

## Resistance Management Plan by Person or Impacted 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						

## 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"> <li>• Lack of awareness of why the change is happening</li> <li>• WIIFM (“what’s in it for me”)</li> </ul>					
Mid-level managers & supervisors	<ul style="list-style-type: none"> <li>• Lack of awareness of why the change is happening</li> <li>• Loss of power or control</li> <li>• Overload of current responsibilities</li> </ul>					
Executives & senior managers	<ul style="list-style-type: none"> <li>• Disconnect with their strategy or financial objectives</li> <li>• Disconnect with their compensation</li> </ul>					