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Prosci® Webinars

How to Manage Resistance

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Webinar Agenda

Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist

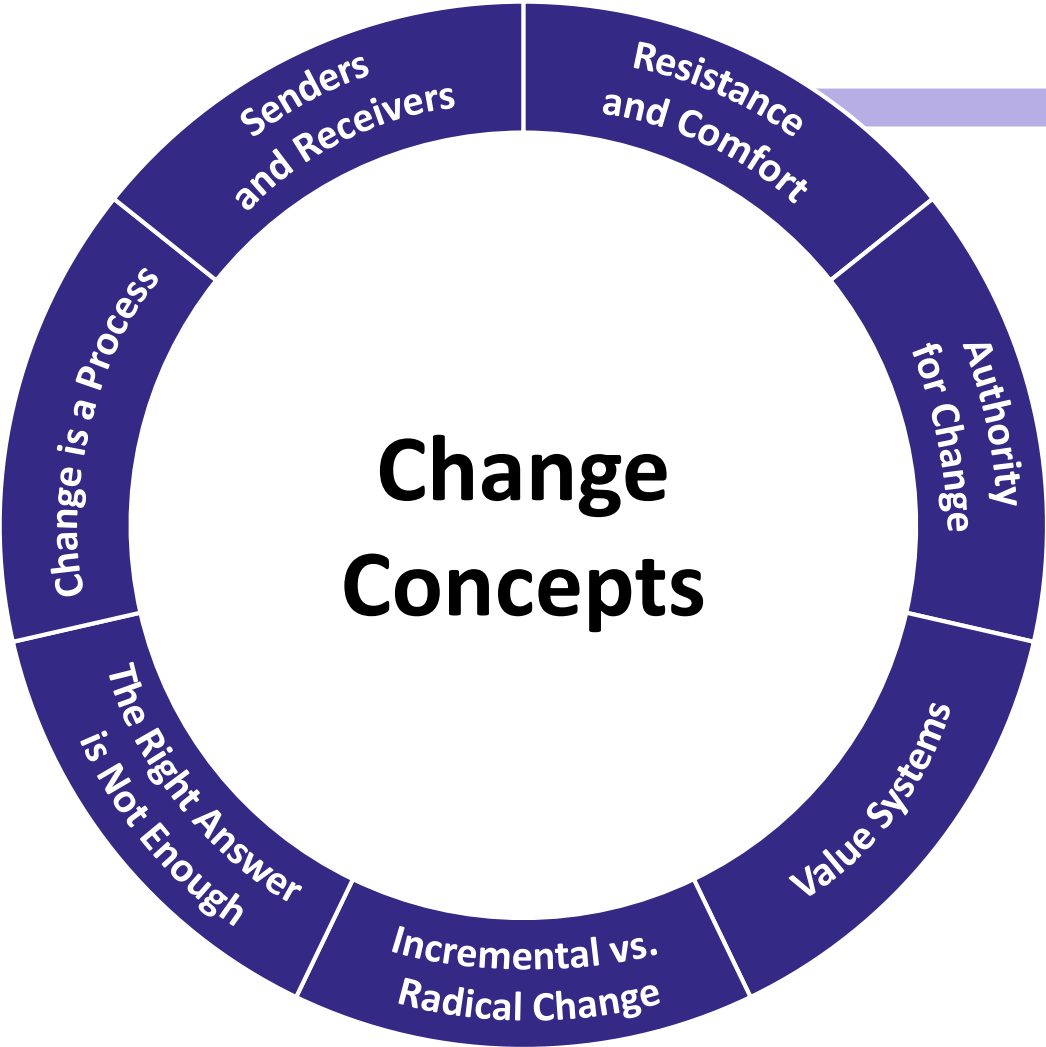
How to Manage Resistance to Change

“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
- Why Resistance Management?
- Steps to Manage Resistance
- Resistance Checklist



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

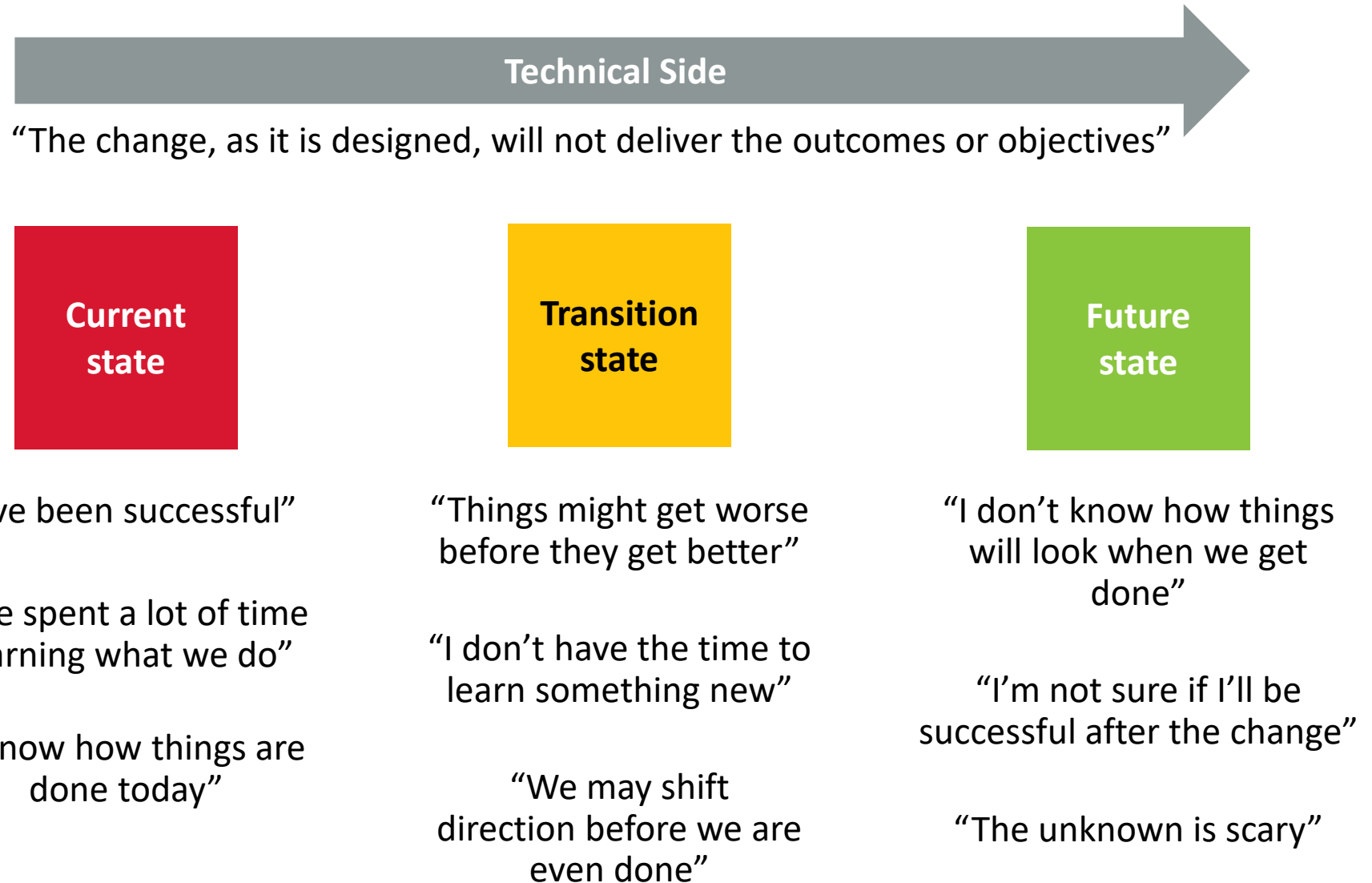


Poll Everywhere

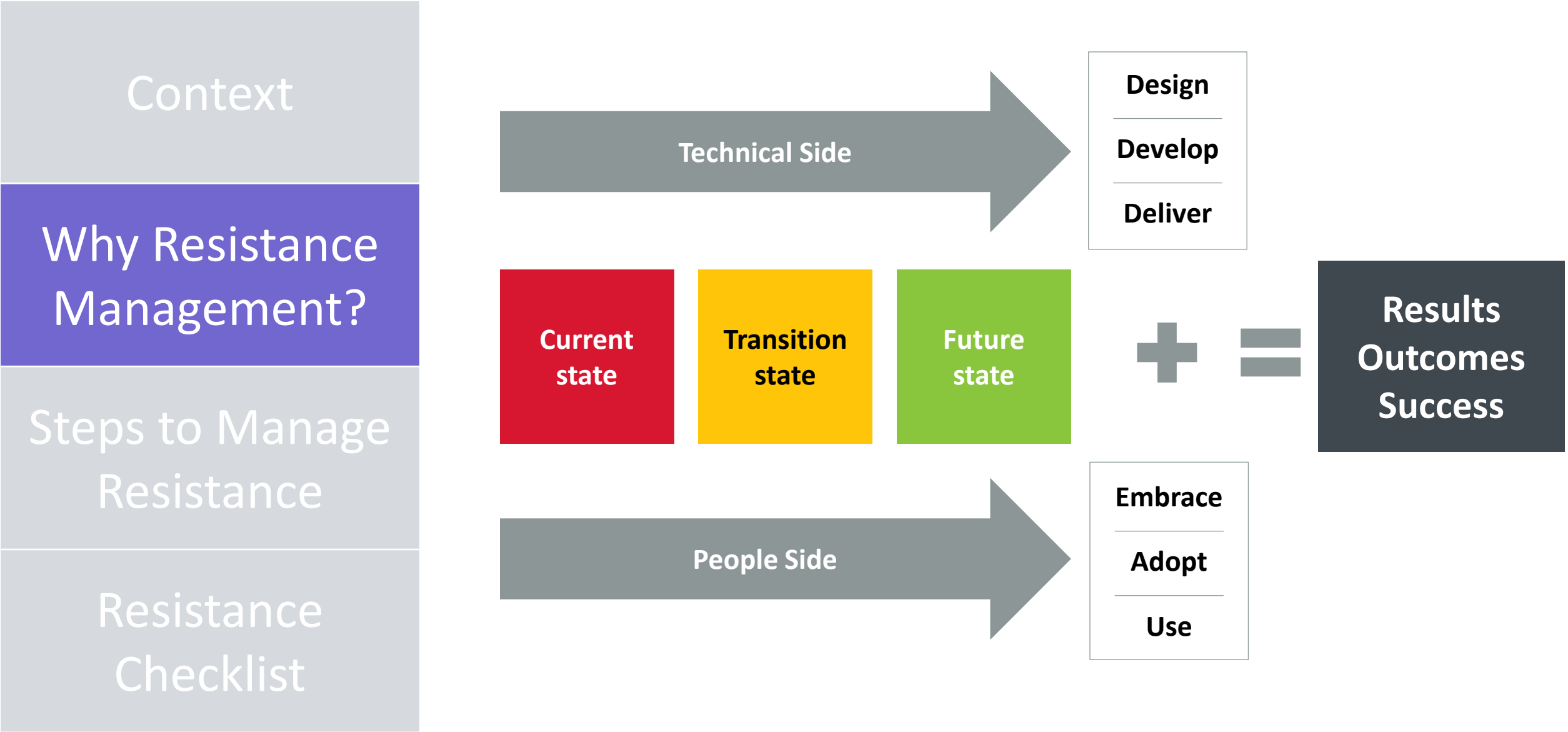
*What does
resistance to
change look like?*

More Than What We See and Hear – Root Causes

Context
Why Resistance Management?
Steps to Manage Resistance
Resistance Checklist



Success Requires Mitigation of Resistance to Change



Resistance to Change Comes with a Cost

Context

Why Resistance
Management?

Steps to Manage
Resistance

Resistance
Checklist

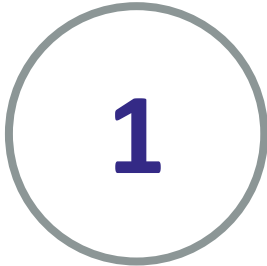
Resistance identified
as a **top obstacle** to
change in all of
Prosci's best practices
benchmarking studies

Resistances has costs
(is not free)

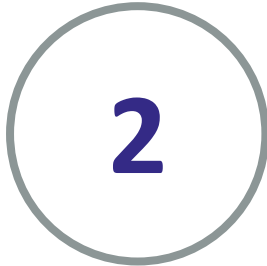
- Costs of resistance
 - Project delays
 - Outcomes or objectives not achieved
 - Project abandoned
 - Productivity declines
 - Absenteeism
 - Loss of valued employees
 - Extra risk
 - Extra costs
 - Inefficiencies
 - History of failed change

To Minimize the Negative Impacts of Resistance

- Context
- Why Resistance Management?
- Steps to Manage Resistance**
- Resistance Checklist



Resistance Prevention



Proactive Resistance Management



Reactive Resistance Management

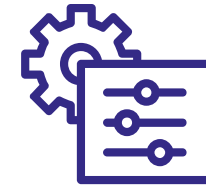
Resistance Prevention – Apply Change Management

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

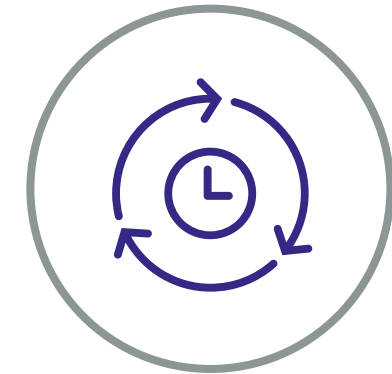


2

Proactive
Resistance
Management



What are your areas of anticipated resistance?



There is no reason to wait for resistance. Anticipate and plan accordingly.

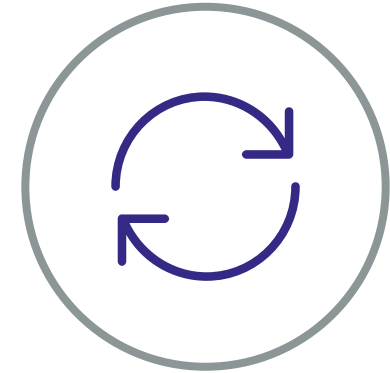
Reactive Resistance Management – Tactics to Address

3

**Reactive
Resistance
Management**

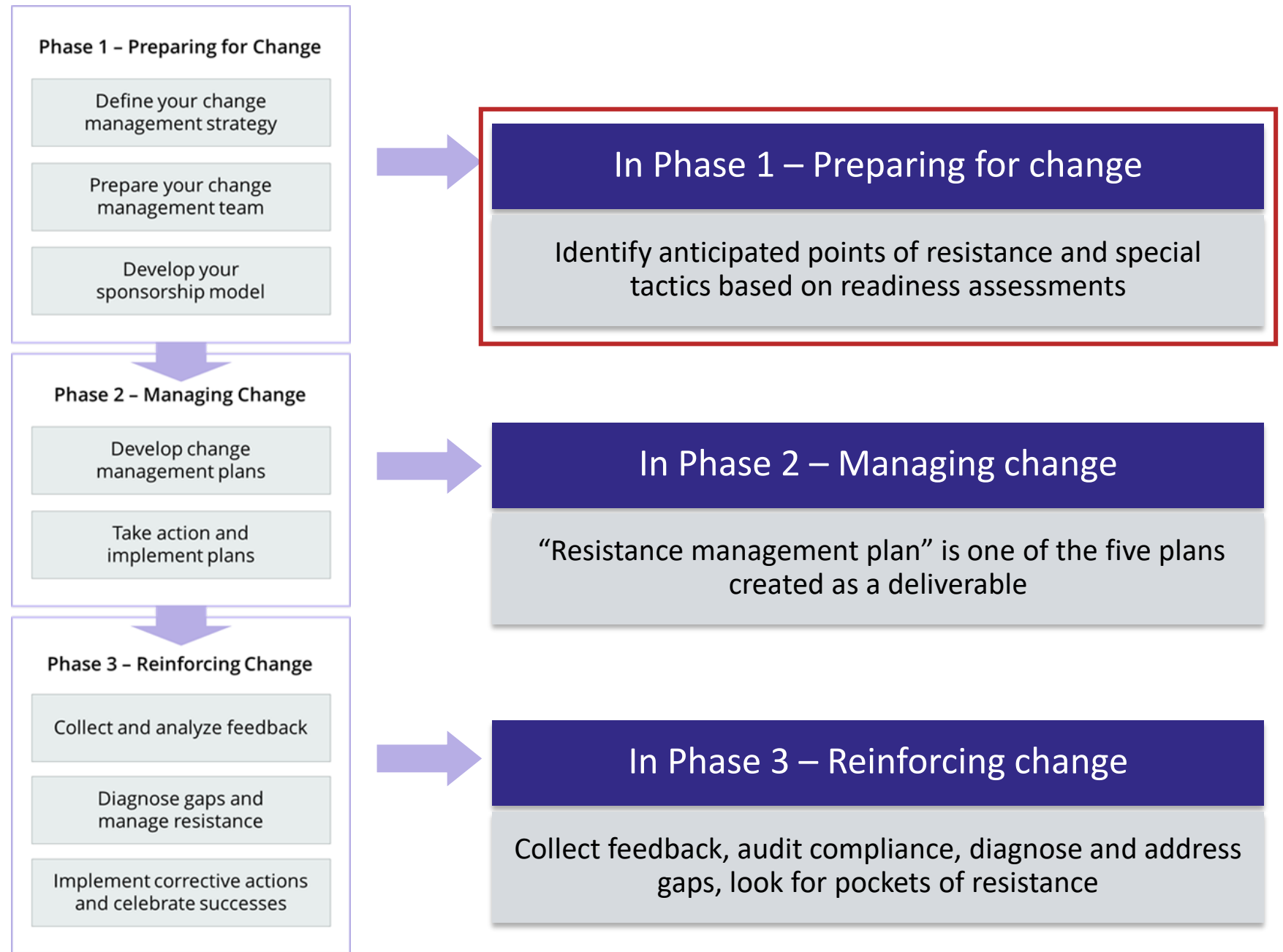
**A set of tactics that can be
used when resistance becomes
enduring or persistent.**

**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



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
change **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



Resistance Management Plan by Group

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Resistance Management Plan by Group

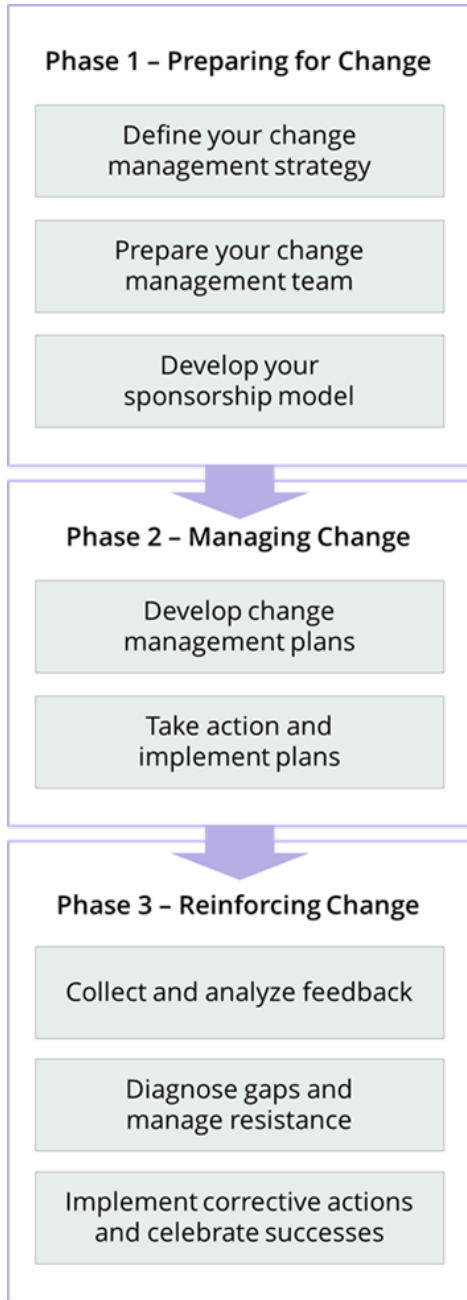
Impacted Group	ADKAR barrier	Resistance anticipated or identified (what & when)	How to identify resistance (what it will look & sound like)	Approach for managing resistance (who & what)
Group 1	Awareness			
Group 2	Desire			
Group 3	Knowledge			
Group 4	Ability			

Resistance Management Plan by Level

Level	Why they may resist this change	Root causes of resistance from Prosci research	Approach for managing resistance (what & when)
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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Webinar Handout



In Phase 1 – Preparing for change

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

Now
you



Poll Everywhere

What resistance do you anticipate from your Client Services team?

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



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			

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Resistance Management Plan by Level

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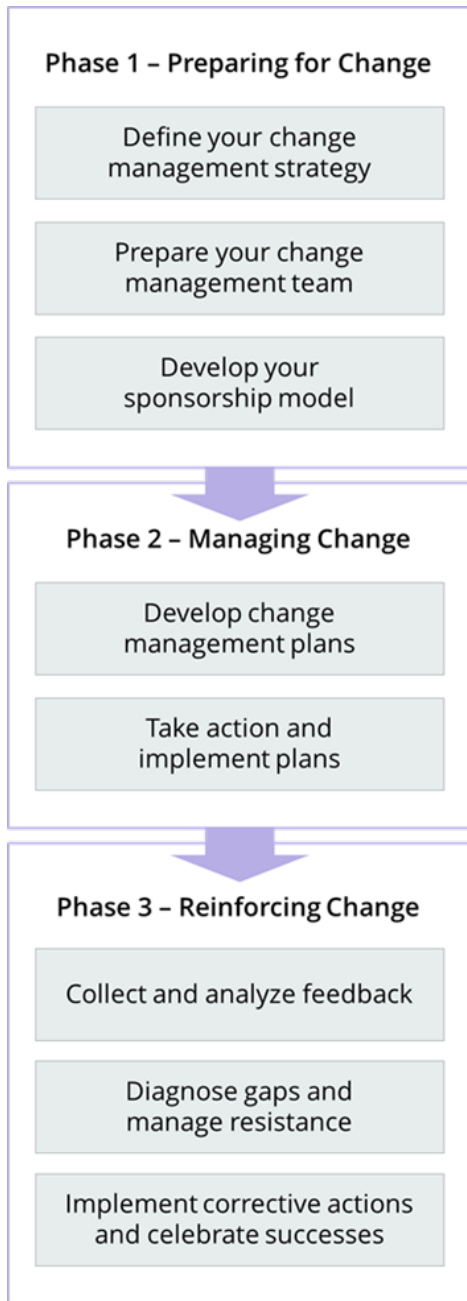
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Webinar Handout



In Phase 1 – Preparing for change

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

Now you



Poll Everywhere

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

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**

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

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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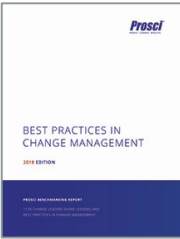
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Complete
Complete

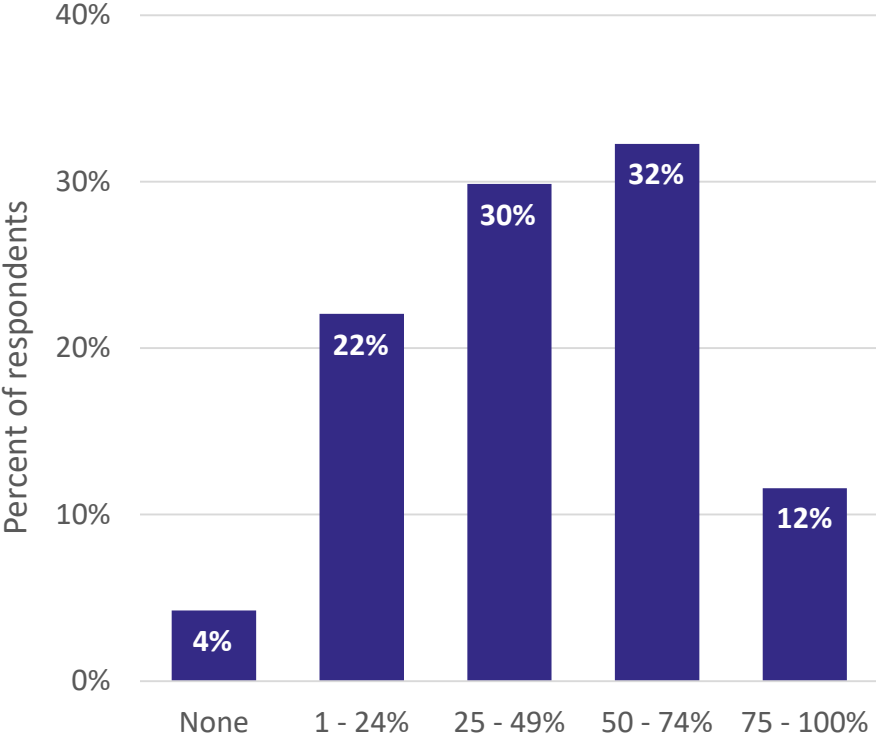
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Anticipating and Avoiding Resistance

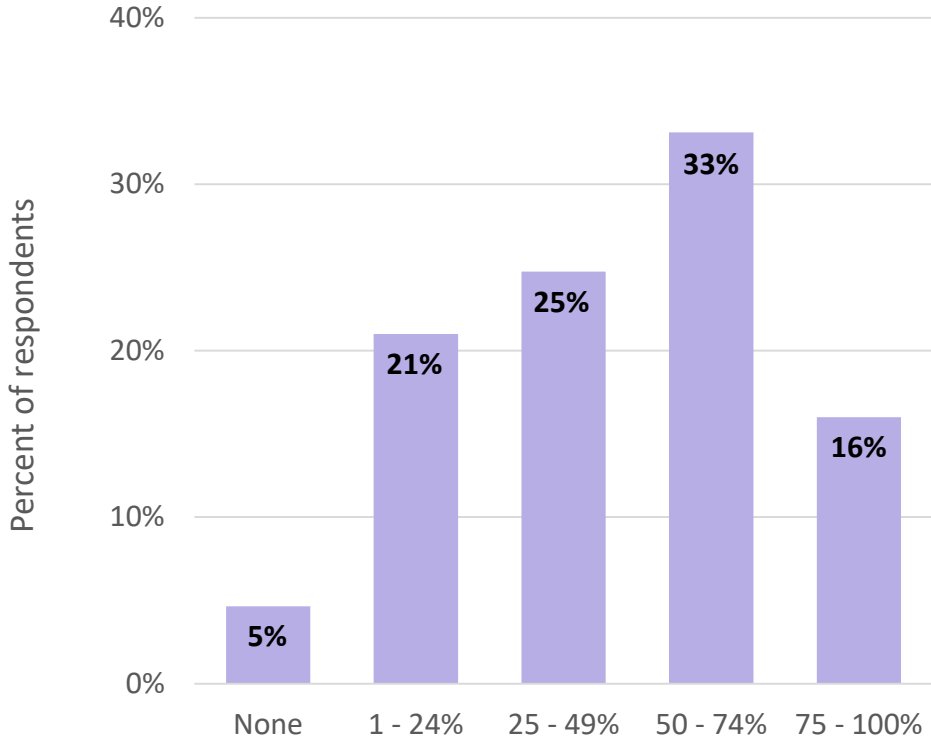


Study participants report that much of the resistance they experienced could have been avoided

Avoidable **employee** resistance

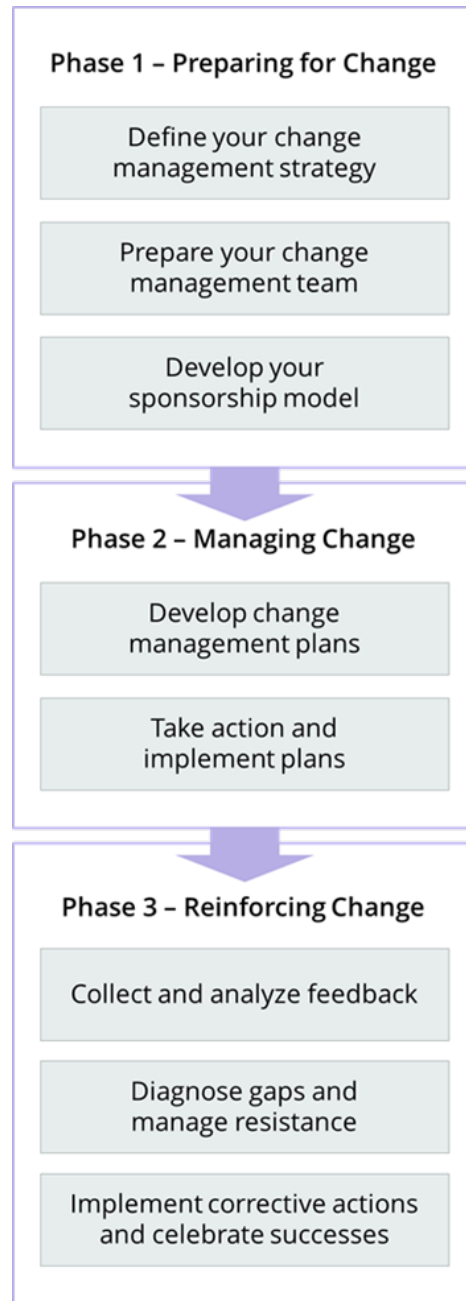


Avoidable **manager** resistance





Resistance Management Plan by Organizational Attributes



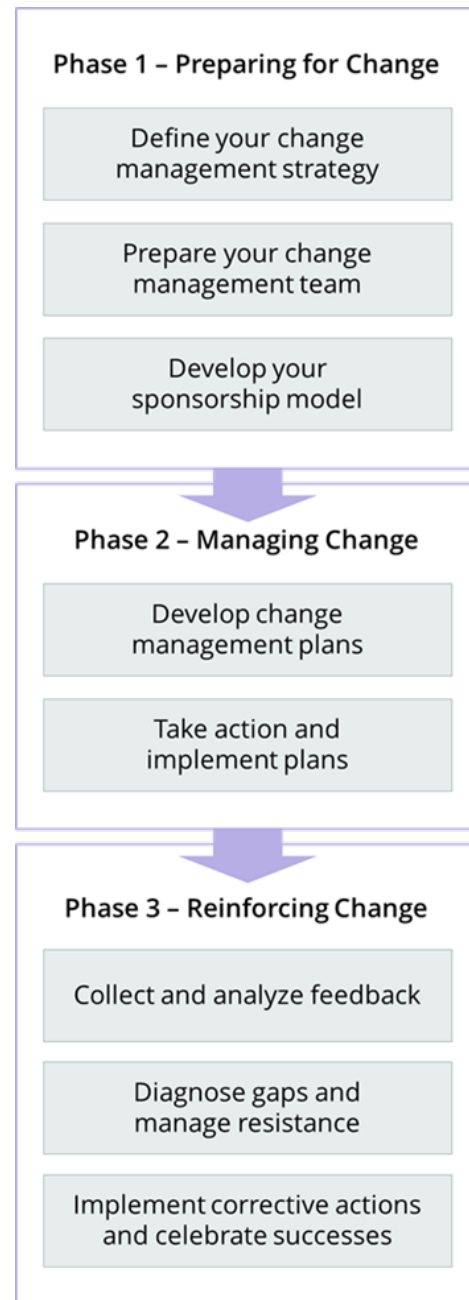
In Phase 1 – Preparing for change

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

Organizational Attributes



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



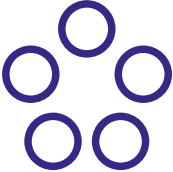
In Phase 2 – Managing change

“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

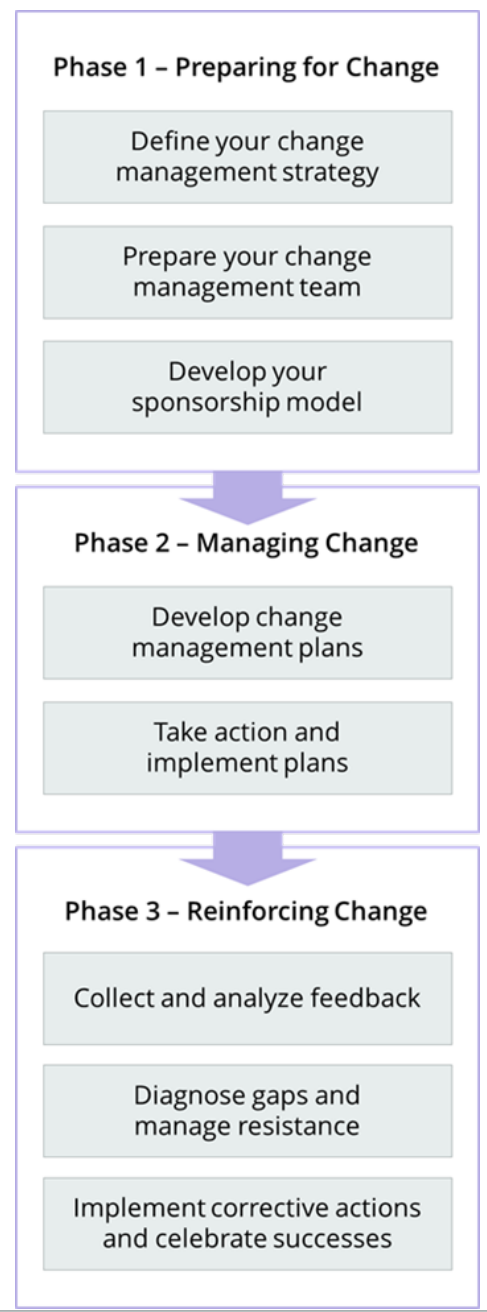
Change Management Process for Managers and Supervisors



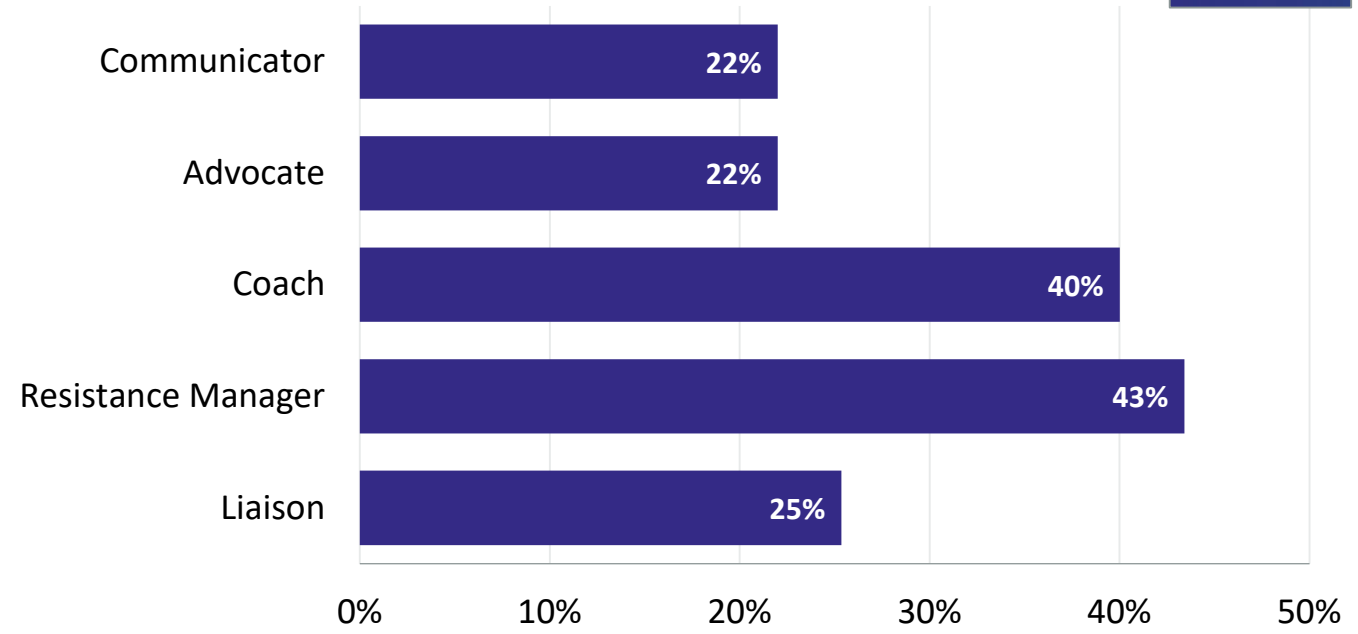
Research shows you have **five roles** in times of change

	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	

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



How to Manage Resistance to Change

Context

Why Resistance Management?

Steps to Manage Resistance

Resistance Checklist



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Resistance Management Plan by Group

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

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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 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.
- ✓ **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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Webinar Handout



Why Prosci® Change Management training?

Whether you are new or experienced in the field of Change Management, Prosci will provide you with a structured approach to effectively manage the people side of change.

What makes the Prosci Change Management approach unique?

- ▶ A holistic approach that integrates both the individual and organisational aspects of change
- ▶ A clear framework, effective for any type or size of change
- ▶ Practical, easy-to-use eToolkit for practitioners with tools, templates, assessments and checklists
- ▶ Contextualised training; assessing and building change management plan for real projects

* Prosci's research has shown that projects with excellent change management are:

6x more likely to meet or exceed their objectives

5x more likely to be on schedule

2x more likely to be under budget

* Prosci® Best Practice Research 2018



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The ADKAR Model is a framework for understanding change at an individual level.

The Model addresses each of the ADKAR factors: *Awareness, Desire Knowledge, Ability and Reinforcement* so that we can successfully employ it to facilitate individual change.

Contact us

www.cmcpartnership.com
changemanagement@cmcpartnership.com

Why CMC, to help build your Change Management capability?

Owned and managed by Change Practitioners, CMC is licensed to deliver Prosci Change Management Training worldwide. Our courses are delivered by highly qualified instructors who also have practical experience in change, programme and project delivery.



CMC's Prosci Certification training has been approved by the Association of Change Management Professionals®

CMC offers a wide range of change management training, advisory and support to suit you and your organisations needs:

- ▶ *Prosci Change Management Practitioner Certification* course for change professionals
- ▶ *Workshops* for sponsors, managers, project teams and employees
- ▶ Advanced training for change professionals, including *Enterprise Change Management Boot Camp, Experienced Practitioner, Train-the-Trainer* and other applied learning support
- ▶ A range of complementary *workshops* designed to support and progress your change projects
- ▶ Advisory support, coaching and flexible access to change management expertise

Locations

- ▶ CMC is the sole provider of public training across the UK & Ireland, Italy and Singapore
- ▶ Private courses can be facilitated on a client site or at a venue of choice, anywhere in the world

“It's been 3 days of light bulb moments!”

Rachel Vipond
Portfolio Manager, Ishoni

The Prosci Change Management Methodology

- Draws upon continual field research with more than 4.500 participants worldwide
- The most widely used change management methodology in the world
- Based on Prosci's 3-Phase Change Management Process as a leading framework for managing the people side of change:
 - Phase 1: Preparing for change
 - Phase 2: Managing change
 - Phase 3: Reinforcing change

