

MAKING CHANGE WORK

PRACTICAL TOOLS FOR OVERCOMING
HUMAN RESISTANCE TO CHANGE



B R I E N P A L M E R

Making Change Work Practical Tools For Overcoming Human Resistance To Change

Gregg Stocker



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

The Customer Advocate and the Customer Saboteur Michael W. Lowenstein, 2010-11-19 Over the past decade the concept and effective execution of off line and online social and business related informal peer to peer communication has become extremely important to marketers as business to consumer B2C and business to business B2B customers have increasingly shown distrust disinterest and disdain for most supplier messages conveyed through traditional media *The Customer Advocate and the Customer Saboteur* offers a comprehensive overview and sets of actionable insights into this new world of customer led communication and behavioral influence How we got here How objective original credible authentic and effective brand product or service word of mouth programs can be initiated

and scaled How contemporary and actionable measures can be applied to assess strategic and tactical customer experience and relationship effectiveness Why advocacy is the ultimate customer loyalty behavior goal How to identify drivers of and minimize customer sabotage How employee behavior links to customer advocacy behavior How social word of mouth is addressed differently around the world How the core concept of advocacy can be expected to morph going forward through more proactive marketing and leveraging of customer behavior Praise for The Customer Advocate and the Customer Saboteur Michael Lowenstein offers excellent insights and methods any business can apply to achieve high customer advocacy from its customer base Professor Philip Kotler Northwestern University Proactive endorsements of customers and employees are earned by making deliberate decisions about how you run your business Michael Lowenstein's book gives readers dedicated to company growth through customer advocacy the specifics and tools to earn the right to those endorsements Jeanne Bliss noted customer experience expert and author www.customerbliss.com co founder Customer Experience Professionals Association CXPA The Customer Advocate and the Customer Saboteur is fantastic Michael eloquently presents customer service theories and research techniques that reinforce what we all already know but now intimately understand so we can confidently expand our best practices I have gone back to the material several times since initially reading this masterpiece to clarify and tweak current programs as well as justifying the implementation of new customer relationship building initiatives Since our nation now relies on the service sector to support the economy this book and Michael Lowenstein are a block in the foundation of our economic recovery Read this book your customers your employees and the nation will benefit Chris Zane Founder Pres Zane's Cycle author of Reinventing the Wheel the Science of Creating Lifetime Customers Social Customers can have an enormous impact on brand value Michael Lowenstein's The Customer Advocate and the Customer Saboteur synthesizes solid research and compelling examples to show how to capitalize on advocacy behavior while minimizing the potential for damage from bad advocacy Essential reading for customer centric business leaders Bob Thompson Founder CEO CustomerThink Corp *Measuring Customer Satisfaction and Loyalty* Bob E. Hayes, 2008-04-22 The third edition of this best seller updates its detailed information about how to construct evaluate and use questionnaires and adds an entirely new chapter on customer loyalty Included are two different methods of sampling and determining an appropriate sample size for reliable results the reliability and validity of results real examples of customer satisfaction measures and how they can be used guidelines for developing questionnaires scale development the concept of quality frequencies sampling error two methods of determining important service or product characteristics as perceived by the customer discussion on the measurement and meaning of customer loyalty and methods for loyalty based management Readers will gain a sound grasp of the scientific methodology used to construct and use questionnaires utilizing the author's systematic approach They will be able to pinpoint and focus on the most relevant topics and study both the qualitative and quantitative aspects of questionnaire design and evaluation These and many more important scientific

principles are presented in simple understandable terms **Superior Customer Satisfaction and Loyalty** Sheldon D. Goldstein, 2009-07-21 This book demonstrates in a simple and straightforward way the process of discovering the attributes that are important to your customers measuring their satisfaction with an unbiased survey instrument analyzing that data and then doing a statistical analysis to determine the best approach to improving the low rated attributes and implementing change that has a higher probability of improving customer loyalty Satisfaction is a feeling loyalty is a behavior with satisfaction as its foundation coupled with a willingness to repurchase and a willingness to recommend It is that interest in reliving a positive customer experience that creates loyal behavior This book gives insights into the process that companies can use to create that satisfaction in their customers and promote loyal behavior in customers buying patterns Each chapter is constructed as a self contained entity The method described in this book will help you collect data from your customers understand the information through analysis of the metrics and comments find root causes of problems motivate people to contribute to improving satisfaction and then sustain the gains by audit There is no appendix to reference for additional materials The basic process needed to analyze and implement a robust quality system for improving customer satisfaction is described in full including presenting the data of customer satisfaction values in a way that makes it easy to understand

Beyond the Ultimate Question Bob E. Hayes, 2009-05-04 Business growth depends on more than asking a single question Challenging the widely touted Net Promoter Score NPS claims author Bob E Hayes provides compelling evidence that to grow their business companies need to look beyond this simple question to efforts on improving the entire customer feedback program CFP First customer loyalty consists of three components advocacy purchasing and retention each providing unique and useful information regarding future business growth By measuring these three components of customer loyalty companies will be better able to manage their customer relationships to maximize growth through new and existing customers Second because of the diverse business practices companies can employ with respect to their CFPs there are hundreds of different ways a company can structure its particular program Some companies have top executive support for their programs while others do not Some companies integrate their customer feedback data into their daily business processes while others keep them separate Some companies use customer feedback results as part of their employee incentive programs while other companies rely on more traditional incentive programs Still some companies conduct in depth customer research using their feedback data while others rely on basic reporting of their customer feedback data for their customer insight But are there critical elements of a customer feedback program that are absolutely necessary for its success Can a company exclude some elements from its program without adversely impacting its effectiveness How important are certain components in increasing customer loyalty This book answers these questions It is a direct result of the author's scientific research and professional experience in the field of customer satisfaction and loyalty This book represents the first scientific study that has tried to identify the best practices of customer feedback programs Hayes formally collected

information from many CFP professionals regarding how they structure their CFPs and identified specific CFP practices that lead to higher levels of customer loyalty. Additionally, he worked first hand with employees from Microsoft, Oracle, Harris Stratex Networks, Akamai, and American Express Business Travel in gathering insights and case studies to illustrate how to build a world class CFP. Learn why companies should look beyond the NPS as the ultimate question and learn how to design an effective CFP that will help improve the customer experience, increase customer loyalty, and ultimately drive business growth. For those unfamiliar with CFPs, the appendices provide detail on methods used in the main body of the book: a discussion on methods of determining customer requirements, those elements of your business that are important to your customers, a complete discussion on how to write survey questions, and brief discussions on particular statistical analysis methods that can help you understand how customer feedback data are analyzed.

HQ Solutions NAHQ, Luc R. Pelletier, Christy L. Beaudin, 2017-10-16. For comprehensive guidance on creating quality structures that support patient provider collaboration, cost effective solutions, and safe efficient care, get the fully updated *HQ Solutions*, an official publication of the National Association for Healthcare Quality (NAHQ). Written by HQ experts and applicable to all practice settings, this essential resource offers healthcare quality professionals the theoretical and practical basis for safe, reliable, cost effective care, including the use of state of the art tools for measuring, monitoring, selecting, and managing data. Invaluable for preparing for the Certified Professional in Healthcare Quality (CPHQ) certification exam, this is an optimal healthcare quality professional's resource. Create a safer, more efficient care environment with proven quality improvement practices. NEW quality and safety tools and techniques adaptable to any care setting. NEW and updated content on recent changes in U.S. healthcare quality requirements, legislation, and reform. NEW content on core skills and methods of organizational leadership, patient safety, performance, and process improvement, and health data analytics. Key resource for HQ principles and practices vital for healthcare quality professionals, including nurses, instructors, researchers, consultants, and clinicians in all practice settings, including home care, hospices, skilled nursing facilities, rehab, and ambulatory care, as well as healthcare organizations, healthcare boards, and government agencies. Organizational Leadership: Leadership fundamentals and principles, quality and safety infrastructure, strategic planning, and change management. Real life scenarios solved with proven leadership formulas and evidence based solutions. Performance measures, key performance and quality indicators, and performance improvement models. Accreditation, Regulation, and Continuous Readiness: Impact of regulations on healthcare quality and safety, Continuous readiness activities, Organizational assessment, survey procedures, and more. Health Data Analytics: Foundations of a solid data management system, Tools, approaches, and application of data management systems, data collection, interpretation, and reporting, Analysis tools, and basic statistical techniques and methods. Patient Safety: Practical tools for safety assessment, planning, implementation, and evaluation, Components of a safety culture, Effective risk management strategies, Performance, Safety, and Process Improvement. Key principles and practices, Critical pathways.

effective team building decision support benchmarking IOM imperatives analysis and interpretation of data decision support tools and more

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 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 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 br Jerrine Baker M B A University Lecturer and President Owner Majestic Dreams Travel *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 **Leading Missional Change** Paul J. Dunbar,Tony Blair,2013-04-02 It seems that nearly everyone is talking about missional change for congregations As a result many church leaders are attempting to drive that kind of change for the ministries they lead Some succeed But many others hit a wall of considerable frustration as they find that congregations resist the very change that is so needed The reasons for this resistance are many and they are explored in this volume What is required to move a church from resistance to readiness Some resistance is deeply rooted in spiritual patterns But there are other reasons as well and they center on trust personal trust in the leaders who offer missional change For this work the authors have done extensive primary and secondary research to identify patterns and behaviors that invite missional leadership More than that they ve lived this out in their own ministries as pastors of traditional congregations This book thus offers compelling first person stories and congregational case studies alongside more generalized findings Leading Missional Change was written to support pastors and other church

leaders who experience resistance to share wisdom and experience that may lead to readiness and to give hope and encouragement toward a re energizing of your own congregation *American Book Publishing Record* ,2005 **Executing Lean Improvements** Dennis R. Delisle,2015-04-20 In this book you will find the following A structured approach to executing lean improvements Relevant real world case studies Examples of tools and templates along with downloadable files Hints tips and lessons learned Chapter challenges aimed at giving the reader assignments to apply key concepts and tools in the work setting The primary audience for this book is individuals responsible for improvement in healthcare settings such as lean practitioners Six Sigma belts quality improvement specialists and project managers Additional health professionals will benefit from the practical application and guidance Positions include frontline managers and supervisors improvement teams professors teaching quality improvement and or operations management healthcare professionals responsible for performance improvement and students in all related health professions clinical and administrative The book promotes practical application Readers are equipped with the skills to implement lean concepts and tools within their work setting Additionally the book provides insight and strategies for avoiding failure and developing buy in **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

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

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 present 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 PerkinsbrGroup 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 ConsortiumGregg Stocker is a well versed lifetime advocate of quality and performance improvement His book points the way David Phillips Former CEO Sherex Chemical Inc *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 *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 **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 **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

Business Process Improvement Toolbox Bjørn Andersen, 2007-01-01 The first half of the book presents an overall business process improvement model with the ensuing chapters dealing with topics of understanding and modeling your current business processes using performance measurement in improvement work creating a business process improvement road map and organizing for improvement work The second half of the book presents the overall toolbox followed by one chapter for each phase of the overall improvement model For each of these phases a selection of suitable tools is presented with background steps for how to use them and an example of their use The final two chapters contain two more extensive case studies illustrating the use of the full methodology

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