658 JUD

CONTENT

		Page
Pref	face	vii
1.	Defining Change and its Causes	1
	Means or Ends?	3
	The Nature of Change and its Causes	6
	Summary	8
2.	How People are Affected by Changes	9
	Behavioural Effects	10
	Psychological Effects	11
	Social Effects	12
	Importance of the Psychological and Social Effects Summary	14 16
3.	·	17
	Factors that Influence an Individual's Attitudes Towards a Change	17 19
	Predisposed Feeling about any Changes Feeling of Insecurity	21
	Relevance of Feeling about Changes and Security	22
	Cultural Beliefs and Norms	23
	Trust	25
	Historical Events	27
	Apprehensions and Expectations	28
	The Manner of Change	32
	Attitude Determinants and Resistant Feelings	34
	Summary	39
4.	How People React to Changes	40
	Spectrum of Possible Behaviour	40
	Frustration and Aggression	41
	Organized Resistance	44
	Acceptance of changes	45
	Indifference to Changes	46
	Summary	46
5.	Predicting the Extent of Resistance	48
	A Case of Personal Reactions to a Simple Change	49
	Generalizations from the Case	51
	Organizaional and Group Influences on Behaviour	52
	Attitudes, Behaviour and Managerial Influence	56
	Estimating Resistant Feelings	57
	Checklists to Aid Estimation of Resistance	58
	Estimation Balance Sheet Using the Balance Sheet in Planning to Minimize Resistance	63 65
	Summary	66
6.	Minimizing Resistance to Changes: concepts	68
	General Concepts	69
	Compulsion	69
	Persuasion	72
	Security	75
	Understanding	76
	Time	79
	Involvement	82

	Criticism	85
	Flexibility	85
	Summary	86
7.	Minimizing Resistance to Changes: Methods	87
	Compulsion, Threats and Bribery	88
	Persuasion, Rewards and Bargaining	88
	Security and Guarantees	92
	Understanding and Discussion	94
	Time and Timing	99
	Involvement and Participation	101
	Criticism, Ceremony and Building on the Past	115
	Flexibility and the Tentative Approach	117
	Summary : the Scanlon Plan	118
8.	Differences in the Perception of Changes	125
	The Originator of the Change	126
	The Manager	128
	The Supervisor	131
	The staff Specialist	132
	Summary 137	
9.	A Systematic Approach to making Changes	139
	Analysing and Planning the Change	141
	Communicating About the Change	147
	Gaining Acceptance of the Required Changes in Behaviour	150
	Making the Initial Transition	152
	Consolidation and Follow Up	154
	Summary : A Case Study	156
10.	Implications for Managerial Competence	164
	Necessary Managerial Abilities	164
	Development of Managerial Abilities	168
	Summary	175
	Conclusion	176
Inde	X	178