WEBINAR
How to Manage Resistance to Change

- a Prosci® webinar delivered by proacteur
Webinar Agenda

Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist

How to Manage Resistance to Change

“A how-to is an informal, often short, description of how to accomplish a specific task.”

- Wikipedia
Key Insights that Impact Effective Change Management

Context

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Change Concepts

Change is a Process

The Right Answer is Not Enough

Incremental vs. Radical Change

Value Systems

Authority for Change

Senders and Receivers

Resistance and Comfort

Resistance is a natural reaction to change.

The Goal is to mitigate, not eliminate resistance.
Resistance to Change

The **current state** has tremendous holding power, and the uncertainty of success and fear of the unknown can block change and create resistance.

Now you

https://pollev.com/changepro

What does resistance to change look like?
More Than What We See and Hear – Root Causes

**Context**

**Why Resistance Management?**

**Steps to Manage Resistance**

**Resistance Checklist**

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**Current state**

“I’ve been successful”

“I’ve spent a lot of time learning what we do”

“I know how things are done today”

**Transition state**

“Things might get worse before they get better”

“I don’t have the time to learn something new”

“We may shift direction before we are even done”

**Future state**

“I don’t know how things will look when we get done”

“I’m not sure if I’ll be successful after the change”

“The unknown is scary”

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“The change, as it is designed, will not deliver the outcomes or objectives”
Success Requires Mitigation of Resistance to Change

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Current state

Transition state

Future state

Technical Side

People Side

Design

Develop

Deliver

Embrace

Adopt

Use

Results

Outcomes

Success

Success Requires Mitigation of Resistance to Change
Resistance to Change Comes with a Cost

Resistance identified as a **top obstacle** to change in all of Prosci’s best practices benchmarking studies

- Costs of resistance
  - Project delays
  - Outcomes or objectives not achieved
  - Project abandoned
  - Productivity declines
  - Absenteeism
  - Loss of valued employees
  - Extra risk
  - Extra costs
  - Inefficiencies
  - History of failed change

Resistances has costs (is not free)
To Minimize the Negative Impacts of Resistance

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1. Resistance Prevention
2. Proactive Resistance Management
3. Reactive Resistance Management
Resistance Prevention – Apply Change Management

1. Resistance Prevention

The application of a structured process and set of tools for leading the people side of change to achieve a desired outcome

What do we call this?

Apply change management at the onset of every project or change, and do it effectively!
Proactive Resistance Management – Anticipate Early

The anticipation and early identification of likely resistance so that it can be planned for, addressed or eliminated upfront

What are your areas of anticipated resistance?

There is no reason to wait for resistance. Anticipate and plan accordingly.
Reactive Resistance Management – Tactics to Address

3

Reactive Resistance Management

A set of tactics that can be used when resistance becomes enduring or persistent.

How do we react when resistance does begin to occur?

Resistance is a natural reaction to change!
Resistance Management in Prosci’s 3-Phase Change Management Process

**Phase 1 – Preparing for Change**
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

**In Phase 1 – Preparing for change**
Identify anticipated points of resistance and special tactics based on readiness assessments

**Phase 2 – Managing Change**
- Develop change management plans
- Take action and implement plans

**In Phase 2 – Managing change**
“Resistance management plan” is one of the five plans created as a deliverable

**Phase 3 – Reinforcing Change**
- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

**In Phase 3 – Reinforcing change**
Collect feedback, audit compliance, diagnose and address gaps, look for pockets of resistance
# Resistance Does Not Occur in a Vacuum

## Personal Context

- An employee’s **personal** and **family** situation
- An employee’s professional career **history** and **plans**
- The degree that this change will affect them **personally**

## Organizational Context

- **History** with change
  - Successes, failures
  - Flavor of the month
- An organization’s **values** and **culture**
- Change **saturation** and **capacity**
Let’s Put These Concepts to Work on a Change

The Change

- Finesta Financial is a financial services firm founded in 2000 with offices in Chicago (HQ), London, Hong Kong and Sydney
- Finesta is consolidating offices in Chicago to a single location as part of a Global Real Estate Optimization (GREO) initiative
- The office move involves a transition to mixed-use spaces (both open and private) to inspire collaboration and innovation
- The design eliminates cubicles & private offices for managers; yours included
- You lead a team of 10 client services associates in a ‘pod’ focused on specific offerings in the Finesta solution portfolio

Impacted Group
ADKAR Barrier
Anticipated Resistance
Approach to Manage Resistance

Organizational Level
Why They Resist Change
Root Causes
Approach to Manage Resistance

Org Attributes
Risk Assessment

By Group
By Level

Finesta Financial is a financial services firm founded in 2000 with offices in Chicago (HQ), London, Hong Kong and Sydney. Finesta is consolidating offices in Chicago to a single location as part of a Global Real Estate Optimization (GREO) initiative. The office move involves a transition to mixed-use spaces (both open and private) to inspire collaboration and innovation. The design eliminates cubicles & private offices for managers; yours included. You lead a team of 10 client services associates in a ‘pod’ focused on specific offerings in the Finesta solution portfolio.
In Phase 1 – Preparing for change

Identify anticipated points of resistance and special tactics based on readiness assessments

What resistance do you anticipate from your Client Services team?

Now you
ADKAR to Identify Types of Resistance Anticipated

A  Awareness
D  Desire
K  Knowledge
A  Ability
R  Reinforcement®

Barrier Point: the first ADKAR element that is insufficient and impedes progress. “Neutral” is a barrier.
Let’s Put These Concepts to Work on a Change

By Group

Impacted Group
ADKAR Barrier
Anticipated Resistance
Approach to Manage Resistance

Complete
Complete
Resistance Management Plan by Level

Phase 1 – Preparing for Change
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 – Managing Change
- Develop change management plans
- Take action and implement plans

Phase 3 – Reinforcing Change
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In Phase 1 – Preparing for change
Identify anticipated points of resistance and special tactics based on readiness assessments

Now you
As a Client Services manager, what resistance do you have to this change?
The Top Reasons for Manager Resistance

By Level

Organizational Level

Why They Resist Change
Root Causes
Approach to Manage Resistance

1. Organizational Culture

2. Lack of Awareness and Knowledge About the Change

3. Lack of Buy-in

4. Misalignment of Project Goals and Personal Incentives

5. Lack of Confidence in Their Own Ability to Manage the People Side of Change
The Top Reasons for Employee Resistance

1. Lack of Awareness of Why a Change is Needed
2. Change Specific Resistance
3. Change Saturation
4. Fear
5. Lack of Support From Management or Leadership

Organizational Level
Why They Resist Change
Root Causes
Approach to Manage Resistance
Let’s Put These Concepts to Work on a Change

By Level

Organizational Level
Why They Resist Change
Root Causes
Approach to Manage Resistance

<table>
<thead>
<tr>
<th>Impacted group</th>
<th>ADKAR barrier</th>
<th>Resistance anticipated or identified (what &amp; when)</th>
<th>How to identify resistance (what it will look &amp; sound like)</th>
<th>Approach for managing resistance (who &amp; what)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group 1</td>
<td>Awareness</td>
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<tr>
<td>Group 2</td>
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<tr>
<td>Group 4</td>
<td>Ability</td>
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</table>

<table>
<thead>
<tr>
<th>Level</th>
<th>Why they may resist this change</th>
<th>Root causes of resistance from Prosci research</th>
<th>Approach for managing resistance (who &amp; what?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td></td>
<td>• Lack of awareness of why the change is happening</td>
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<td></td>
<td></td>
<td>• WIJFM (“what’s in it for me”)</td>
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<td>Mid-level managers &amp; supervisors</td>
<td></td>
<td>• Lack of awareness of why the change is happening</td>
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<td></td>
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<td>• Loss of power or control</td>
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<td>• Overload of current responsibilities</td>
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<td>Executives &amp; senior managers</td>
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<td>• Disconnect with their strategy or financial objectives</td>
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<td></td>
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<td>• Disconnect with their compensation</td>
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Complete
Complete
Study participants report that much of the resistance they experienced could have been avoided.

Avoidable employee resistance

Avoidable manager resistance

Resistance Management Plan by Organizational Attributes

In Phase 1 – Preparing for change

Identify anticipated points of resistance and special tactics based on readiness assessments.

Situational Awareness

<table>
<thead>
<tr>
<th>Medium risk</th>
<th>High risk</th>
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<tbody>
<tr>
<td>Low risk</td>
<td>Medium risk</td>
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</tbody>
</table>

Change Characteristics

- Small, Incremental
- Large, Disruptive

Organizational Attributes

- Change Resistant
- Change Ready
Resistance Management in Prosci’s 3-Phase Change Management Process

In Phase 2 – Managing change

“Resistance management plan” is one of the five plans created as a deliverable

Resistance Management Plan

A comprehensive approach to managing resistance
Integrated with Sponsor Roadmap and Coaching Plan
Change Management Process for Managers and Supervisors

<table>
<thead>
<tr>
<th>Role</th>
<th>A</th>
<th>D</th>
<th>K</th>
<th>A</th>
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<tr>
<td>Communicator</td>
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<td>Answer why, why now, what if, my impact</td>
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<td>Liaison</td>
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<td>Results and feedback</td>
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<tr>
<td>Advocate</td>
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<tr>
<td>Demonstrate commitment</td>
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<td>Resistance Manager</td>
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<td></td>
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<tr>
<td>Identify and address root causes</td>
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<tr>
<td>Celebrate and sustain</td>
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<tr>
<td>Coach</td>
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<td>Support “know how”</td>
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<td>Support execution</td>
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Research shows you have five roles in times of change.
Resistance Management in Prosci’s 3-Phase Change Management Process

Phase 1 – Preparing for Change
- Define your change management strategy
- Prepare your change management team
- Develop your sponsorship model

Phase 2 – Managing Change
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Phase 3 – Reinforcing Change
- Collect and analyze feedback
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Which Roles Are Managers/Supervisors Struggling to Fulfill?

Communicator: 22%
Advocate: 22%
Coach: 40%
Resistance Manager: 43%
Liaison: 25%

In Phase 3 – Reinforcing change
Collect feedback, audit compliance, diagnose and address gaps, look for pockets of resistance
How to Manage Resistance to Change

Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist

Webinar

Handout

Summary Checklist


Resistance Management Plan by Group

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Prosci Resistance Management Checklist

1. Are you expecting and planning for resistance? Resistance is the normal response to change. This holds true for changes at home and at work. Even if the change or the solution is expected to improve the employees' situation, do not be surprised if you experience resistance. Expect and plan for resistance and identify the steps you can take to build buy-in and commitment.

2. Have you identified where in the organization resistance to change might come from? For a particular change, think about where resistance might come from and how you will deal with it before you begin implementing a solution. For instance, you can expect to see resistance coming from groups that are heavily invested in how things are done today. You can also expect resistance from parts of the organization that experience the most drastic changes or where changes have failed in the past.

3. Have you identified what resistance to the change might look like? Early in the project lifecycle, brainstorm what resistance to change might look like so you can be better prepared to identify it and react to it when it happens. For each group targeted by the change, ask the question “How will resistance manifest in this group?” This proactive and helps build commitment.

4. Have you identified potential risks to the project related to resistance? Resistance to change is a significant source of risk for the project and the organization. Resistance to change can result in project delays, project timeline issues, lower ROI, or a change being totally scrapped. Document risks at the beginning of the project and house them so you can begin to mitigate them.

5. Are you ready to diagnose the root cause of resistance? Many organizations fall into a trap of addressing the symptoms of resistance and not dealing directly with the root causes. Be sure to have methods for understanding why resistance is occurring and the root cause.

6. Do you know the top reasons employees resist change? The top reasons cited in research lack of awareness of the business need for change.

7. Do you know the top reasons managers resist change? The top reasons cited in research is a lack of understanding of the business need for change.

8. Are you using an individual change management model to understand resistance? Resistance happens at an individual level for specific and unique reasons. Each employee's perspective on change may be very different from another employee's perspective, even if they are in the same work group. AIDKAR gives you a foundation for understanding how one person goes through change and a tool for understanding why a particular individual is resisting change.

9. Do you have a system to place to identify and react to resistance when it happens? While there are many measures that can be taken to prevent and mitigate resistance before it impacts the organization, you must also be prepared to address resistance during implementation. When it does occur, the 10 steps to manage resistance will give managers concrete actions to take with their employees.

10. Have you prepared the people you need to respond to resistance? The most effective managers of resistance are those who have credibility and respect with the individuals. As a project team member or change management resource, your job is to prepare and support managers throughout the organization in their task to manage resistance and help employees through the change process.
Thanks for attending todays event

The presentation will be available on www.proacteur.com within a few days

For questions please email mka@proacteur.com

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