

# **How to manage and drive change in a small and medium manufacturing production company?**

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## **Abstract**

Nowadays, companies are more and more confronted with changes that are external (competition, competitiveness, technological innovation, market fluctuations, legal changes, etc.) or internal (change of concept, implementation of new systems, change of direction, moving, etc.). These changes can destabilize and disrupt employees, which generates behavioral transformations such as blockage, fear, reluctance. The latter can generate resistance, or outright a rejection of change, hence the need to inform employees on the how and why of change? And support them in order to reduce these behaviors and encourage employee buy-in.

In this article, we will try to identify the sources of resistance to change, to define the key steps to manage the resistance that employees may have to change management projects. And finally, we will explain how to drive organizational change within a small and medium-sized enterprise to achieve operational excellence.

## **Keywords**

Organizational Change, Technological Innovation, SMEs, Operational Excellence.

## **Biographies**

**Arabi Salma** is a PhD student at laboratory of Industrial technologies in faculty of sciences and technologies of Fez, Sidi Mohammed Ben Abdellah University, Morocco. Holder of a diploma of state engineer in mechatronics engineering from the same faculty. Her research concerns the difficulties faced by small and medium-sized

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**Chafi Anas** is an accredited professor at the Sidi Mohamed Ben Abdellah University (USMBA) / Faculty of Science and Technology of Fes (FST of Fez). He is a member of the laboratory of industrial techniques. He is a State Engineer in Materials Engineering at the Rabat School of Mines and a PhD in Industrial Engineering from the FST Fez. He is a senior member of the research team: Engineering and Management of Production Systems and Managerial Systems. In addition, he is part of the Industrial Engineering department and teaches production management, maintenance management and operations research

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