

Student name: _____ Date: _____

MODULE 34

Discuss the importance to adapt to change.

Objectives:

To demonstrate understanding of

- A. continuous change.
- B. why business and industry needs to adapt to change.
- C. how the workforce changes.
- D. the process of brainstorming.
- E. Total Quality and the need for continuous improvement.
- F. cooperation.
- G. adapting to change by completing short answer segment.

MODULE 34: INFORMATION SHEET

TO THE STUDENT: Read and study this information sheet and then complete the student activities at the end of this module.

Keeping pace with change

I would like to start with a saying used in business and industry that reflects the need for change.

"If you always do
What you always did
You'll always get
What you always got."

Why Change?

Change. If you made a list of words that are "easier said than done" the word "change" would be at the top of the list. One syllable, six letters, meaning to alter, vary, or make different, the word "change" elicits a broad spectrum of conflicting emotions from anyone who hears it. What happens to you when you think about change? What are the first words or images that come to mind?

Describe several changes you have had to deal with within the last three years and how you felt about them.

Keeping the Pace With Change

"Your teacher's role is to prepare you, the students, to succeed in a work environment where change is continuous and adaptability an essential employee attribute." The work environment has seen significant and experiencing rapid transformation in recent years.

Why has the work environment changed?

1. The incredibly fast evolution of technology.
2. The increasing cultural diversity of the workplace.
3. The emerging global marketplace.
4. The changes in education itself.

What was appropriate just a few years ago must be continually evaluated and updated to keep pace with the rapidly changing workplace.

In addition to technological skills, you need to develop the personal characteristics and basic workplace skills that successful employees exhibit. While technical ability may help you land a job, the ability to work harmoniously with others, to accept responsibility, to follow directions, to behave in an ethical manner, to communicate effectively, and to learn independently will help you keep the job and achieve your career goal.

Employee/Workforce change

Employers today are looking for workers who are skilled at decision-making, time and task management (How many times has your instructor or employer reminded you to get back to work?) and project planning. They expect workers to be aware of their own strengths and weaknesses, to want to "grow on the job" and to have well-defined career goals.

Give examples of decisions you have made during your work experience.

As change is planned you may be involved in the process of brainstorming. This activity increases your alternatives when you suspend judgment during the idea-gathering stage, accumulate options, and evaluate them later.

People whose jobs require them to solve problems, make group decisions, plan for the future, or be creative are familiar with brainstorming technique. Advertising teams commonly use it to generate ad campaign ideas. Brainstorming is used at work in union/management meetings when ideas are needed to prevent a strike or in corporate board rooms when sales need to be increased. Therapists brainstorm with their clients; teachers with their students; supervisors with their employees; generals with their staffs. There is no better way to increase alternatives.

How to brainstorm

To brainstorm, you turn down the volume on your inner critic and let the creative juices flow, freeing you to seek out any and all possibilities. Brainstorming asks you to identify, without evaluation, every conceivable alternative -- no matter how wacky, wild, or improbable that alternative appears to be at first glance. Brainstorming can be employed to generate alternatives to any situation. (Dr. Sidney B. Simon, *Getting Unstuck*, pp. 100.)

How many times have you brainstormed with friends what to do on a Friday night?

Change is brought about in the workforce to improve quality. Total Quality is involvement of everyone in continuous improvement of systems to produce products and services which result in customer loyalty now and in the future.

Give examples of what type of products or service you consider to be quality.

In order to accomplish goals, people in business and industry need to cooperate. To cooperate is to act together with another person or other people. People who cooperate join forces to reach a common goal or solve a mutual problem. They unite to emotionally support one another, share wisdom, and benefit from each other's experiences. Cooperation creates partnerships. Each partner brings someone into the cooperative effort and gets something out of it. They pull together and as a result achieve more than they could if they worked alone.

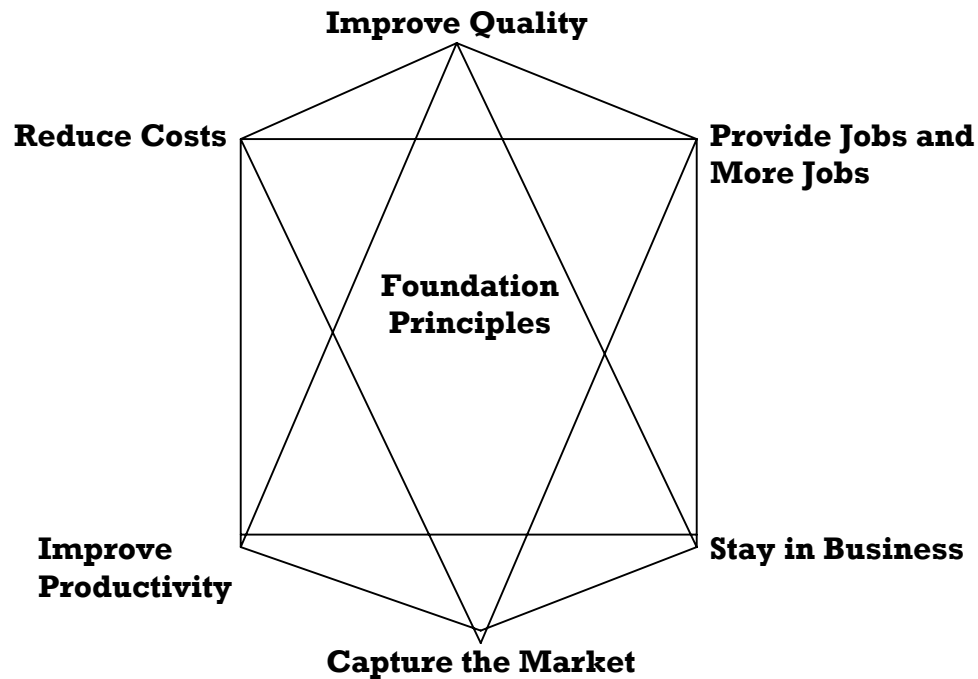
Cooperation provides you the emotional support or practical assistance you need to succeed. It supplies encouragement or backing from allies and it helps you deal with new or unexpected obstacles and problems. On the other hand, a lack of cooperation limits the help you receive and the success you are able to achieve. It leaves you discouraged and often prompts you to turn back at the first sign of resistance without having solved the problem. Ultimately, cooperation is the difference between being supported or being sabotaged.

The involvement of everyone in the changing process is important. Everyone must do his or her best and the system that is in place must also help people do well. Everyone has a role in quality improvement. Long-term success requires a never-ending journey of improvement (through the application of theory and a systematic process using appropriate tools).

Continuous improvement is vital for all systems (design, production, delivery, service, learning, etc.) of purposeful activities. All products and services that help achieve the organization's purpose should be addressed through improvement activities. The result is fulfillment of customer needs and expectations so well that customers keep coming back for products and services and boast about them to their friends and neighbors. Practice and improve this approach over the long-term,

even anticipating customer needs and expectations as they change, without neglecting the realities of the present.

When we take a closer look at the chain reaction from the issues we see how change interacts with quality and how quality work effects lasting change.



1. Improve Quality - Quality is the focus; all that follows in the Chain Reaction results from improvement of quality and will not be sustainable over the long term without it.
2. Reduce Costs - As quality improves, costs are reduced because waste is minimized.
3. Improve Productivity - As costs are reduced, fewer of the organization's resources are spent producing defective goods and services, leaving them free to be devoted to work that adds value.
4. Capture the Market - Improved productivity enables the organization to pass savings along to customers, thus attracting more customers to the market through lower prices as well as improved quality. New markets are created by producing products and services that meet changing customer needs.

5. Stay in Business - Capturing the increasing market helps ensure that long-term viability of the organization.
6. Provide Jobs and More Jobs - An organization that focuses on quality and realizes the benefits that come from continuous improvement will be able to contribute significantly to the quality of life of an increasing number of people. It will contribute by creating jobs, as well as creating the organization's products and services for customer use.

Tips on Good Relations

Adapted from Dale Carnegie Course in Effective Speaking and The Art of Winning Friends and Influencing People.

How to Change People Without Offending or Arousing Resentment

1. Begin with praise and honest appreciation.
2. Call attention to people's mistakes indirectly.
3. Talk about your own mistakes before criticizing the other person.
4. Ask questions instead of giving direct orders.
5. Let the other person save face.
6. Praise the slightest improvement. Be "heartily in your approval and lavish in your praise."
7. Give the other person a fine reputation to live up to.
8. Use encouragement. Make the fault seem easy to correct.
9. Make the other person happy about doing the thing you suggest.

MODULE 34: STUDENT ACTIVITIES

TO THE STUDENT: After reading and studying the Information Sheet, complete the following questions.

1. Define the following words:
 - a. change:
 - b. cooperation:
 - c. lack of cooperation:
 - d. brainstorming:
 - e. quality:
2. Describe in a complete paragraph what you think of when someone mentions the word "change." Is it a positive or negative reaction?
3. Describe three changes you would like to see occur at your worksite.

4. Interview an individual, age 40 or older. Write a narrative essay about some of the changes this individual observed in his/her lifetime. Include at least one that was viewed as positive, and one viewed as negative, and how the individual adapted to the negative change.
5. Write a persuasive essay about three changes you anticipate facing in your next 5 years. How do you plan to deal with these changes in a positive manner? What negative changes may impact you? How do you plan to deal with these?

MODULE 34: STANDARDS ADDRESSED IN THIS MODULE
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Pennsylvania's Academic Standards for Career Education and Work**13.3.11. Career Retention (Keeping a Job)**

- F. Analyze the impact of change on the evolving world economy and the individual's work.

Pennsylvania's Academic Standards for Reading, Writing, Speaking and Listening (RWSL)**1.1.11. Learning to Read Independently**

- E. Establish a reading vocabulary by identifying and correctly using new words acquired through the study of their relationships to other words. Use a dictionary or related reference.

1.4.11. Types of Writing

- C. Write persuasive pieces.
- Include a clearly stated position or opinion.
 - Include convincing, elaborated and properly cited evidence.
 - Develop reader interest.
 - Anticipate and counter reader concerns and arguments.
 - Include a variety of methods to advance the argument or position.

1.5.11. Quality of Writing

- A. Write with a sharp, distinct focus.
- Identify topic, task and audience.
 - Establish and maintain a single point of view.

F. Edit writing using the conventions of language.

- Spell all words correctly.
- Use capital letters correctly.
- Punctuate correctly (periods, exclamation points, question marks, commas, quotation marks, apostrophes, colons, semicolons, parentheses, hyphens, brackets, ellipses).
- Use nouns, pronouns, verbs, adjectives, adverbs, conjunctions, prepositions and interjections properly.
- Use complete sentences (simple, compound, complex, declarative, interrogative, exclamatory and imperative).

1.6.11 Speaking and Listening

A. Listen to others.

- Ask clarifying questions.
- Synthesize information, ideas and opinions to determine relevancy.
- Take notes.