

«OVERCOMING RESISTANCE OF STAFF IN INTRODUCTION THE QUALITY MANAGEMENT SYSTEM IN WOODWORKING INDUSTRY»

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STAGES OF QMS AND STAFF'S RESISTANCE

Stages, where you can meet staff's resistance:

1. Description and optimization of processes.
2. Development of regulatory quality management system documentation.
3. QMS testing and internal audit.

Way to perception of change:

1. Inaction (inertia)
2. Denial of planned changes
3. Irritation
4. Discussion of plans and negotiations
5. Declining of resistance to changes
6. Acceptance, recognition and approval of change

PSYCHOLOGICAL CONTEXT OF STAFF'S RESISTANCE

Forms, reasons of staff's resistance and key
resistance properties:

- 1) Denial
- 2) Indifference
- 3) Demonstration
- 4) Manifestation of skepticism
- 5) Doubt about competence of the key manager and coaches
- 6) Pessimism
- 7) Impatience

THE REASONS FOR RESISTANCE:

- ◉ Feeling of lack of control of the situation
- ◉ The desire to preserve what is valuable
- ◉ The threat of authority, status and autonomy
- ◉ Misunderstanding
- ◉ Conflict of interest
- ◉ The struggle for power
- ◉ The interpretation of the confrontation as disobedience
- ◉ Distrust
- ◉ Problems across the organization

KEY RESISTANCE PROPERTIES

Resistance	Properties	Good way to overcome
<p>Flexible or rigid</p>	<p>Initial resistance usually is flexible, and the problem can be relatively easily resolved by discussion.</p> <p>However, misinterpretation or trying to suppress it, often lead to polarization between the parties, and the resistance is tough.</p>	<p>If managers change their behavior (eg, to recognize that set targets are not clearly), the resistance will decrease.</p>
<p>Situational or chronic</p>	<p>While resistance is seen only as a reaction to a particular situation, it is easy to move in a constructive direction.</p> <p>However, resistance can become chronic: staff expect unrealistic demands and respond automatically.</p>	<p>Identify the main patterns of behavior of the parties and it is modified.</p>
<p>Direct or indirect, and active and passive</p>	<p>Without feedback managers are insulated from the real practice, which leads to loss of efficiency of management.</p>	<p>Understand the importance of demonstrating incompetence, and other manifestations of passive resistance.</p> <p>The more actively and directly shows the resistance, the easier it is to understand and respond to, for example, by explaining or open discussion.</p>

How to reduce the negative impact of staff's resistance and overcome it?

- ◉ training of personnel;
- ◉ development of knowledge-sharing and the use of staff competence;
- ◉ the introduction of appropriate recognition and reward based on individual assessments of achievements of staff;
- ◉ creation of training, career planning, creating conditions for the development of personality;
- ◉ ongoing study of the level of satisfaction of needs and expectations of staff;
- ◉ providing opportunities for training and mentoring;
- ◉ communication plan.

Factors for overcome staff's resistance

№	Factors	Contents
1.	Accounting for the causes of behavior of the individual in the organization	<ul style="list-style-type: none"> • taking into account the needs, aptitudes and aspirations of staff; • Demonstrations of personal gain;
2.	The value of the authority	<ul style="list-style-type: none"> • sufficient authority; • formal and informal; • the adequacy of power and influence
3.	Providing information to a group	<ul style="list-style-type: none"> • important information relating to the case; • timeliness of information;
4.	Develop a common understanding	<ul style="list-style-type: none"> • common understanding of the need for changes; • participation in the search for and interpretation of data;
5.	The sense of belonging to a group	<ul style="list-style-type: none"> • sufficient degree of participation;
6.	Authority of group for its members	<ul style="list-style-type: none"> • coordinated group work to reduce the reaction;
7.	Support for changes to the group's leader	<ul style="list-style-type: none"> • involvement in the process of change leadership from the staff;
8.	Awareness of group members	<ul style="list-style-type: none"> • opening of communication channels; • exchange of objective information; • knowledge of the progress changes.

THANK YOU FOR YOUR ATTENTION!
HAVE A NICE DAY!
ANY QUESTIONS?