

GUIDELINES FOR COPING WITH CHANGE

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EXPLAIN WHY

Give full information about the real reasons for the change. If the idea contains a risk, acknowledge it, but tell why the change is being made. List the steps you have taken to minimize the risk.

LIST THE BENEFITS THAT COULD RESULT FROM THE CHANGE

While it is wise to underplay these, name them.

SOLICIT QUESTIONS AND ANSWER THEM FULLY

This will help to cut off the rumor mill, one of your most formidable bars to getting change accepted.

INVITE PARTICIPATION

Change works out best when those concerned have a part in suggesting the change or planning its implementation.

AVOID SURPRISE

Sudden shifts always stir the worst fears.

ACKNOWLEDGE THE DIFFICULTIES

In selling a change, the tendency is to make it sound simple. This is not necessarily the best approach. Do not minimize the difficulties.

SET A STANDARD

People want to know if they are performing adequately. If possible, explain precisely what you expect the performance will be after the change.

PRAISE

People become particularly anxious in a new situation. Genuine and sincere praise helps to encourage them.

REPEAT PATIENTLY

"But I told them" is the saddest comment a department head can make. To put an idea over, especially a new one, you must repeat it over and over, using fresh examples, different approaches.