

B Change management

Managing change

Most employees **resist** change that is **enforced** and **imposed upon** them. So, if a company wants to **pursue** a policy that aims to **bring about sweeping**, or even **subtle**, changes, managers need to remember that their role is

to **facilitate** change and not impose it. This requires an **ongoing consultation** process with the staff, so that any changes have their support before they are **implemented**.

Glossary

resist sth	refuse to accept sth and try to stop it happening. resistance N.
enforce sth	make people obey sth (enforce the law). enforcement N.
impose sth on/upon sb	make sb accept sth against their wishes.
pursue sth	follow or try to achieve sth over a period of time (pursue a policy/goal).
bring sth about	make sth happen. SYNS create sth, cause sth.
sweeping change	a big change that will have an important effect.
subtle	not easy to notice or understand (subtle difference). OPP obvious.
facilitate sth	make an act or process easier to achieve.
ongoing	continuing to develop (an ongoing process/investigation).
consultation	the act of discussing sth with sb before making a decision. consult sb v.
implement sth	make sth that has been decided start to happen. SYNS carry out sth, put sth into practice. implementation N.

3 Positive or negative? Write P or N.

- 1 They've enforced the change. _____
- 2 They've resisted any change. _____
- 3 They've been very consultative. _____
- 4 They've imposed change. _____
- 5 They've introduced refreshing changes. _____
- 6 They want to facilitate change. _____

spotlight Adjective + change

A number of adjectives are commonly used with the noun **change**:
sweeping/radical/major/wholesale changes (= big changes)
a refreshing/welcome change (= a change that is pleasantly new or different)

4 Replace the underlined words with different words that give a similar meaning.

- 1 It's only a small difference but we believe it will have an effect. _____
- 2 He wants to introduce radical changes. _____
- 3 The new furniture is a welcome change. _____
- 4 They have the power to make people obey the law. _____
- 5 They plan to carry out a number of changes. _____
- 6 The new measures will create further change. _____

5 Complete the words in the text.

When the new head teacher arrived, it was rumoured that she planned to (1) p_____ a policy of (2) s_____ changes to the way the school was organized, and that she wouldn't be very sympathetic to staff who showed any real (3) r_____. However, unlike the former head who never talked to anyone, Mrs Palmer has (4) c_____ members of staff, and that has been a (5) w_____ change. She set up a staff committee, and we have been involved in an (6) o_____ process of (7) c_____ for about two months. We have also (8) i_____ a few changes which have already made an (9) o_____ difference.

