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Autore	Palmer Brien <1952->
Titolo	Making change work : practical tools for overcoming human resistance to change / / Brien Palmer
Pubbl/distr/stampa	Milwaukee, Wisconsin : , : ASQ Quality Press, , 2003 ©2004
ISBN	1-63694-103-6 1-63694-104-4 600-00-4744-4
Descrizione fisica	1 online resource (104 p.)
Disciplina	658.4/06
Soggetti	Organizational change
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	Description based upon print version of record.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Measure your organization's readiness for change -- Making change work: a model for overcoming human resistance to change -- Step 1: Leading change -- Why do this? -- Tools for leading change -- The team charter -- The calendar test -- Personal audit -- Adopting change roles -- Step 2: Creating a shared need -- Why do this? -- Tools for creating a shared need -- The cost of the status quo -- The business case for change -- Step 3: Shaping a vision -- Why do this? -- Tools for shaping a vision -- Describing success -- Key phrase exercise -- More of/less of exercise -- The elevator speech -- Step 4: Mobilizing commitment -- Why do this? -- Tools for mobilizing commitment -- Understanding and managing resistance -- Key constituents map -- Stakeholder analysis for change -- Technical-political-cultural analysis -- Developing an influence strategy -- Resolving differences and conflict -- Communicate effectively -- Step 5: Monitoring progress -- Why do this? -- Tools for monitoring progress -- Checkpoints for measurement systems -- Change process profile -- Force field analysis -- Step 6: Finishing the job -- Why do this? -- Tools for finishing the job -- Reinforcement through recognition and rewards -- Pilot runs -- Training -- Step 7: Anchoring change in systems and structures -- Why do this? -- Tools for anchoring the change in systems and structures -- Candidates for

changed systems and structures -- Staffing and development needs --
Planning for integration -- Conclusion -- Bibliography and resources
-- Customer feedback.
