

Managing Resistance

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The Nature of Resistance

Do not underestimate the power of 'comfort' with how things are today.



Resistance is a **natural** reaction to change.



The goal is to mitigate, not eliminate all resistance.



Many are surprised by resistance to change; **expect it and plan for it.**

When managed properly, resistance can be constructive and improve change outcomes.

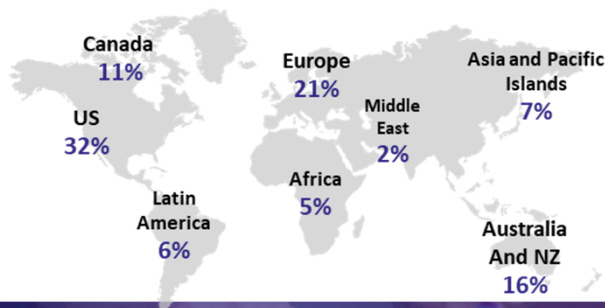
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Prosci, at Its Core, Is a Research Organization



Largest body of knowledge on change management



Topics Studied

- | | | | |
|------------------------------------|-------------------------|-------------------------------------|---------------------------------|
| Advice for new practitioners | Culture | Measurement and metrics | Sponsorship |
| Agile | Engagement | Methodology | Sustainment |
| Aligning CM with other disciplines | Global awareness | Organizational change capability | Team member attributes |
| Biggest obstacles | Greatest contributors | Readiness | Training |
| Change agent networks | Integrating CM and PM | Reinforcement | Trends in CM |
| Communications | Job roles and locations | Resistance management | Vertical industry customization |
| Complementary roles | Justifying CM | Resources and budgets | |
| Complex change | Manager role | Saturation and portfolio management | |

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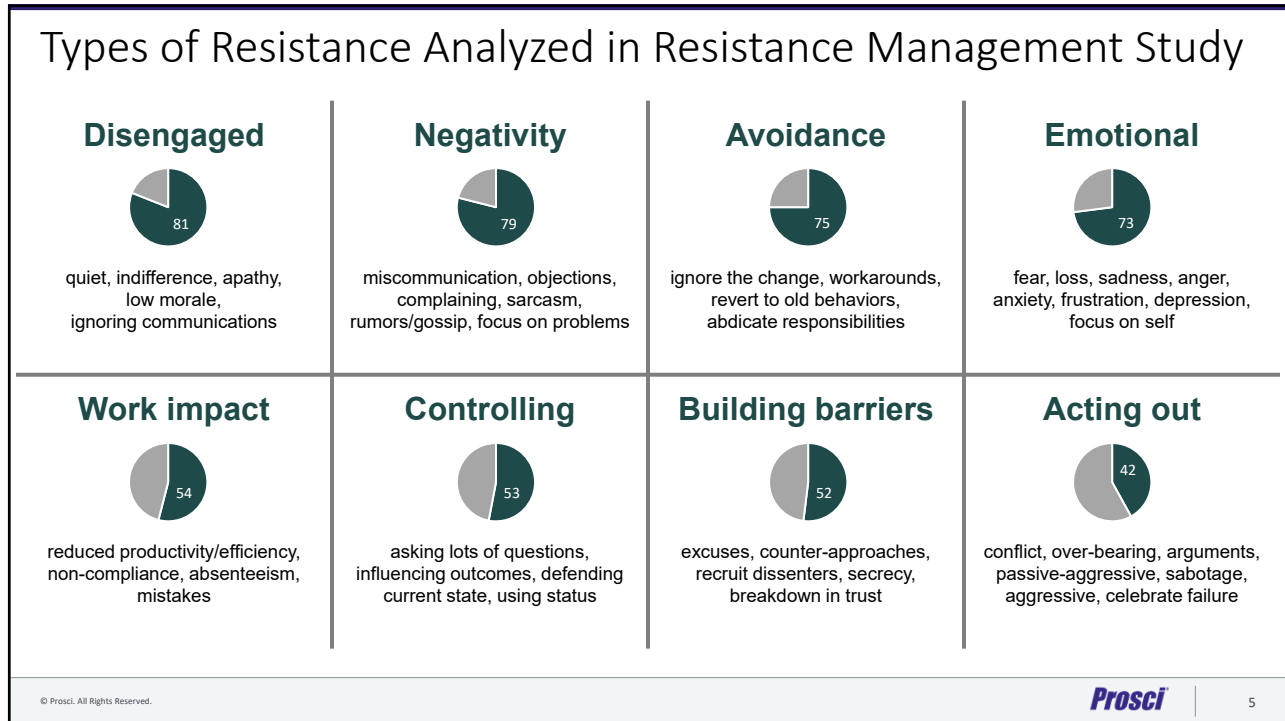
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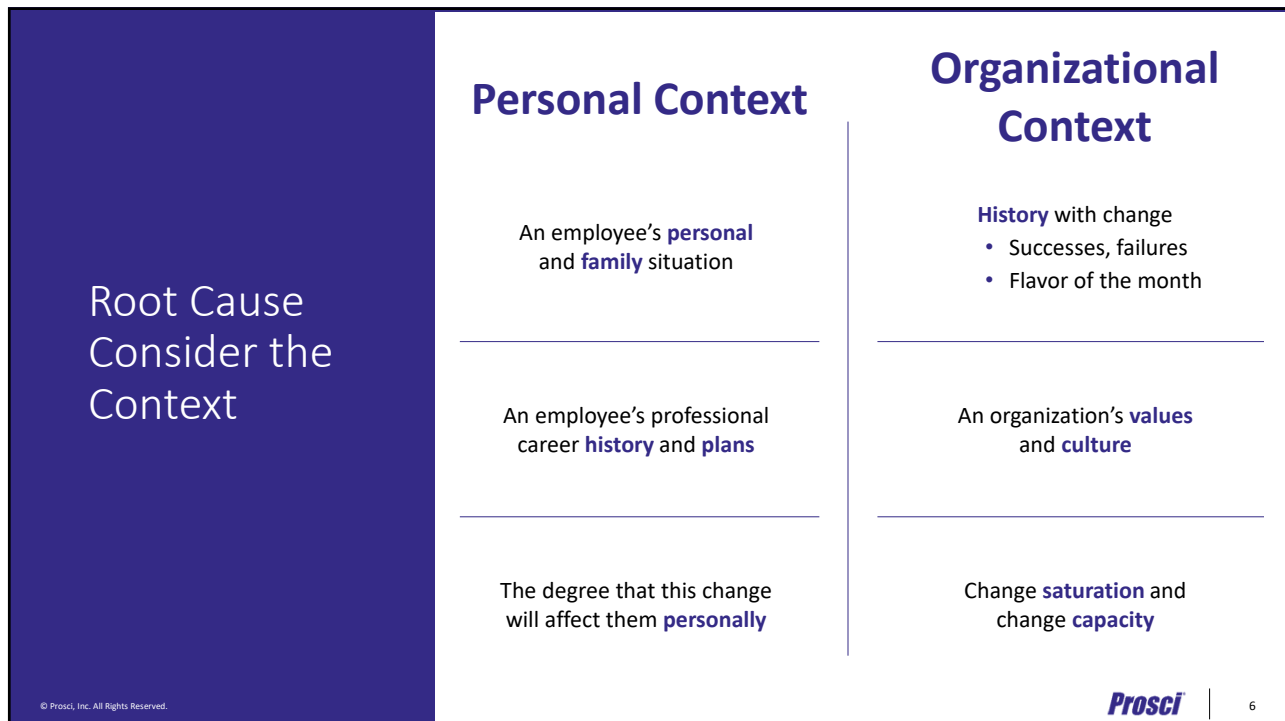
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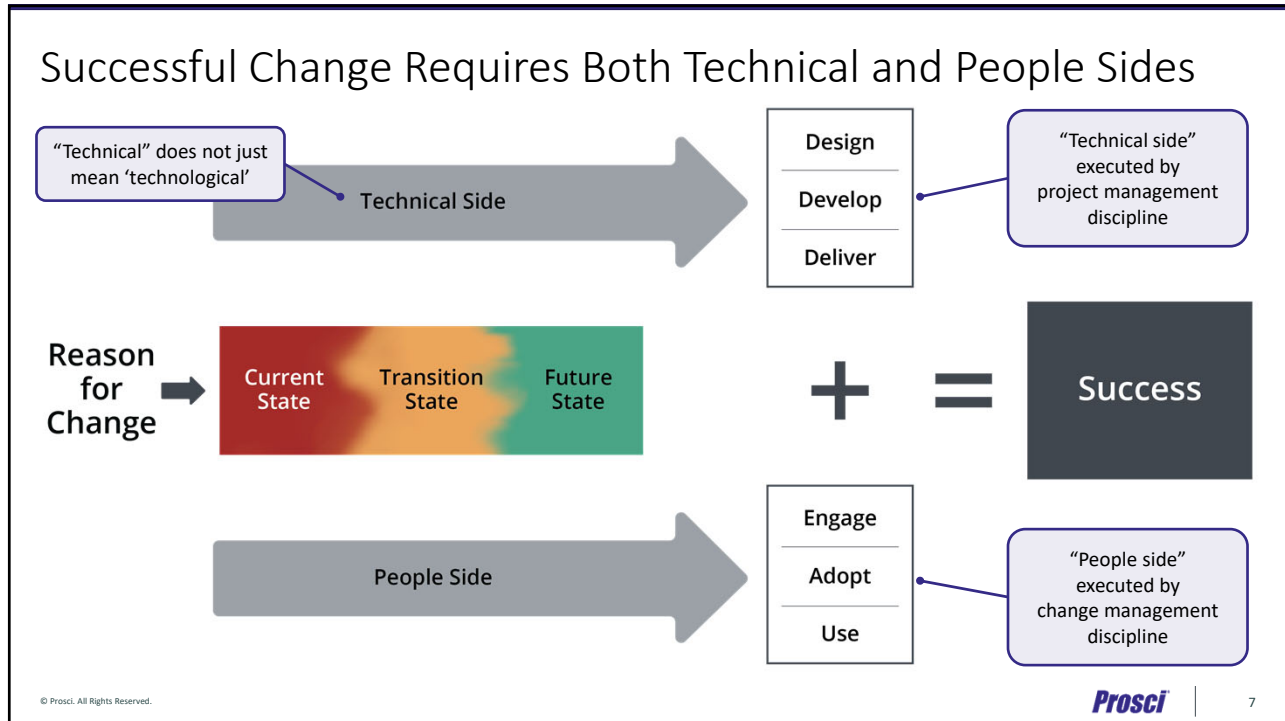
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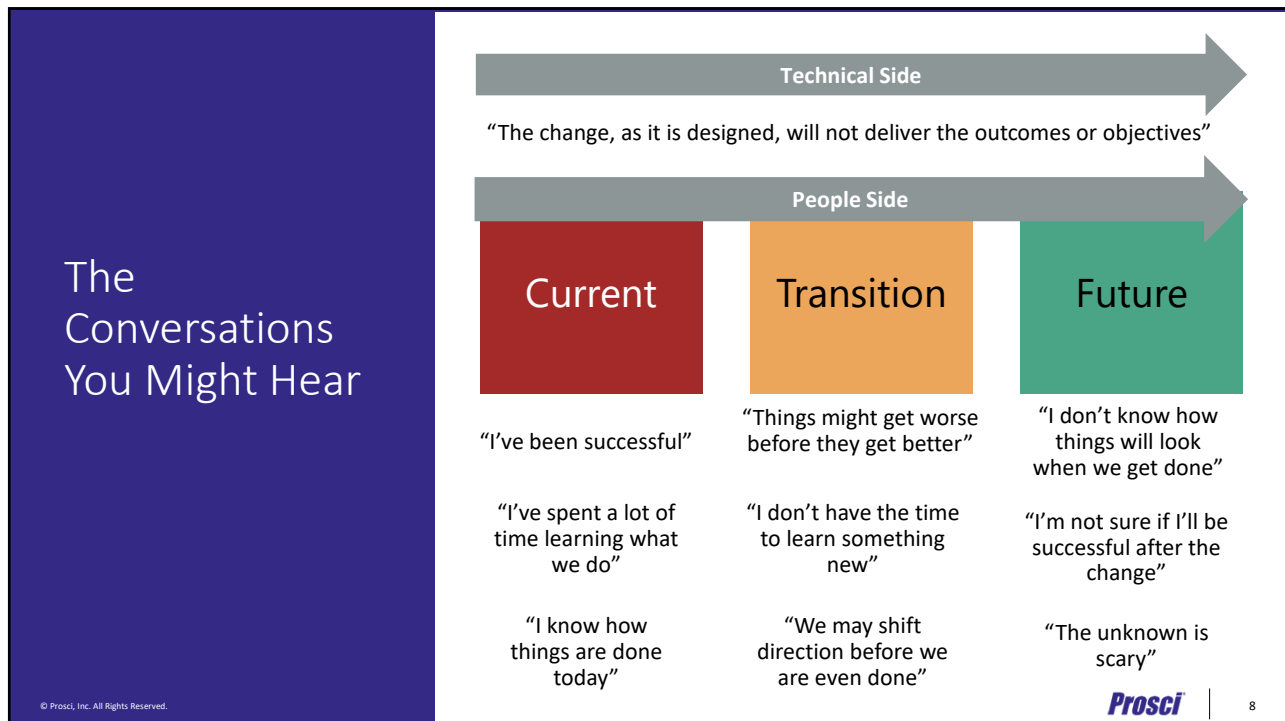
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Identify Potential Risks to the Project Related to Resistance



- Project delays
- Outcomes or objectives not achieved
- Lower return on investment (ROI)
- Project abandoned
- Productivity declines
- Absenteeism
- Loss of valued employees
- Extra costs
- Inefficiencies
- History of failed change

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Avenues of Resistance Management

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Resistance Prevention

Planning for, addressing or eliminating resistance by effectively applying change management

2

Resistance Response

Developing effective responses when resistance becomes enduring or persistent

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Resistance Prevention – Apply Change Management

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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!

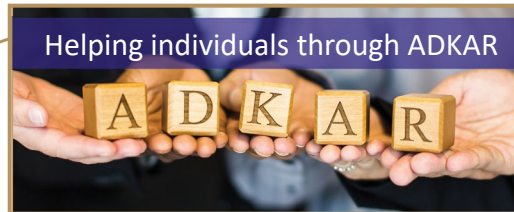
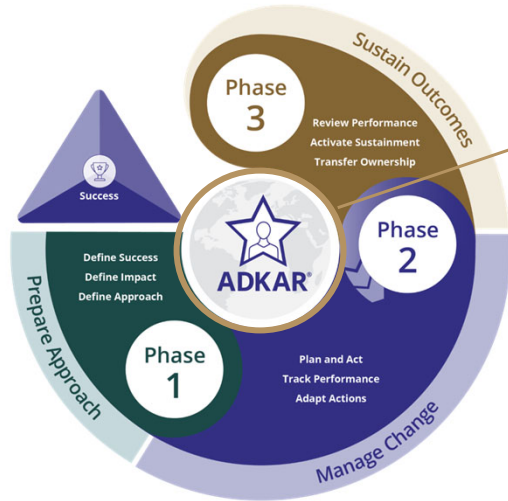
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The Prosci Methodology is an Enabling Framework for Managing the People Side of Change



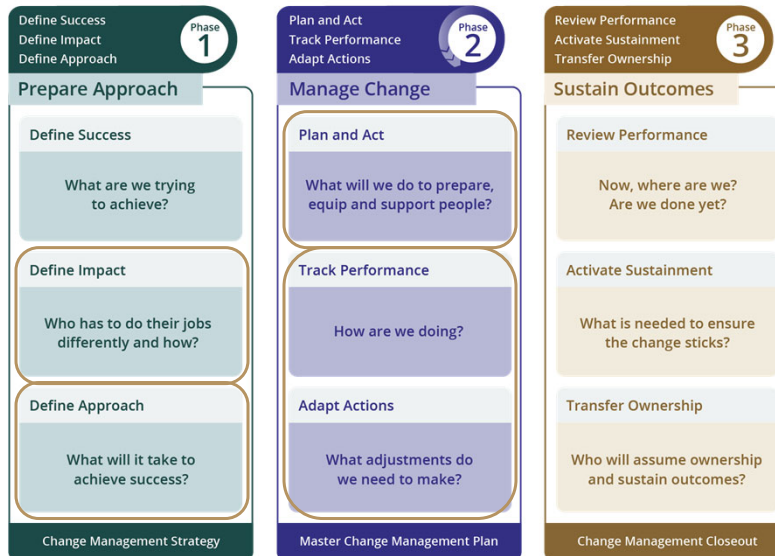
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Prosci 3-Phase Process Plain Language Questions



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Anticipate & Respond to Resistance




- 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

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Resistance Case Study



Finesta Financial is a financial services firm founded in 2000 with offices in Chicago (HQ), London, Hong Kong and Sydney

Finesta Financial LLC (Finesta) is a fictional company used by Prosci as a sample company.

The Change

- Finesta is consolidating offices in Chicago to a single location as part of a Global Real Estate Optimization (GREO) project
- The office move involves a transition to a permanent hybrid work environment
- You lead a team of 10 client services associates on a single 'pod' (4 pods)
- Some of your team will remain remote and some will return to in-office work (between 50%-100%)

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ADKAR to Identify Types of Resistance Anticipated or Observed



- 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.

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Resistance Management Plan: By Person or Group (Function, Role, Location)

Impacted Person or Group	ADKAR Barrier Point	WHAT: Resistance anticipated or observed (hear, behavior, attitude)	WHY: Root Cause(s)	HOW: Approach or tactic for managing resistance	WHO: Person or role to activate	WHEN: Timing	OUTCOME: Success Looks like
Person or Group	Awareness						
Person or Group	Desire						
Person or Group	Knowledge						
Person or Group	Ability						
Person or Group	Reinforcement						

ADKAR Model on a Page

ADKAR element	Definition	What you hear	Triggers for building
A Awareness	Of the need for change	“I understand why...”	Why? Why now? What if we don't?
D Desire	To participate and support the change	“I have decided to...”	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	“I know how to...”	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	“I am able to...”	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	“I will continue to...”	Mechanisms Measurements Sustainment








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You Are the Primary Resistance Manager for Your Team

Each of the CLARC Roles Drives Individual Change Through ADKAR

	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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Research Findings

Top reasons for **employee** resistance

1. Lack of awareness of the reason for the change
2. Change in role
3. Fear
4. Lack of support from and trust in management or leadership
5. Lack of inclusion in the change



Top reasons for **manager** 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 ability to manage the people side of change



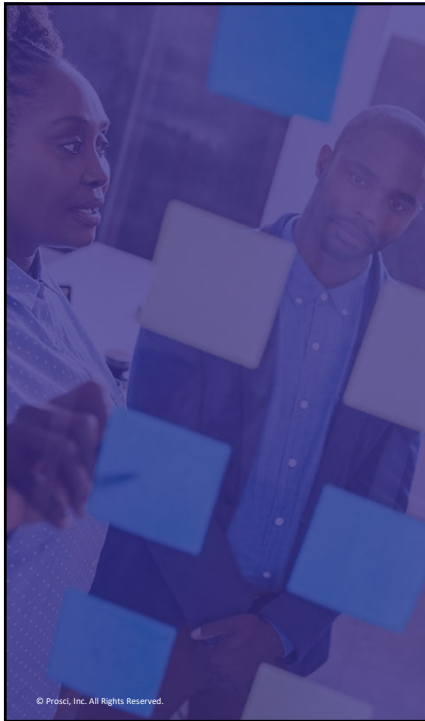
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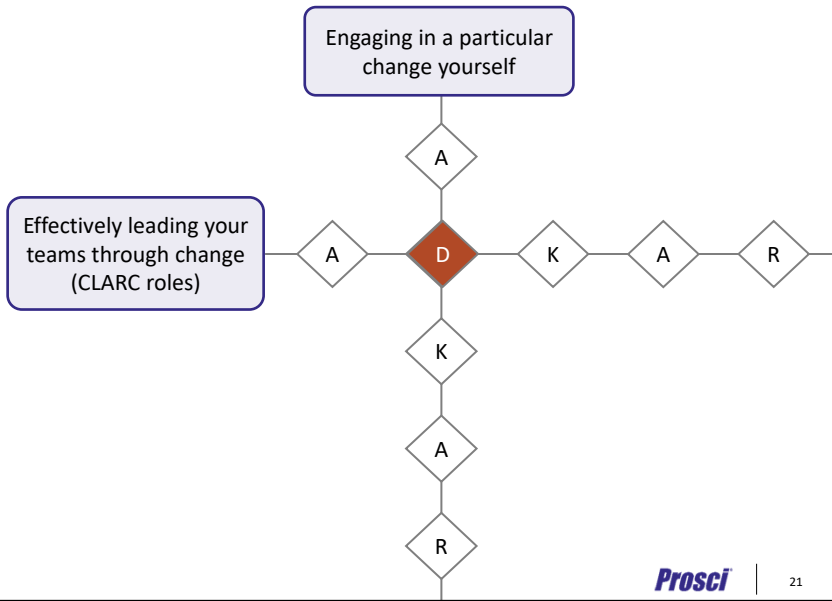
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The Manager's Challenge



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Resistance Management Plan: By Level

By Level

Level	Root causes of resistance from Prosci research
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

Resistance Management Plan by Organizational Level

Level	Root causes of resistance from Prosci research	WHAT: Resistance anticipated or observed (behavior, attitude)	HOW: Approach or tactic for managing resistance	WHO: Person or role to activate	WHEN: Timing	OUTCOME: Success Looks like
Employees	<ul style="list-style-type: none"> Lack of awareness of why the change is happening WIIFM ("what's in it for me") 					
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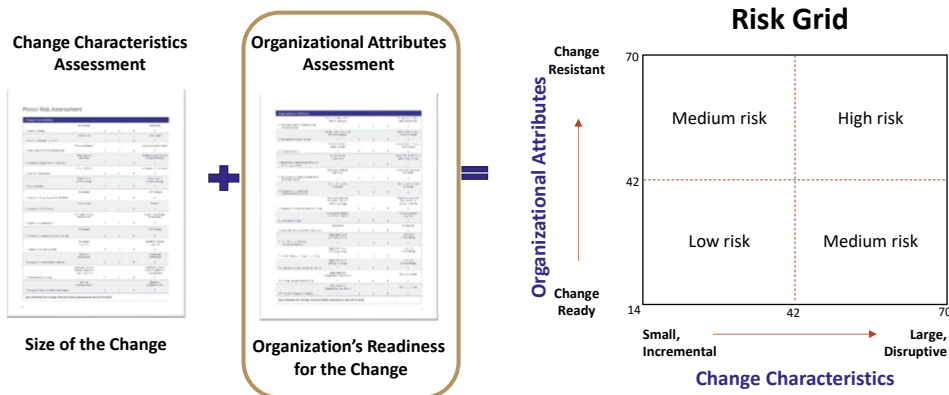
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Scale Your Resistance Management Effort: By Risk Profile



- Risk will drive how to customize and scale your plans
- Start with the assessments to establish the size (horizontal axis) and readiness (vertical axis)



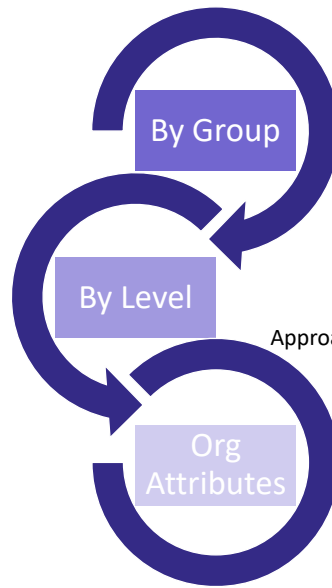
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Anticipate & Respond to Resistance



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

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Reactive Resistance Management – Tactics to Address

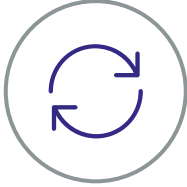
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Reactive Resistance Management



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!

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Prosci Managing Resistance Resources

Webinar Handout

Resistance Management Plan by Person or Impacted Group (Function, Role, Location)					
Impact Person or Group	ADKAR Barrier Point	WHAT: Resistance anticipated or observed (behavior, attitude)	WHY: Root Cause(s)	HOW: Approach or tactic for managing resistance	WHO: Person or role to activate
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Person or Group	Desire				
Person or Group	Knowledge				
Person or Group	Ability				
Person or Group	Reinforcement				

Resistance Management Plan by Organizational Level				
Level	Root causes of resistance from Prosci research	WHAT: Resistance anticipated or observed (behavior, attitude)	HOW: Approach or tactic for managing resistance	WHO: Person or role to activate
Employees	<ul style="list-style-type: none"> Lack of awareness of why the change is happening WIIFM ("what's in it for me") 			
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Executives & senior managers	<ul style="list-style-type: none"> Disconnect with their strategy or financial objectives Disconnect with their compensation 			

Resistance Checklist

Prosci's Resistance Checklist draws on more than 20 years of benchmarking research with more than 8,000 change management professionals around the world. Use this high-level checklist as a starting point for aligning your resistance management activities with change management best practices.

Prosci Resistance-to-Change Checklist

- Are you expecting and planning for resistance?

When human beings are exposed to changes in their surroundings, resistance is a natural and common reaction. This helps you be change or home and work. Even if you expect the change or solution to improve the employee 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 resistance to the change might come from?

For a particular change in your organization, 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 the parts of the organization that experienced the most drastic changes or where changes have failed in the past. Practically identifying where resistance might come from will help you plan for and deal with ongoing resistance.
- Have you identified what resistance to the change might look like?

Early in the project lifecycle, brainstorm what resistance might look like, where it is likely to come from, and how you might mitigate it. This resistance prevention is the primary avenue of resistance management.
- 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 as a whole. Resistance to change can result in project delays, missed objectives, lower return on investment (ROI), or a change being thrown out altogether. At the launch of a new project, document the risks associated with resistance and how you can begin to mitigate them.
- Are you able to diagnose the root causes of resistance?

Many organizations fall into a trap of addressing the symptoms of resistance, and not dealing directly with the root causes of resistance. Be sure to take methods in place for understanding why employees are resisting change, and deal directly with those root causes.
- Do you know the top reasons employees resist change?

Participants in Prosci's Best Practices in Change Management research consistently identify a lack of awareness about the business purpose of the change as the top reason employees resist change. If you are responsible for managing change, be sure to address this awareness gap and the other common reasons for resistance cited in the report.

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Summary Checklist

Use management model to understand resistance?
 For specific and unique resistance, use employees' perspectives on the why, even if they are in the same work group. An individual change ADKAR Model gives you a foundation for understanding how one tool for understanding why a particular individual resists a change.

Identify and respond to resistance when it happens?
 Focus on preventing resistance before it impacts the organization, address during implementation when it does occur. Such "resistance" naming the specific actions you and your organization's people

Identify the right people to address resistance?
 Identify the direct supervisor of the person resisting a change. In change, the Senior Vice President they report to should step in, resist a change, the employee's immediate supervisor is the best project team member or change management resource, your job about the organization, so they can manage resistance and help.

Prosci Methodology and Prosci's Biennial Best Practices in Change Management. Visit our Resource Center to explore helpful downloads, on-demand courses ready to learn and apply the Prosci Methodology and tools, and go attend a Prosci Change Management Certification Program.

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Resistance

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