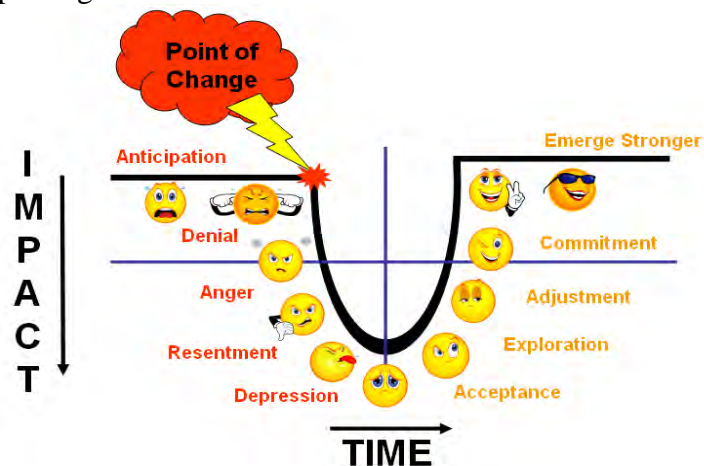


## Resistance to Change

Our competitors are continuously implementing new designs, new technologies and improved processes to win more business. We know this means we need to improve continuously here at SAF Holland as well. This is true for business and manufacturing processes alike. Our company has created dedicated continuous improvement programs to drive Lean philosophy and generate changes. And in every corner of the company people already have ideas that would make the processes they perform work even better.

So then why does it often seem so difficult to implement many of these ideas? Sometimes there may be a hesitance that nobody can pinpoint, but an idea is tabled and forgotten. Other times even when we know a change is for the best we can feel others resisting, or we feel resistant ourselves. Why is this?

One big reason is that human beings follow a very similar cycle of stress and emotion during a change process as we do during a grieving process. There is often an intangible sense of loss during a change, sometimes even over things that seem silly on the surface. This could be as simple as the loss of a comfortable routine or the more dreaded loss of control. Of course the magnitude of this cycle corresponds to the magnitude of the change. Sometimes the cycle is so small we aren't even aware of it. Other times we may feel genuinely upset and even lose sleep at night over it.



The good news is that although human beings are often resistant to change, we are also very fast to adapt to change. We can also greatly reduce anxiety by making those who perform a process the ones who control the implementation of the change. Employee involvement is fundamental to our continuous improvement programs largely for this reason. We also stress that the current change is not the last change, and we can keep going until we are all happy with the result.

Often, just being aware of this cycle can lead us to be more patient with each other. Good communication and persistence are often necessary to implement even simple changes at

work. I've also often found that those most resistant initially emerge to be the largest supporters in the long run.

Kaine Adamczak  
CI Engineer  
Holland, MI

#### SAF-HOLLAND QUALITY POLICY

*SAF-HOLLAND, Inc. is totally committed to satisfying the needs of the customer by providing products and services consistent with the highest levels of quality, safety, and performance.*

*We will establish and regularly review quality objectives that drive the continual improvement of the quality system and the success of the business.*