

## **“J-CURVE” : CREATING A SHORT CUT TO SPEED UP THE EFFECTIVE REFORMATION (Presented by Chen Dun-chi)**

Jerald M. Jellison, the well-known professor of University of Southern California, proposes the idea of “J-Curve,” a notion of management. He considers that the “J-Curve” is not only a curve to help to apprehend subordinates’ emotional reaction and professional performance toward reformation, but also a reverse curve that can guide leaders to speed up effective reformation and raise corporate business achievement of the organization. The following is a summary of the major management tips revealed by the “J-Curve.”

1. “J-Curve” can apprehend ordinary people’s emotional reaction and professional performance toward reformation.
2. “J-Curve” can guide leaders to speed up effective reformation and raise corporate business achievement of the organization.
3. The reaction of the members in the organization toward reformation is usually divided into three categories: the people who take orders, the people who stand by, and the people who resist. The most effective ways of communication are persuasion and education.
4. The way of catalyzing is an art to transform the resistance of reformation into the positive force.
5. People of the management level should communicate with first line workers, giving them clear direction and cultivating their sense of responsibility.
6. People of the management level should be considerate of subordinates’ negative reaction toward reformation with empathy.

7. Personalized accomplishment can stimulate fellow workers to participate in the reformation and hence attain to the best performance.
8. People of the management level should create a friendly environment toward reformation, so that the reformation can proceed smoothly and workers can also find pleasure in it.
9. Since leaders are the most powerful source of reformation, they must keep the enthusiasm of reformation.
10. In order to establish the culture of reformation in the organization, it needs the promise of the members as well as the support and resource of the management level. (~ Shu-chun Yen )

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