

Step 4 - Never Explain Why

Failing to explain "why" is an important step in creating organization dysfunction.

Change in business climate, markets, and practices are inevitable. Change mismanagement is one of the most effective ways to create organizational dysfunction.

When employees don't know why internal changes are being made or why they are asked to use a certain methodology, management has full control. When management can keep everyone guessing and under the control of "because I said so", employees become the faithful soldiers who don't question orders — or so the manager thinks.

The reality is that employees need to feel a certain amount of control in their work lives. What's more, they will be more effective agents of change when they feel like they are allowed to be engaged in the changes that occur. Failure to properly engage and inform employees during times of change is one of the best ways to encourage the best performers to jump ship in fear of their future. Employee turnover and the demoralization of the remaining employees are sure to create organizational dysfunction. Frustration abounds and ranges from a reduction in employee diligence and caring for the details to massive turnover.