Questions for Review

1. What forces act as stimulants to change, and what is the difference between planned and unplanned change?
    Answer: There are a number of forces that stimulate change today.
    Nature of the Workforce - Greater diversity
    Technology - Faster, cheaper, more mobile
    Economic Shocks - Mortgage meltdown
    Competition - Global marketplace
    Social Trends - Baby boom retirements
    World Politics - Iraq War and the opening of China

    Planned changes are the activities that are proactive and purposeful: an intentional, goal-oriented activity. The goals of planned change are improving the ability of the organization to adapt to changes in its environment and changing employee behavior. The change agents are people who act as catalysts and assume the responsibility for managing change activities. Unplanned change, in contrast, is accidental in nature.

2. What forces act as sources of resistance to change?
    Answer: Resistance to change can take the form of overt and immediate response like voicing complaints and engaging in job actions. Other forms can be implicit and deferred such as a loss of employee loyalty and motivation, increased errors or mistakes, increased absenteeism. Deferred resistance clouds the link between source and reaction.

3. What are the four main approaches to managing organizational change?
    Answer:
    a. Lewin's Three-Step Model consisting of unfreezing the status quo, movement to a desired end state and refreezing the new change to make it permanent.
    b. Kotter's eight-step plan for implementing change:
        i.   Establish a sense of urgency
        ii.   Form a coalition
        iii. Create a new vision
        iv.   Communicate the vision
        v.   Empower others by removing barriers
        vi.   Create and reward short-term "wins"
        vii. Consolidate, reassess, and adjust
        viii. Reinforce the changes

    c. Action Research - A change process based on systematic collection of data and then selection of a change action based on what the analyzed data indicates. Process steps:
        i.   Diagnosis
        ii.   Analysis
        iii. Feedback
        iv.   Action

      v.   Evaluation

   d.   Organizational Development - A collection of planned interventions, built on humanistic democratic values, that seeks to improve organizational effectiveness and employee well-being. OD Values:
      i.   Respect for people
      ii.   Trust and support
      iii.   Power equalization
      iv.   Confrontation
      v.   Participation

4. How can managers create a culture for change?
   Answer: A manager can stimulate a culture for change by stimulating a culture of innovation.
   Innovation itself can be a new idea applied to initiating or improving a product, process, or service. Secondarily, a manager can create a learning organization, which is an organization that has developed the continuous capacity to adapt and change.

5. What is stress and what are the possible sources of stress?
   Answer: Stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important. There are many potential sources of stress:
   a. Environmental Factors - Economic uncertainties of the business cycle; political uncertainties of political systems; technological uncertainties of technical innovations
   b. Organizational Factors - Task demands related to the job; role demands of functioning in an organization; interpersonal demands created by other employees
   c. Personal Factors - Family and personal relationships; economic problems from exceeding earning capacity; personality problems arising from basic disposition

6. What are the consequences of stress?
   Answer: The consequences of stress can be very serious and even fatal. There are three major areas:
   a. Physiological: Blood pressure, headaches, stroke
   b. Psychological: Dissatisfaction, tension, anxiety, irritability, boredom, and procrastination; greatest when roles are unclear in the presence of conflicting demands
   c. Behavioral - Changes in job behaviors, increased smoking or drinking, different eating habits, rapid speech, fidgeting, sleep disorders.

7. What are the individual and organizational approaches to managing stress?
   Answer:
   Individual Approaches
   a. Implementing time management
   b. Increasing physical exercise
   c. Relaxation training
   d. Expanding social support network
   Organizational Approaches
   a. Improved personnel selection and job placement
   b. Training
   c. Use of realistic goal setting

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        d.   Redesigning of jobs
        e.   Increased employee involvement
        f.   Improved organizational communication
        g.   Offering employee sabbaticals
        h.   Establishment of corporate wellness programs

8. What does research tell us about global differences in organizational change and work stress?
    Answer: Some of the change issues are culture bound. Research has shown that in the study of organizational change and stress.

        Culture
            a.   Culture varies people's belief in the possibility of change.
            b.   Time orientation will affect implementation of change.
            c.   Reliance on tradition can increase resistance to change.
            d.   Power distance can modify implementation methods.
            e.   Idea champions act differently in different cultures.

        Stress
            a.   Job conditions that cause stress vary across cultures.
            b.   Stress itself is bad for everyone.
            c.   Having friends and family can reduce stress.