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## **MANAGEMENT OF RESISTANCE TO CHANGES AS AN IMPORTANT MANAGER'S FUNCTION**

Management of resistance to changes is an important function of a manager.

Today, one of the topical issues of the modern organization is, how the manager has to deal with resistance to changes in the organization, taking into account the needs and wishes of employees and senior staff.

It is normal that employees are afraid of losing income because of unemployment as a result of the introduction of changes in the organization, reduced working hours, intensification of labour etc. Sometimes the staff lack confidence in the initiators of changes, they do not want to break the system of stable relationships, interests, since most of the changes always undermine the interests of others [2].

It should be noted that introduction of changes in the organization creates economic, personal and organizational risks, but it also encourages employees, extends the territory of their development and increases their potential.

David Hleycher in 1986 proposed an equation changes as a pseudo-mathematical tool that helps to assess the possibility of changes considering motives of employees or groups.

D. Hleycher's equation changes is as follows:  $A + B + C > D$ , where

A – level of employee's dissatisfaction with the state of matters;

B – shared employee's or group vision of the future;

C – the existence of an acceptable and safe first step;

D – employees' or groups' expenses [3].

To identify effective ways of managing changes, we conducted a survey of the advertising agency employees "Proposal", the results are shown in (Fig. 1). The survey involved 13 employees, whose work was coordinated by one manager. We have got the following results (average number):

Inter-changeable	Replacement value of the variable in this case	The degree of expression
A	The level of dissatisfaction of workers existing situation	++
B	As an employee or group of shared vision	+
C	With the existence of acceptable and safe first step	++

D	Expenses of employees or groups	+++
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Fig. 1. The ability to make changes in the advertising agency “Proposal”

Interpreting indicators: the more "+", the greater the degree of expression. Applying the equation changes to a certain specific project of changes, it is found out that the balance between  $A + B + C$ , on the one hand, and  $D$ , on the other hand, is so favorable that changes are possible ( $5 > 3$ ). In this case one should find a course of action that will develop balance, that is, to reduce projected expenses of  $D$  to increase the effectiveness of implemented changes.

For this a good manager must launch “resistance management practices”, which include:

- informing and communication;
- participation and interest;
- help and support;
- negotiations and agreements;
- manipulation and co-optation [1].

So there is no single universal method of management of resistance to changes, but a manager should create clear and attractive vision of the future and show people how their lives will improve by means of changes implementation.

### **LITERATURE**

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