

Chapter 13 Outline

The Forces of Stability and Change
 External Forces of Change
 Internal Forces of Change
A Model for Change
 Unfreeze the Existing Situation
 Work Toward Desired Change
 Refreeze the Situation
Overcoming Resistance to Change
 Why Employees Resist Change
 The Employees' View
The Supervisor as Change Agent
 Step 1—Explain the Details
 Step 2—Ask for Opinions/Listen for
 Feelings
 Step 3—Solicit Ideas
 Step 4—Ask for Commitment and
 Support
 Step 5—Follow Up
Evaluating Change

Competencies

1. Distinguish external forces of change from internal forces of change. (pp. 353–356)
2. Explain how a model for change can guide supervisors in planning and implementing change. (pp. 356–359)
3. Describe actions that supervisors can take to minimize employee resistance to change. (pp. 359–364)
4. Describe steps supervisors can use when communicating change to employees. (pp. 364–369)
5. Explain why indicators of effective change are essential to the evaluation of the change process. (pp. 369–370)