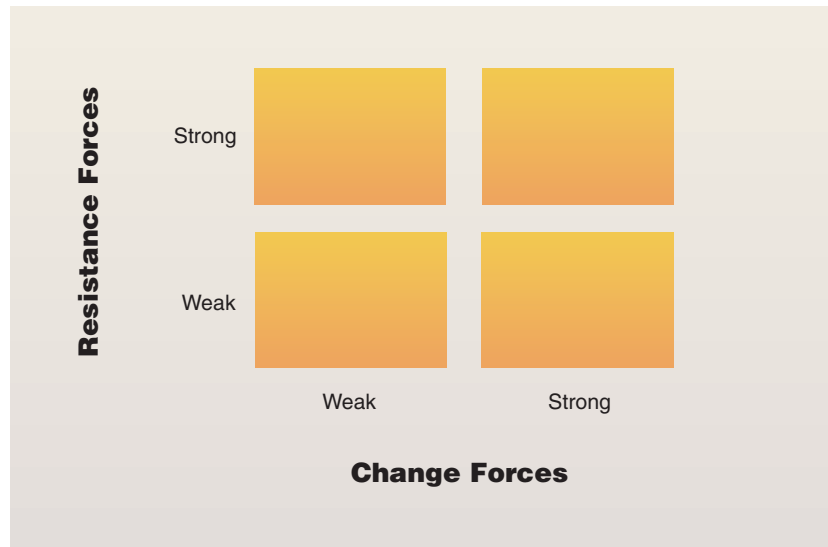


## HOW CHANGE AND RESISTANCE FORCES CREATE CHANGE



**Source:** P. Strebelt, "Choosing the Right Change Path," *California Management Review*, Winter 1994, 29-51.

**INSTRUCTIONS**

Label each quadrant of the matrix (no change, sporadic change, discontinuous change, or continuous change).

WHAT TO DO WHEN EMPLOYEES RESIST CHANGE

UNFREEZING	CHANGE	REFREEZING
•	•	•
•	•	•
•	•	•
	•	
	•	
	•	
	•	
	•	
	•	
	•	
	•	
	•	
	•	

Source: G.J. Iskat & J. Liebowitz, "What to Do When Employees Resist Change," *Supervision*, 1 August 1996.

**INSTRUCTIONS**

Fill in table with what managers can do when they encounter resistance at each stage of the change process.

THE PRIMARY RESPONSIBILITIES OF TRANSITION MANAGEMENT TEAMS

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- 1.
  - 2.
  - 3.
  - 4.
  - 5.
  - 6.
  - 7.
  - 8.
- 

**Source:** J.D. Duck, "Managing Change: The Art of Balancing," *Harvard Business Review on Change* (Boston: Harvard Business School Publishing, 1998) 55-81.

**INSTRUCTIONS**

List the eight primary responsibilities of transition management teams.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

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**Source:** W.J. Rothwell, R. Sullivan, & G.M. McLean, *Practicing Organizational Development: A Guide For Consultants* (San Diego: Pfeiffer & Company, 1995).

#### INSTRUCTIONS

List the eight general steps for doing an organizational development intervention.

**LARGE SYSTEM INTERVENTIONS**

- 1.
- 2.

**SMALL GROUP INTERVENTIONS**

- 1.
- 2.

**PERSON-FOCUSED INTERVENTIONS**

- 1.
- 2.

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**Source:** W.J. Rothwell, R. Sullivan, & G.M. McLean, *Practicing Organizational Development: A Guide For Consultants* (San Diego: Pfeiffer & Company, 1995).

**INSTRUCTIONS**

List and describe two types of interventions for each category.

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ERRORS MANAGERS MAKE WHEN LEADING CHANGE

**UNFREEZING**

- 1.
- 2.

**CHANGE**

- 3.
- 4.
- 5.
- 6.

**REFREEZING**

- 7.
- 8.

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**Source:** J.P. Kotter, "Leading Change: Why Transformation Efforts Fail," *Harvard Business Review* 73, no. 2 (March-April 1995): 59.

**INSTRUCTIONS**

List the eight errors managers make when leading change.