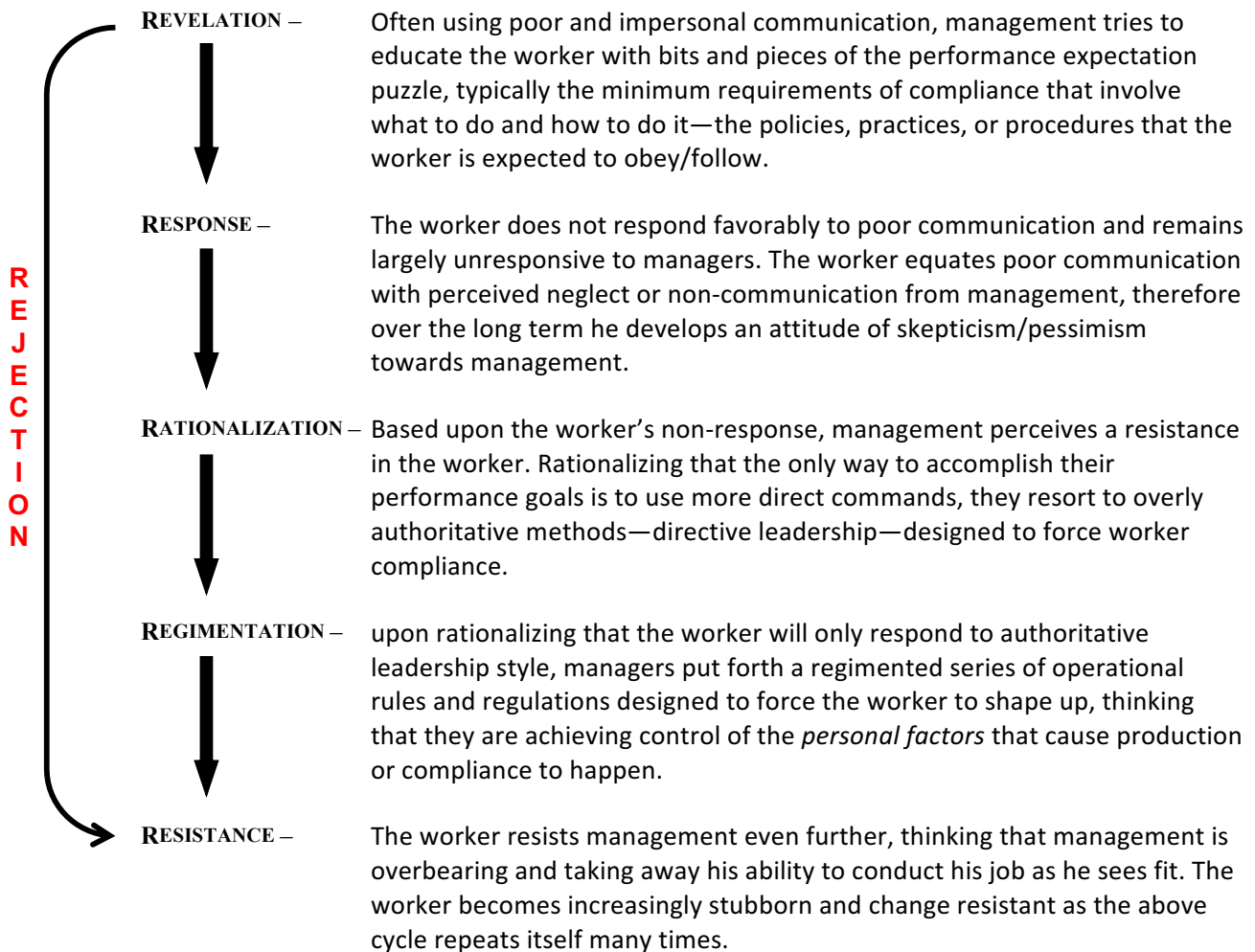


## Avoid This Sure-Fire Way To Breed Rejection

The debate over what creates a hardnosed change-resistant worker or workforce centers on two causes: the worker himself and the approach used to manage him. While it may be convenient to say that a change-resistant work culture is a cumulative product of its individual workers, and thus lay blame almost totally on the worker, there is much to indicate that employee management bears much of the blame for the creation of both a hardnosed worker and his change-resistant environment.

Frequently the cycle of management missteps—the five R’s—that creates and reinforces a change-resistant hardnosed worker is as follows.



The mistake of management is that it attempts to force workers into compliance—**legalism**. This approach has left the worker largely unresponsive and disengaged. There is a better way.

Contact me if I may be of assistance.

Ron Newton, President

**iWORK—Integrity at Work**

Author, *No Jerks On The Job*