or improving processes using methodologies like PDCA Plan Do Check Act or DMAIC Define Measure Analyze Improve and Control this book provides a conceptually deep and practical process for application It offers a unique perspective on the value of integrating Social and Technical disciplines based on core Quality Principles This book presents a step by step process for conducting organizational diagnosis and interventions combining theoretical knowledge with practical experience Each step is accompanied by change management practices and tips supported by relevant theory to ensure a solid understanding of the concepts discussed Real case studies and examples are used to illustrate key points integrating both social and technical approaches to change management This book is a valuable resource for professionals in design manufacturing project management systems engineering manufacturing management reliability usability and quality specialists It is also beneficial for graduate and senior undergraduate students as well as instructors seeking to enhance organizational performance

We Move Our Own Cheese! Victor E. Sower, Frank K. Fair, 2017-02-21
Have you ever felt that you had a great insight that would benefit your department division or organization and found that you seem to be the only one who can see it Worse yet has it ever seemed that while you are struggling to pull your idea into consideration others are actively holding you back If you just had the power you think great things could be accomplished What is your reaction Have you and others who suggest new ideas been so beaten down in the past that you simply let the idea go because it isn't worth the emotional capital to pursue it If that is the case and your idea is indeed a good one who suffers You The organization The organization's customers The answer is all of the above This book is designed to help those with limited positional power to find ways to get their ideas seriously considered It is also designed to help those with positional power create a culture that encourages ideas that will benefit the organization regardless of their source Inspired by Spencer Johnson's classic fable Who Moved My Cheese the authors of this book decided that there was another story that could be told about taking a more proactive team based approach to change **We Move Our Own Cheese** is

about creating change As in Johnson's book the cheese is a metaphor for what we have in life and what we believe we want more of In a business context it represents the business we are in our current paradigm and what it gives us A cleverly conceived thought provoking fable by authors Fair and Sower that provides great insight into how to recognize the need for organizational change the courage to make changes and the necessity of taking risks in order for an organization's survival in today's innovative and highly competitive world A great read for employees at every organizational level in any industry I hope that this excellent book will have timely and wide distribution Richard Bozeman Author and Inventor Retired Chief of the Propulsion and Power Division Test Facilities NASA It was very clever and thought provoking I think the book could open up numerous opportunities for consulting and seminars by Peter Birkholz M B A Managing Partner Sam Houston Group LP and Management Consultant Birkholz Management Co ZLLC by The manuscript is very well written The characters represent very recognizable types in organizations Their reactions to threat and authority are realistic making them sympathetic figures The story is compelling with exciting plot twists I couldn't stop reading until the end The diary entries are a clever way to help the reader understand the story's underlying messages Your prologue and epilogue are thorough and will be very useful for instructors and trainers especially the list of discussion questions at the end by Dr Geraldine Hynes Ph D Professor of Business Communication Sam Houston State University by I thoroughly enjoyed reading the manuscript The simple fun way the fable is written captivates the interest of the reader I love the way the lessons are weaved into the fable and how they are presented pulled out for emphasis in a book format The main lesson and contributing lessons are profound and apply to any organization and individuals at a personal level The diverse characters seem to come to life and the fable highlights the importance of teamwork leveraging the unique skills of the team In addition it points out that leadership among team members is fluid and situational Such a fable can be used in academic and business settings Academically it would be valuable for students learn that they are empowered to create the path in front of them and how to be creative to overcome obstacles In a business environment it could reinforce for executives the importance of building a culture of innovation by Jerrine Baker M B A University Lecturer and President Owner Majestic Dreams Travel

Unlocking the Power of Your QMS John (Jack) E. West, Charles A. Cianfrani, 2005-02-01 Some organizations just get by While they may realize some successes over time they often aren't traceable to the organization's quality management system QMS Other organizations can trace performance improvements to their QMSs and therefore are able to sustain and expand upon them Working from the tenet that performance improvement is too important to be left to chance the authors of *Unlocking the Power of Your QMS* have meticulously combed the most fundamental globally accepted quality standards and criteria and have culled 12 principles that can serve as a foundation for mature quality management systems Next through an assessment by top management the mission vision and business model of the organization are determined and aligned with these 12 principles West and Cianfrani make the case that there is nothing an organization can do that can have more benefit

than the development and deployment of its principles This book not only convinces you it provides you with the guidelines you need to dramatically improve performance in your organization **Senior Management and Quality** Fin

Rooney,2018-01-12 Not just another quality tools book I wish all senior managers would read this Anyone who is interested in how quality is embedded in all aspects of business should get this book Holly Hickman Director Customer Quality Constellium In this original and practical book Fin Rooney strips back the myths surrounding quality He goes back to original principles in deciding what quality means and then proceeds to show how it can have a positive influence on all departments He suggests that every department should have quality objectives in order to generate a quality culture This book will change how you look at quality You will see how you can use it to drive improvement cost savings and better profitability in your organization It will look at using quality not just as a tool for making good products or delivering a good service but as a strategic weapon in the marketplace Full of helpful questions and thought provoking ideas Senior Management and Quality will ensure you have interesting conversations with senior managers and how they view quality For senior managers it gives a framework for devising a coordinated quality strategy involving every department in quality and showing how an embedded quality strategy can create virtuous circles of improvement Among many features this book Explains how we can turn our quality departments and staff into a strategic value adding service Gives a neater definition of quality that can be applied to any department in any organization Shows the relationships between quality and suppliers customers and internal departments Addresses the issues that can arise with the department that is the most important one in determining product quality R D Reassesses our view of company and quality objectives Reviews the role of quality personnel and how we can use them as internal consultants Investigates how quality can influence training and change management Takes a fresh look at objectives and metrics and the problems and contradictions with some of the common ones in use Looks at some of the deficiencies with Six Sigma With over 30 years in quality Fin Rooney has put together the results of that experience in the real business world and come up with a practical approach to using quality as a way to improve your organization s performance in all areas The ASQ Certified Manager of Quality/Organizational Excellence Handbook Sandra L

Furterer,Douglas C Wood,2021-01-25 This handbook is a comprehensive reference designed to help professionals address organizational issues from the application of the basic principles of management to the development of strategies needed to deal with today s technological and societal concerns The fifth edition of the ASQ Certified Manager of Quality Organizational Excellence Handbook CMQ OE has undergone some significant content changes in order to provide more clarity regarding the items in the body of knowledge BoK Examples have been updated to reflect more current perspectives and new topics introduced in the most recent BoK are included as well This handbook addresses Historical perspectives relating to the continued improvement of specific aspects of quality management Key principles concepts and terminology Benefits associated with the application of key concepts and quality management principles Best practices describing recognized

approaches for good quality management Barriers to success common problems you may encounter and reasons why some quality initiatives fail Guidance for preparation to take the CMQ OE examination A well organized reference this handbook will certainly help individuals prepare for the ASQ CMQ OE exam It also serves as a practical day to day guide for any professional facing various quality management challenges

Work Overload! Frank M. Gryna, 2003-02-01 The challenges of a globalized market increasing customer demands and changing technologies are making business more complicated and leaving employees feeling overwhelmed Many feel that this work overload is an unfortunate side effect of success and one that cannot be avoided Work Overload Redesigning Jobs to Minimize Stress and Burnout not only argues that this is entirely untrue but sets forth a clear and easy to follow guideline for overcoming and then preventing work overload in any business Renowned best selling author Frank M Gryna reasons that much of work overload is due to the waste and the inherent ineffectiveness found in most every position Gryna maintains that overload is a failure in the design of the work not the worker To eliminate and ultimately prevent overload we must find the areas of waste eliminate them and then use the resources that have been freed up to prevent overload from happening again This is not a psychological book intended to motivate employees to love their job handle stress and be more productive Rather it is intended to create a real system that is more effective and less overwhelming for the employees Gryna also tackles the issue of getting buy in from upper management which is crucial for any successful organizational change

How Serious is the Work Overload Issue Causes of Work Overload by Study Waste in a Process Redesign Work at the Process Level to Eliminate Work Overload How Do the Mental Demands of Work Contribute to Work Overload Redesign Work at the Job Level How Do We Match Work to People Participation and Empowerment of Employees to Reduce Work Overload How Can Middle Managers Handle Work Overload in Daily Operations Role of Upper Management in Work Overload Work and Family Issues in Work Overload What Do We Do Next

Bringing Business Ethics to Life Bjørn Andersen, 2004-06-30 Maintaining solid corporate ethics goes beyond just being a feel good story or a good public relations angle Organizations that demonstrate strong ethical commitments can gain a real competitive advantage over others by keeping employees happy and productive and keeping customers satisfied and loyal while avoiding some of the unexpected pitfalls that may beset a less ethical organization These factors all lead to a more stable and consistent organization and will improve the bottom line and drives higher profits The erosion of business ethics affects everyone from the employees laid off stockholders losing investments to customers paying a higher price or receiving lesser quality In Bringing Business Ethics to Life Achieving Corporate Social Responsibility best selling author Bjørn Andersen has written an easy to read yet powerful book demonstrating the need for solid ethics in every organization Andersen first explains the importance of creating a strong ethical culture within every organization demonstrating the positive effects it will have throughout the business He then shows how business leaders can make this happen by introducing a holistic value driven and ethically based model of leadership and management that can bring about dramatic

changes for any organization Transformational Leadership Stephen Hacker, Tammy Roberts, 2003-07-08 Organizations are being called upon to evolve to Organizations of Meaning where purpose informs all facets of the organization people and teams operate with a strong sense of intent and common will and breakthrough results are achieved Organizations of Meaning are highly talented in their ability to bring purpose to daily work Leaders and managers grow the culture such that people are clear about their own life direction and its fit with the organization Relationships are mature and people operate with a casual mind set taking responsibility and accountability for the success of the organization Results are achieved not through manipulative or coercive management techniques but as a natural authentic expression of the commitment clarity and conviction of the total organization A new kind of leadership is required to create and lead an Organization of Meaning Delivering on the promises of breakthrough change initiatives requires more than management techniques The calling is for leadership that honors and appreciates the uniqueness of each individual in the organization aligning distinctive spirits toward a collective thrust while at the same time bringing commitment tenacity and focus to key result areas With effective transformational leadership bringing forth the new order amazing results are possible Not simply theory but demonstrated in a growing number of organizations around the world Transformational Leadership Creating Organizations of Meaning was written specifically to guide leaders managers and change agents through an organizational transformation delivering breakthrough results Authors Stephen Hacker and Tammy Roberts draw on their immense experiences with organizational transformation to write a book that will help guide leaders through these important but trying times Includes a life plan a transformational leadership assessment survey and summary lesson plans on each major model in the book **Leadership for Results** Tom Barker, 2006-01-02 It is widely recognized that leadership is a critical factor in enabling any organization to adapt to its environment through implementing strategy thereby surviving and thriving This book takes research from a diverse range of fields on human behavior and distills it down into three themes in which leadership behavior is vital Author Tom Barker labels these three themes Intentions Influence and Information and their typical actions are described and illustrated by examples Readers are taught how to achieve common purposes collective decisions and credible results nl Leadership For Results is aimed not only at executives but all managers responsible for implementing strategy including their advisors in areas like Human Resources Information Technology Quality and Finance It is applicable to organizations large and small in the private sector public sector and not for profit **Measurement Matters** Brooks Carder, Patrick Ragan, 2005-01-02 Many organizations still operate with an all too familiar polarization between managers and employees The work of employees is checked measured audited and rechecked Incentive programs quotas and evaluations are doggedly adhered to And often as a result resources are wasted morale plummets and defects actually increase Why exactly does this system continue to run amok What is an effective alternative By installing an effective assessment process that successfully measures employee performance without impeding production the organization can become more efficient and employee

satisfaction increases Measurement Matters builds on the principles of Dr W Edwards Deming as well as the life experiences of both authors to create a unique proven approach to effecting positive change in organizations and individuals This book is full of entertaining eye opening examples we can all relate to that combine human psychology with hard data to prove there is a better way By implementing positive change and properly measuring and assessing the progress an organization and its employees can grow and prosper PRAISE FOR Measurement Matters Measurement Matters by Carder and Ragan is a book that should be read by practitioners interested in understanding and improving the underlying factors that affect the safety health and environmental performance of firms Isadore Irv Rosenthal Senior Fellow Wharton Risk Management and Decision Processes Center Nominated by President Clinton and confirmed by the Senate to a five year position as a member of the National Chemical Safety and Hazards Investigation Board in 1998 **A Lean Guide to Transforming Healthcare** Tom Zidel,2006-04-14 This book is an implementation manual for lean tools and principles in a healthcare environment Lean is a growth strategy a survival strategy and an improvement strategy The goal of lean is first and foremost to provide value to the patient customer and in so doing eliminate the delays overcrowding and frustration associated with the existing care delivery system Lean creates a better working environment where what is supposed to happen does happen On time every time It allows clinicians to spend more of their time caring for patients and improves the quality of care these patients receive A lean organization values its employees and encourages their involvement in organizational initiatives which in turn sustains hospital wide quality improvements The opportunities for lean in healthcare are limitless This is not a book to be read and forgotten nor is it meant to sit on a book shelf as another addition to an impressive but underutilized collection of how to books As the name implies it is a guide a companion to be referenced again and again as the organization moves forward with its lean transformation This is a well researched well written work by an individual who understands the current healthcare environment It provides a practical and sound understanding of the concepts and application for Lean and Six Sigma James R Bente Vice President Quality all in the context of healthcare Because examples illustrate the benefit of Lean not just to the healthcare industry but to us as patients the business case is especially compelling Instructions address technical challenges and draw from best practices in change management The guide provides a road map for implementation and seasoned insights that leave one trusting that Lean is very doable and a necessity A reader in Seattle Washington I thoroughly enjoyed this book as it provides concrete and detailed examples of Lean principles applied to a healthcare environment I myself am new to healthcare and am overwhelmed at the wealth of opportunities for improvement I plan on using some lean principles to demonstrate that improvements don t have to be complex or costly to achieve results A reader in Montreal Quebec This is an excellent resource I consider it required reading for all that are new to Lean Process Improvement In my role I facilitate 5 10 concurrent process improvement projects This book has been invaluable as a teaching tool I ve asked each project leader to buy read and study this book All have commented that it has an easy read

helped them to understand the Lean concepts and quickly implement the tools As a group we re better able to speak the same language and have a common understanding of the tools brI highly recommended this book I would also recommend the website www.leanhospitals.org wh A reader in Wausau Wisconsin

Effective Writing for the Quality Professional Jane Campanizzi, 2004-07-14 Few skills are more powerful or influential in a company or organization than effective writing skills A poorly written document whether letter memo email report or procedure can make its reader confused impatient and unresponsive Effective writing can help organizations become more productive by eliminating waste from the communication process and enabling readers to spend less time understanding written materials Therefore becoming a more effective communicator enables you to become more valuable to your organization and advance more quickly in your career This book shows how to apply effective writing techniques to meet the needs of your organization your co workers and your customers It provides you with practical guidelines for writing and designing clear well organized and readable documents The writing skills you learn in this book will help you to better organize your thoughts and write more directly and concisely The book demonstrates how to format documents to allow for more effective communication and provides the structure and content guidelines for writing letters memos emails reports proposals and recommendations Gives examples and templates of work related written documents such as memos letters e mail reports instructions procedures and glossaries

The Executive Guide to Innovation Jane Keathley, Peter Merrill, Tracy Owens, 2013-08-26 Is your organization s level of innovation where you think it should be today Now is the time to shape your future through innovation management This book provides a wealth of information tools techniques models approaches and methodologies that are all specifically designed for excellence in innovation solution generation and execution Within these pages you will find innovation concepts methods and case studies that build upon the quality body of knowledge to drive innovation The successful application of these concepts will help you to be successful in the years to come In addition to the hands on material presented the book also provides advice and counsel on how to align a growth based strategy with all functions of the organization how to create a culture for ideas and growth how to acquire and retain the right mix of resources and how to sustain what you ve built over time Innovation is quality for tomorrow Use *The Executive Guide to Innovation* to conquer new challenges and seize new opportunities as you move into your future

How Organizations Learn Patrick L. Townsend, Joan E. Gebhardt, 2007-07-31 Organizations learn effectively by following a three step cycle investigating the situation identifying failures and successes and institutionalizing the lessons so that they become the way things are done This book examines this 3 I learning cycle as it is used in the United States Army Prominent companies such as General Electric Motorola Harley Davidson and Amoco have taken advantage of the army s experiences as they ve moved through this cycle reinventing themselves as learning organizations These companies and more have gleaned valuable lessons from the army s After Action Reviews AARs and Center for Army Lessons Learned CALLs Parallels are drawn between the Army s experience and the quality movement Among the similarities are the

idea that everything can be improved and the emphasis on integrating working and learning with each supporting the other. The concepts of AARs and CALLs like many quality tools are relatively straightforward and easy to understand. Nonetheless, they require dedication and perseverance to implement fully and sustain. As with all quality concepts and tools, though, the results easily justify the effort.

Avoiding the Corporate Death Spiral Gregg Stocker, 2006-06-30. Nowhere is it written that a company, regardless of how large it is or how successful it might seem to be, will survive. There have been too many highly visible and painful reminders of this fact over the last several years. While many of these companies fall apart seemingly overnight, the reality is that the decline is a process that usually takes several years and results from a number of actions, decisions, and behaviors that contribute to the demise. The purpose of this book is to present the warning signs of organizational decline and provide a method for leaders to identify and eliminate them before the organization enters a death spiral. It provides detailed explanations of each warning sign, including an explanation regarding how the sign contributes to the decline, and also an assessment tool to determine the existence and extent of the signs within an organization. The principles and concepts presented are equally applicable to healthcare, manufacturing, or service organizations. A compelling and revealing account of why businesses do and do not survive. I and many of my colleagues consider it mandatory reading.

Jim Schroth, President, J L Schroth Company. It is hoped that corporate executives will take heed to the message of this book to avoid or end death spirals of their companies, but time is running out for many formerly great companies.

Gene Perkins, Group Vice President, Retired, Emerson Electric. Gregg Stocker's excellent new book captures the fundamental lessons all organizations must learn. This is a remarkable must-read book for leaders and students of organizations everywhere.

Jeff Lickson, President, The Consortium. Gregg Stocker is a well-versed lifetime advocate of quality and performance improvement. His book points the way.

David Phillips, Former CEO, Sherex Chemical Inc. **The Team Effectiveness Survey Workbook** Robert W. Bauer, Sandra S. Bauer, 2006-02-01. Virtually every type and size of organization commits substantial resources to team-based initiatives. While there are many different names applied to these teams—corrective action teams, project teams, quality improvement teams, as well as method-specific teams such as Six Sigma, lean quality function deployment, strategy deployment teams, and so on—their purpose is similar: improve organization quality, performance, productivity, and effectiveness. But the reasons why these team activities and programs sometimes fail aren't always obvious to team members, leaders, and upper management. This is because there is no system in place to measure what is actually occurring. The *Team Effectiveness Survey Workbook* helps identify these reasons by teaching readers how to develop survey objectives, prepare your survey questionnaire, create a survey code structure for summarizing the results, administer the survey process, the survey results, and analyze and feed back the survey results. It contains over 500 different questions divided into 28 categories to help create survey questionnaires to meet the reader's specific information needs. Throughout the workbook, you will find sample questionnaires, answer sheets, code structures, and more, along with examples.

and forms to aid in constructing a survey Also included is a Team Effectiveness Toolkit CD ROM containing all of the survey questions in their appropriate categories the sample Team Effectiveness questionnaires and all of the survey support materials The workbook has been developed for use by internal and external resource persons consultants who are responsible for team development implementation activities and also team leaders and members involved in team based initiatives Contents Preface Introduction Section One The Survey Process Section Two Survey Questions Section Three Sample Survey Questionnaires Section Four Survey Support Materials Section Five Team Effectiveness CD ROM Toolkit Instructions

The Quality Improvement Glossary Donald L. Siebels, 2004-05-01 The benefits of using quality improvement techniques are well documented and there are numerous books on the market explaining how to use these techniques in nearly every industry But the world of quality is rife with unique and specific terminology acronyms catchphrases theories and noteworthy individuals The breadth of material can be very confusing to anyone and outright intimidating to those just beginning in the quality profession Finally there is help nl Novices as well as seasoned quality professionals will find The Quality Improvement Glossary to be the definitive source for quality related terms concepts persons and acronyms making it an invaluable addition to any quality library Written to serve as an easy to use guide to the often confusing world of quality improvement it provides solid and concise explanations of more than 2 500 terms as well as references to related concepts and information on how to uncover more in depth information Also included in its several appendices are noted influential persons in the quality field a separate list of acronyms SPC symbols and common formulas With a plethora of quality related knowledge at readers fingertips this book is also very helpful when preparing for certification exams PRAISE FOR The Quality Improvement Glossary I currently hold three ASQ Certifications and I have to say that the easy access and reference to terms helped in my success in passing these exams Earl Wells First Vice President Quality Research Allen Canning Company

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Making Change Work Practical Tools For Overcoming Human Resistance To Change Introduction

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