Some employees may feel socially isolated; successful teleworkers tend to be self motivated, self-disciplined, competent and able to work with little supervision.

Despite improvements in communications technology, managers may find it difficult to communicate with and manage remote workers.

Career development and training may suffer.

Health and safety issues arise - are employees’ homes or other available premises suitable for teleworking?

Change management

Components of change management include:

- Change management process
- Readiness assessments
- Communication and communication planning
- Coaching and manager training for change management
- Training and employee training development
- Sponsor activities and sponsor roadmaps
- Resistance management
- Data collection, feedback analysis and corrective action
- Celebrating and recognizing success

Change management process

The change management process is the sequence of steps or activities that a change management team or project leader would follow to apply change management to a project or change.

Change management processes contain the following three phases:

- Phase 1 - Preparing for change (Preparation, assessment and strategy development)
These training requirements will be the starting point for the training group or the project team to develop training programs.

**Sponsor activities and sponsor roadmaps**

Business leaders and executives play a critical sponsor role in change management.

Change management team must develop a plan for sponsor activities and help key business leaders carry out these plans.

Sponsorship should be viewed as the most important success factor.

Sponsorship involves active and visible participation by senior business leaders throughout the process.

A change agent's or project leader's role is to help senior executives do the right things to sponsor the project.

**Resistance management**

Resistance from employees and managers is normal.

The change management team needs to identify, understand and manage resistance throughout the organization.

Resistance management is the processes and tools used by managers and executives with the support of the project team to manage employee resistance.

**Data collection, feedback analysis and corrective action**

Employee involvement is a necessary and integral part of managing change.

Managing change is not a one way street. Feedback from employees is a key element of the change management process.
Analysis and corrective action based on this feedback provides a robust cycle for implementing change.

Celebrating and recognizing success

Early successes and long-term wins must be recognized and celebrated

Individual and group recognition is also a necessary component of change management in order to cement and reinforce the change in the organization.

The final step in the change management process is the after-action review

It is at this point that you can stand back from the entire program, evaluate successes and failures, and identify process changes for the next project.

This is part of the ongoing, continuous improvement of change management for your organization and ultimately leads to change competency.

Specific Reasons for resistance

- Economic reasons – change may threaten the economic well-being of employees in the company, this creates a lot of economic uncertainty for the individuals concerned and naturally people do not like uncertainties about their future.
- Social reasons – change can threaten to break the informal structures in an organization and as such any threat to established informal groups tends to be resisted by the members.
- Status reasons – change in the organization may reduce the perceived status of some individuals in the organization therefore they resist such changes.
- Security reasons – people always crave for economic physical and psychological security. Any changes that create uncertainly over such security will be resisted.
- Maintenance of status quo – change is frequently resisted because it is easier for people to maintain the status quo i.e. people to maintain the status quo.

**Human Resource strategic change**

A transformational power in HRM and transformation, or change, is an inevitable consequence of many human resource strategies.

Bertsch and Williams identified two main types of change:

- Turnaround change - financially driven, often to ensure corporate survival by cutting unprofitable products and services. It involves the redesign of organizational structures, disposal of non-core activities and large-scale redundancies.

- Behavioural transformations – changing behaviour patterns throughout the company. Hierarchical control is inadequate because different power centers are likely to conflict and differences between business units make behavioural consistency a difficult objective to achieve.

**Change management**

- Communication and interpersonal skills: well developed negotiating and listening skills and the ability to build relationships.

- Organisational ability and time management skills.

- Excellent attention to detail, as you may need to conduct or interpret salary surveys and analyse data.

- Excellent professional responsibility and ethics, as the work may involve reference checking, dealing with employment legislation and maintaining confidential records.
Personal characteristics that are associated with successful leadership development include leader motivation to learn, a high achievement drive, and personality traits such as openness to experience, an internal focus of control, and self-monitoring.

Both forms of development may mutually influence each other, as exemplified in the concept of "Deep Change" in Robert E. Quinn 1996.

Leadership development can build on the development of individuals (including followers) to become leaders. In addition, it also needs to focus on the interpersonal linkages between the individuals in the team.

**Key concepts in leadership development**

Among key concepts in leadership development one may find:

- **Experiential learning**: positioning the individual in the focus of the learning process, going through the four stages of experiential learning as formulated by David A. Kolb:
  1. Concrete experience
  2. Observation and reflection
  3. Forming abstract concept

- **Self-efficacy**: The right training and coaching should bring about 'Self efficacy' in the trainee, as Albert Bandura formulated: A person's belief about his capabilities to produce effects.

- **Visioning**: Developing the ability to formulate a clear image of the aspired future of an organization unit.

**Leadership development program**

A good personal leadership development program should enable you to develop a plan that helps you gain essential leadership skills required for roles across a wide spectrum.
Workplace diversity principles should be integrated with and underpin all aspects of human resource management, such as planning, selection and recruitment, performance appraisal, training and development, occupational health and safety and workplace relations should incorporate flexible working conditions to allow employees to balance their work and other responsibilities.

Workplace diversity strategies help to build the organisation's relationship with the community, enhance the contribution of its employees and improve the quality of its programs, products and services.

**Establishing effective workplace diversity programs**

Establishing an effective workplace diversity program could involve:

- Considering what the program will achieve;
- Deciding how the program will be developed and implemented;
- Drawing links to organizational objectives;
- Undertaking consultation; and
- Assessing the resources required.

**Strategies**

- Specify the need for skills to work effectively in a diverse environment in the job, for example: "demonstrated ability to work effectively in a diverse work environment."
- Make sure that good faith efforts are made to recruit a diverse applicant pool, particularly underutilized minorities and women.
- Focus on the job requirements in the interview, and assess experience but also consider
  - Transferable skills and demonstrated competencies, such as analytical, organizational, communication, coordination. Prior experience has not necessarily mean effectiveness or success on the job.
• Sabotaged the person's contribution to a team goal and reward (41 percent).
• Ensured failure of person's project by not performing required tasks, such as sign-offs, taking calls, working with collaborators (40 percent)

According to Bassman, common abusive workplace behaviours:

• Disrespecting and devaluing the individual, often through disrespectful and devaluing language or verbal abuse
• Overwork and devaluation of personal life (particularly salaried workers who are not compensated)
• Harassment through micromanagement of tasks and time
• Overevaluation and manipulating information (for example concentration on negative characteristics and failures, setting up subordinate for failure)
• Managing by threat and intimidation
• Stealing credit and taking unfair advantage
• Preventing access to opportunities
• Downgrading an employee's capabilities to justify downsizing
• Impulsive destructive behaviour

Why do people bully?

a) To avoid facing up to their inadequacy and doing something about it;
b) To avoid accepting responsibility for their behaviour and the effect it has on others, and,
c) To reduce their fear of being seen for what they are, namely a weak, inadequate and often incompetent individuals, and,
d) To divert attention away from their inadequacy - in an insecure or badly-managed workplace, this is how inadequate, incompetent and aggressive employees keep their jobs.

A bully is a person who: