



Webinar Agenda

Context

Why Resistance Management?

Steps to Manage Resistance

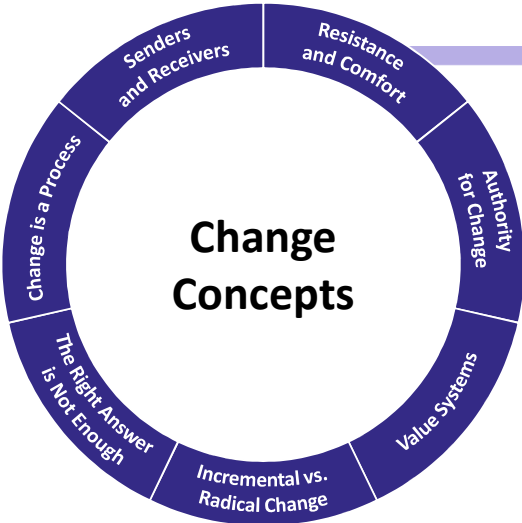


Resistance Checklist

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		 Resistance is a natural reaction to change.
Why Resistance Management?		 The Goal is to mitigate, not eliminate resistance.
Steps to Manage Resistance		
Resistance Checklist		

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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



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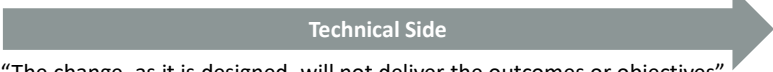



What does resistance to change look like?


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How to Manage Resistance to Change







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More Than What We See and Hear – Root Causes

Context	 <p>Technical Side</p> <p>“The change, as it is designed, will not deliver the outcomes or objectives”</p>		
Why Resistance Management?	 <p>Current state</p>	 <p>Transition state</p>	 <p>Future state</p>
Steps to Manage Resistance	<p>“I’ve been successful”</p> <p>“I’ve spent a lot of time learning what we do”</p>	<p>“Things might get worse before they get better”</p> <p>“I don’t have the time to learn something new”</p>	<p>“I don’t know how things will look when we get done”</p>
Resistance Checklist	<p>“I know how things are done today”</p>	<p>“We may shift direction before we are even done”</p>	<p>“I’m not sure if I’ll be successful after the change”</p> <p>“The unknown is scary”</p>


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Success Requires Mitigation of Resistance to Change

Context	 <p>Technical Side</p>		<p>Design</p> <p>Develop</p> <p>Deliver</p>
Why Resistance Management?	 <p>Current state</p>	 <p>Transition state</p>	 <p>Future state</p>
Steps to Manage Resistance	 <p>People Side</p>		<p>Embrace</p> <p>Adopt</p> <p>Use</p>
Resistance Checklist	<p>+</p>		<p>=</p>
	 <p>Results Outcomes Success</p>		

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Resistance to Change Comes with a Cost



Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist


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

Resistances has costs (is not free)

- 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

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To Minimize the Negative Impacts of Resistance



Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist

- 1 Resistance Prevention
- 2 Proactive Resistance Management
- 3 Reactive Resistance Management

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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!

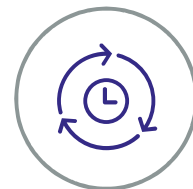
Proactive Resistance Management – Anticipate Early

2

Proactive
Resistance
Management

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.



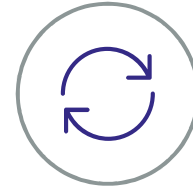
Reactive Resistance Management – Tactics to Address

3

Reactive
Resistance
Management

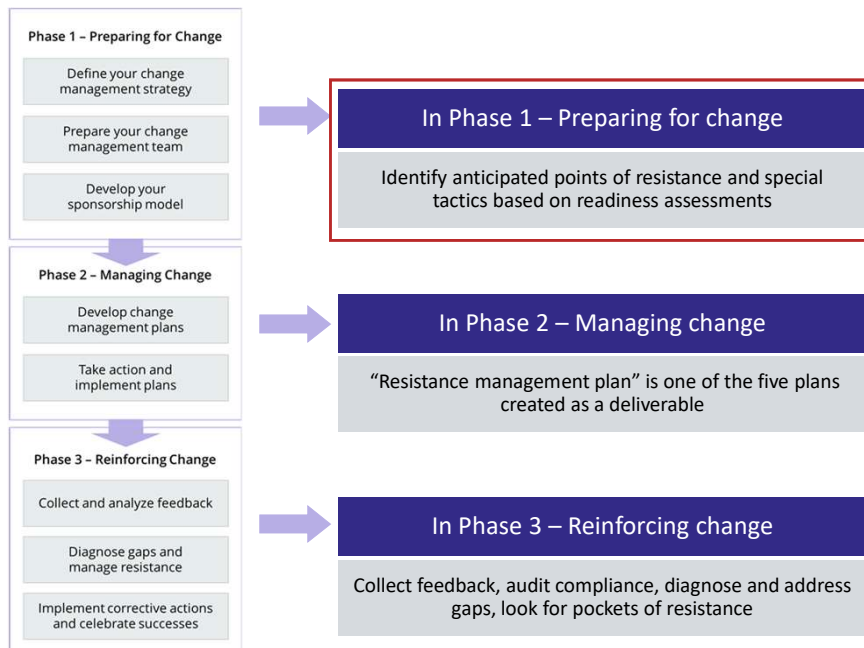


How do we react when resistance does begin to occur?



Resistance is a natural reaction to change!

Resistance Management in Prosci's 3-Phase Change Management Process



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**

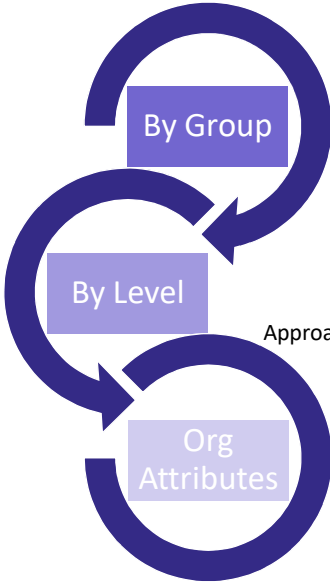
Change **saturation** and change **capacity**

Resistance Does Not Occur in a Vacuum



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Let's Put These Concepts to Work on a Change



Impacted Group
ADKAR Barrier
Anticipated Resistance
Approach to Manage Resistance


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

Organizational Attributes
Risk Assessment




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

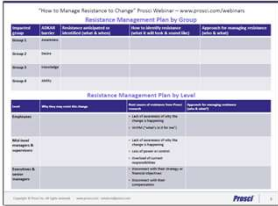


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Resistance Management Plan by Group



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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

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

In Phase 1 – Preparing for change

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


Now
you



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What resistance do you anticipate from your Client Services team?

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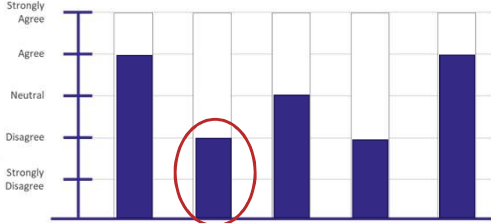


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ADKAR to Identify Types of Resistance Anticipated



- A **Awareness**
- D **Desire**
- K **Knowledge**
- A **Ability**
- R **Reinforcement®**



Strongly Agree
Agree
Neutral
Disagree
Strongly Disagree


“

 Awareness: I fully understand the reasons for this change.
 Desire: I have chosen to support and participate in this change.
 Knowledge: I have the knowledge I need of how to change and be successful in this change.
 Ability: I have the ability to implement the change and perform the required skills and behaviors.
 Reinforcement: Meaningful reinforcements are in place that will help me continue and sustain this change.

”

Barrier Point: the *first* ADKAR element that is insufficient and impedes progress. “Neutral” is a barrier.

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Let's Put These Concepts to Work on a Change



Impacted Group
ADKAR Barrier
Anticipated Resistance
Approach to Manage
Resistance

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Resistance Management Plan by Group

Impacted group	ADKAR barrier	Resistance anticipated or identified (what & when)	How to identify resistance (what it will look & sound like)	Approach for managing resistance (who & what)
Group 1	Awareness		Complete	Complete
Group 2	Desire			
Group 3	Knowledge			
Group 4	Ability			

Resistance Management Plan by Level

Level	Why they may resist this change	Root causes of resistance from Prosci research	Approach for managing resistance (who & what?)
Employees		<ul style="list-style-type: none"> Lack of awareness of why the change is happening WIIFM ("what's in it for me") 	
Mid-level managers & supervisors		<ul style="list-style-type: none"> Lack of awareness of why the change is happening Loss of power or control Overload of current responsibilities 	
Executives & senior managers		<ul style="list-style-type: none"> Disconnect with their strategy or financial objectives Disconnect with their compensation 	

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Resistance Management Plan by Level

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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

Now
you



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Phase 3 – Reinforcing Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes



As a Client Services manager, what resistance do you have to this change?

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The Top Reasons for Manager Resistance





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**

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The Top Reasons for Employee Resistance



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

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Let's Put These Concepts to Work on a Change



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

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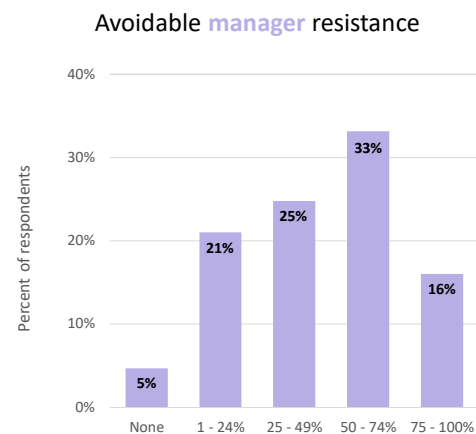
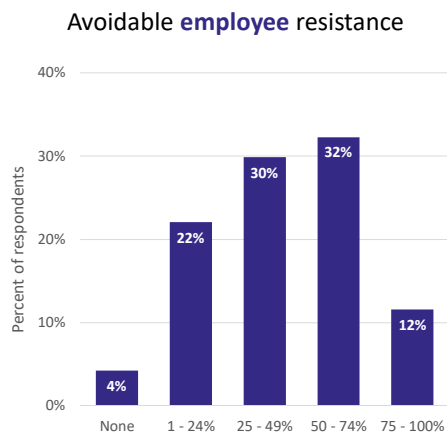
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Anticipating and Avoiding Resistance



Study participants report that much of the resistance they experienced could have been avoided



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Resistance Management Plan by Organizational Attributes

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

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes

In Phase 1 – Preparing for change

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


Situational Awareness

Change Resistant	★ Medium risk	★ High risk
	Low risk	Medium risk
Change Ready		

Small, Incremental → Large, Disruptive

Change Characteristics

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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

- Develop change management plans
- Take action and implement plans

Phase 3 – Reinforcing Change

- Collect and analyze feedback
- Diagnose gaps and manage resistance
- Implement corrective actions and celebrate successes


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

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Change Management Process for Managers and Supervisors

Research shows you have **five roles** in times of change

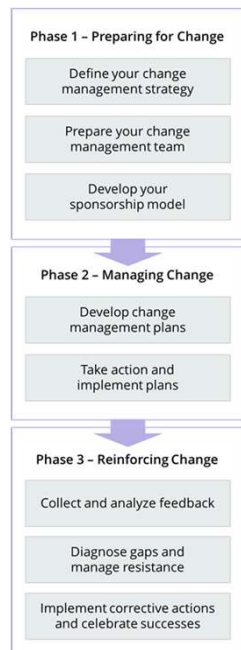
	A	D	K	A	R
 Communicator	Answer why, why now, what if, my impact				
 Liaison					Results and feedback
 Advocate		Demonstrate commitment			
 Resistance Manager		Identify and address root causes			Celebrate and sustain
 Coach			Support "know how"	Support execution	

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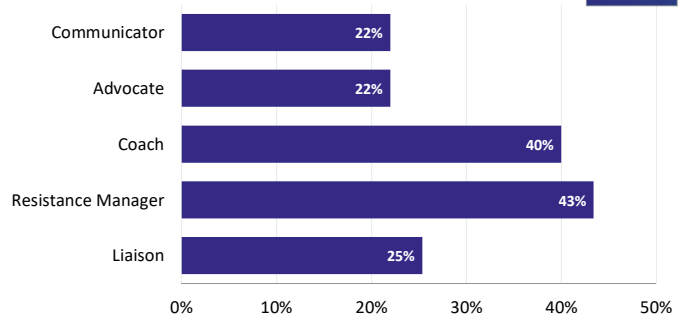
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Resistance Management in Prosci's 3-Phase Change Management Process



Which Roles Are Managers/Supervisors Struggling to Fulfill?



In Phase 3 – Reinforcing change

Collect feedback, audit compliance, diagnose and address gaps, look for pockets of resistance

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How to Manage Resistance to Change

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How to Manage Resistance to Change

Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist

Summary Checklist

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Resistance Management Plan by Group

Impacted group	ADKAR barrier	Resistance anticipated or identified	How to identify resistance	Approach for managing resistance
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Group 3	Knowledge			
Group 4	Ability			

Level	Why they may resist this change
Employees	
Mid-level managers & supervisors	
Executives & senior managers	

Prosci Resistance Management Checklist

Prosci's Resistance Management Checklist draws on benchmarking research and can be used as an audit tool.

- ✓ Are you expecting and planning for resistance? Resistance is the natural 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 employee’s 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.
- ✓ 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.
- ✓ 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 itself in this group?” This is proactive and helps build commitment.
- ✓ 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, projects missing objectives, lower ROI, or a change being totally scrapped. Document risks at the beginning of the project and how you can begin to mitigate them.
- ✓ 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.
- ✓ Do you know the top reasons employees resist change? The top reason cited in research is lack of awareness of the business need for change.
- ✓ Do you know the top reasons managers resist change? The top reason cited in research is organizational culture, followed by lack of awareness and knowledge about the change.
- ✓ Are you using an individual change management model to understand resistance? Resistance happens at an individual level for specific and unique reasons. One employee’s perspective on the change may be very different from another employee’s perspective, even if they are in the same workgroup. ADKAR gives you a foundation for understanding how one person goes through change and a tool for understanding why a particular individual is resisting change.
- ✓ Do you have a system in 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.
- ✓ 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 individual who is resisting change – likely their supervisor or manager. 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.

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Delivering organizational results by catalyzing individual transitions

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Build individual change competencies

Apply change management on initiatives

Embed organizational change capability