

**KAZUHIKO NAKAMURA**

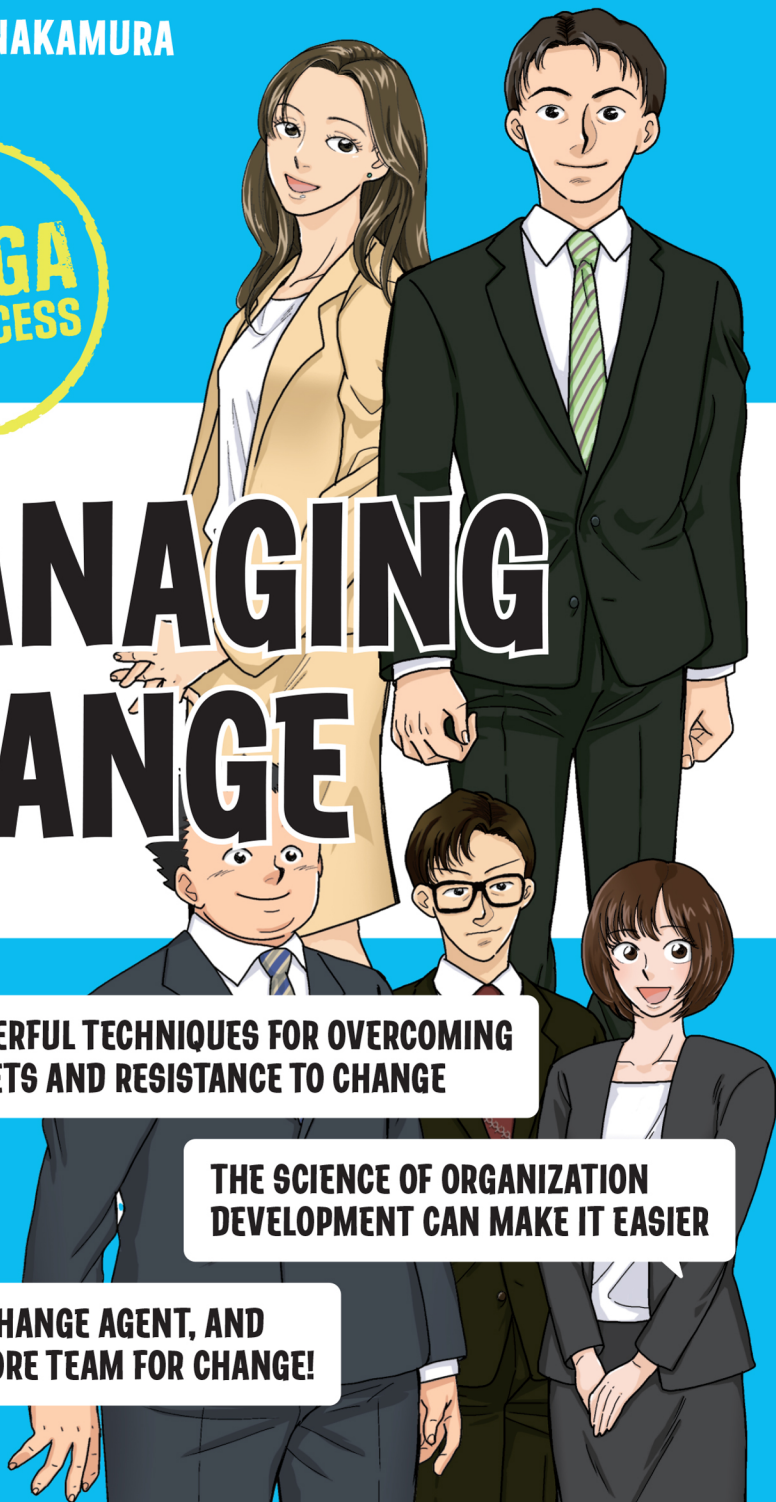


# **MANAGING CHANGE**

**LEARN POWERFUL TECHNIQUES FOR OVERCOMING  
OLD MINDSETS AND RESISTANCE TO CHANGE**

**THE SCIENCE OF ORGANIZATION  
DEVELOPMENT CAN MAKE IT EASIER**

**BECOME A CHANGE AGENT, AND  
CREATE A CORE TEAM FOR CHANGE!**



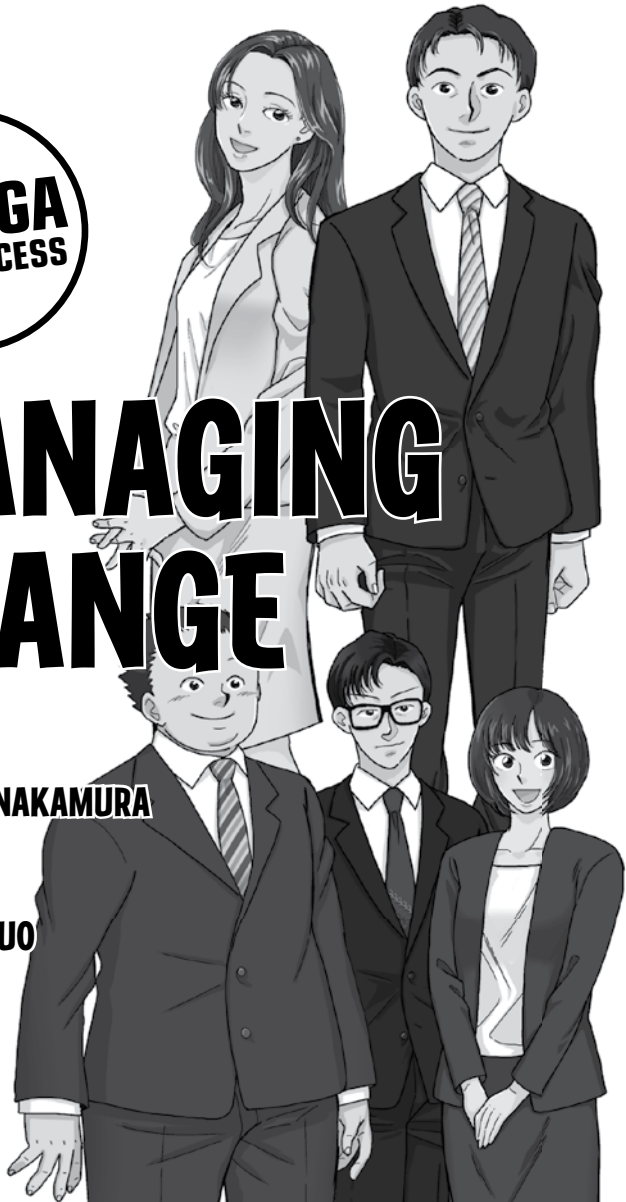




# MANAGING CHANGE

AUTHOR  
**KAZUHIKO NAKAMURA**

ARTWORK BY  
**YOKO MATSUO**



**WILEY**

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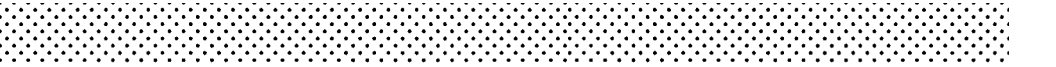
  
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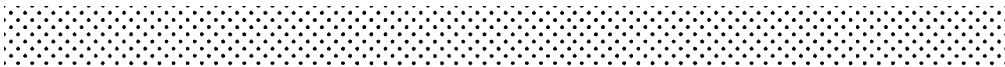
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## Introduction

You may have picked up this book because things aren't going very well at work or it could be that you just want to improve your current workplace or organization. There are probably also a lot of you who just can't seem to figure out what to do to improve things at work or in your organization.

**Organization Development** can give you hints and ideas on what steps you can take in order to achieve these goals.

The concept of Organization Development, however, isn't just one single method that you can immediately apply. It's a label of sorts that's used to refer to a collection of various techniques and ideas. You can think of this like how the term "Ball games" is an umbrella term for many different sports that use a ball such as baseball, soccer, and table tennis, among many others.

Although the concept of "Organization Development" evolved during the 1930s, it only began gaining popularity in Japan in 2015 or so. In the United States, it began to take off in the 1960s. Before that, it was more common to use the term "Workplace Stimulation" or "Organization Stimulation" when dealing with office or organization improvement (and these terms are still used now).

As such, you can take all these three terms to mean the same thing.

Organization Development is a term adopted from the global stage. It was first coined in the United States in 1958, and it developed and spread mainly in America and Europe to include a wide array of theories and techniques. Now, an increasing number of Japanese companies choose to have a specialized department dedicated to Organization Development that is focused on handling workplace-related and organizational improvements.

More and more Japanese companies are engaging in Organization Development, but what is causing this movement? I believe it's because **it's becoming harder for people in an office or organization to rely on, cooperate, and actively work with each other.**

There are many reasons behind this. The following are three factors that could be causing the above-mentioned workplace difficulties.

### **(1) The Rise of Individual Work**

Often, the manager divides the work and assigns a task to each person and who will then work on their task alone

(other people in the workplace do not know what other people are working on). With increasing workload and the work-style reform being implemented, there are more situations where employees have to efficiently complete the work assigned to them by themselves. Since there is no one around to support them, employees suffer from higher stress levels, which could even lead to mental health issues.

## **(2) Increasing Diversity in the Workplace**

When people of varying age, gender, disability (if any), nationality, and employment status work together in the same place, the differences in their language, way of thinking, methods, and work values may make it harder to relate and cooperate with each other. Having a diverse set of people in a team offers the advantage of more easily coming up with new ideas, but in order to do that, the team members will first have to overcome their differences.

## **(3) Decreasing Discussion Time as an Effect of Optimization and Work-style Reform**

There are three things needed for multiple people to be able to work together and cooperate with each other:

① First, they need to work as a team. ② They will also need to share their work methods with each other and come up with a consensus on how to proceed. ③ Each member will need to understand how they're affecting the people around them and vice versa. However, nowadays, there is usually less time for communication in the workplace (or communication is mostly done through email), so this communication tends to be about work and work alone. With limited communication, there tend to be mismatches in everyone's work methods, intentions, and thoughts. This gives rise to conflicts and makes cooperation more difficult.

With remote work becoming more common, cooperation will probably become even more difficult from here on.

In short, there are many factors in our current work arrangements that make it harder for people in an office or organization to rely on, cooperate, and actively work with each other. You may even say that **the difficulty of workplace stimulation and teamwork management is at an all-time high.**

Due to these circumstances, there is a focus on Organization Development as a way of **approaching the challenge of increasing cooperation and teamwork in order to make a workplace or organization a more lively place to work in.**

As mentioned earlier, Organization Development is a framework that includes various theories and techniques. For this book, we won't be focusing on explaining and breaking down a single technique or method. In order to understand the basics of Organization Development, we will be going through its basic methods. **We will look at what approaches and attitudes are important when it comes to Organization Development and how to think about discussion and change in general.**

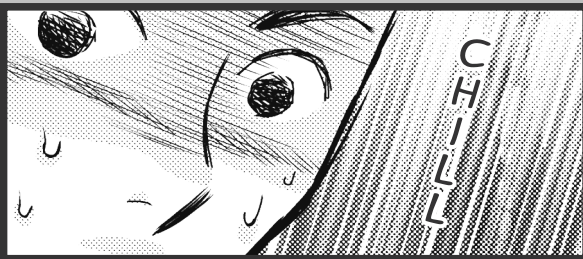
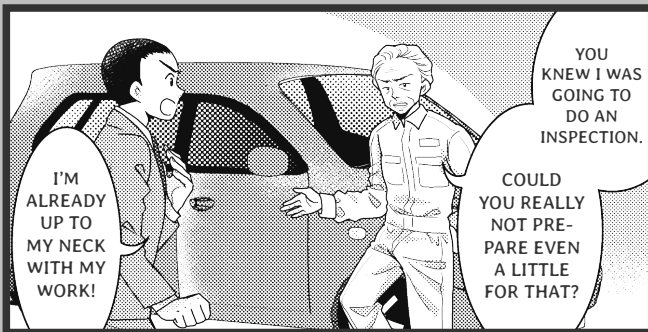
As you read this book, you will see how the main characters like the manager and Sakigake-san, among others, change as the story goes on. I hope that this will give you some insight on the various circumstances people face, the different ways of discussing matters, and the changes in how people relate to each other. Hopefully, this will also give you ideas on how to proceed with your own Organization Development.

Kazuhiko Nakamura



# Prologue

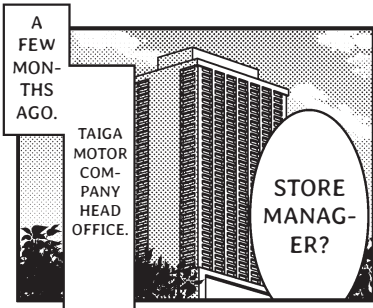
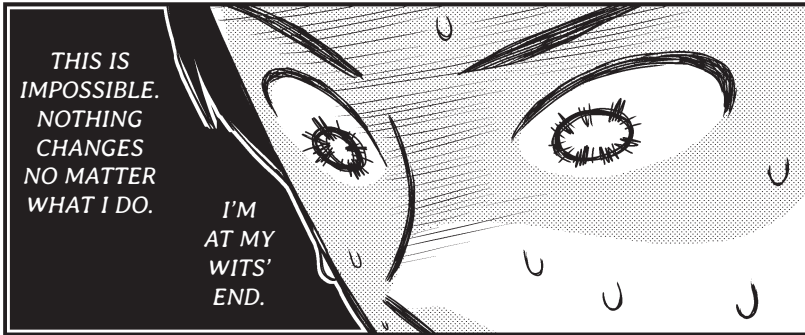
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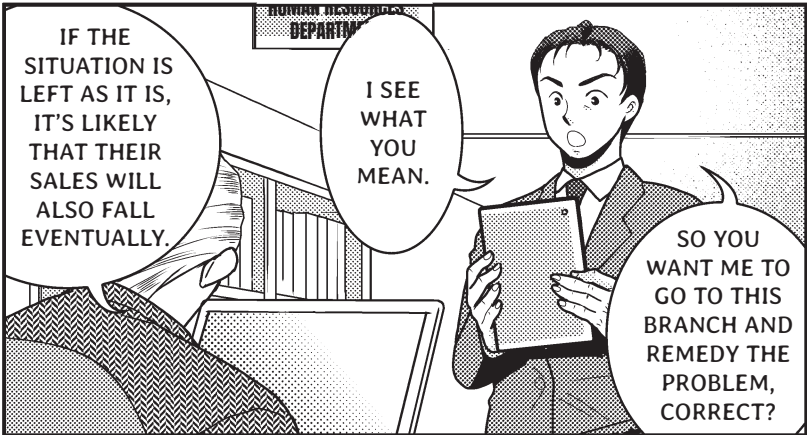


**STORY 1**  
**THE UNCHANGING**  
**WORKPLACE**



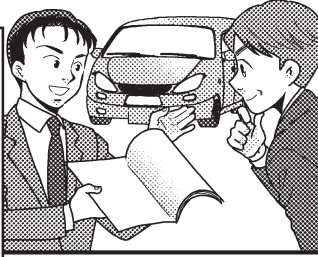
*NOTHING HAS  
CHANGED!*



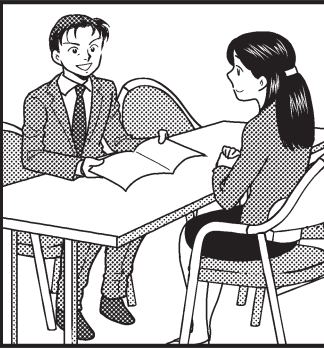


CAR DEALERS HAVE TO DEAL WITH A LOT OF THINGS AT WORK.

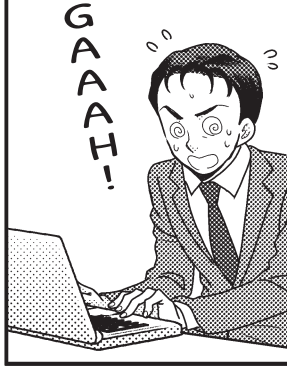
ASIDE FROM CAR SALES ITSELF...



THEY HAVE TO KEEP UP WITH ALL THESE NUMBERS EVERY DAY, NO, EVERY HOUR, NO, EVERY MINUTE.



...THEY ALSO HAVE TO DEAL WITH INSPECTIONS AND INSURANCE SALES AND RENEWAL.



IT'S A STORE MANAGER'S JOB TO OVERSEE ALL OF THESE THINGS. THAT IS WHY...

...THEIR ABILITY IS USUALLY DIRECTLY REFLECTED IN THE STORE'S SALES.



MY NAME IS SAKIGAKE. I'M GOING TO BE YOUR NEW STORE MANAGER STARTING TODAY.

I LOOK FORWARD TO WORKING WITH ALL OF YOU.



**SALES MANAGER**  
KAZUHIKO AKEMOTO

**SALES**  
TOSHITSUGU  
HANAMI

WE  
LOOK  
FORWARD  
TO WORKING  
WITH YOU  
AS WELL.

**ENGINEER**  
MAKOTO HAKOBE

**SALES**  
YUMI HIROSE

**SERVICE STATION MANAGER**  
TORU NIWA

