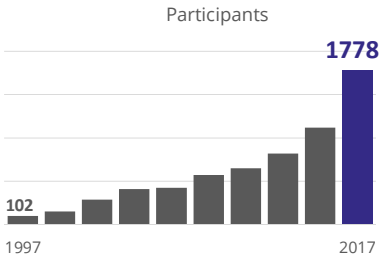
The Largest Body of Knowledge on Change Management

Continuing to lead the discipline through research with real change leaders.

Study purpose: To uncover lessons learned from practitioners and consultants, so that current change management teams can benefit from these experiences. Emphasis is placed on what is working and what is not, in all areas of change management.

The 2018 report also presents emerging trends in change management, identifies changes that have occurred and describes the future direction of the discipline.



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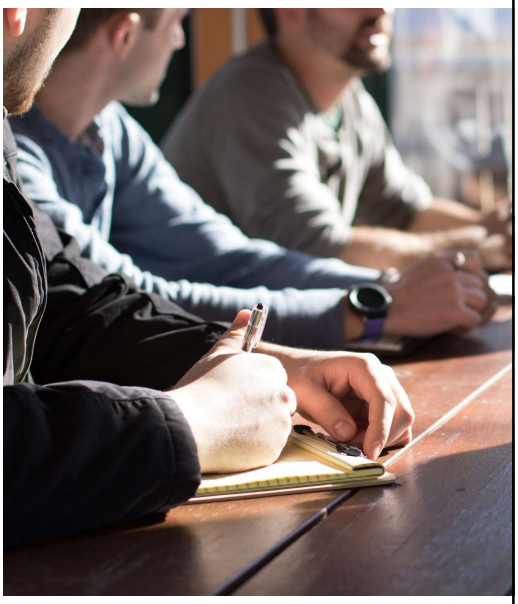
Pre-Webinar Discussion

Have you ***used Prosci research*** in your change management work?

What is the ***value of having research*** to support your work?



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Agenda: Managing Resistance to Change

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights

Our goal is to derive ***actionable insights*** from the research and package them with ***elegant simplicity*** to equip practitioners.

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Topical Research – Extend and Enhance the Core Study

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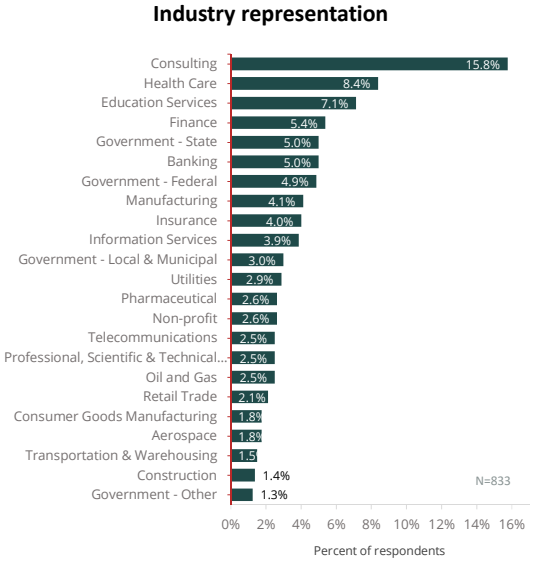
Insights and Direction to Overcome Resistance

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights



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Insights and Direction to Overcome Resistance

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights

Study Objective:
Add depth & breadth to the body of knowledge related to managing resistance to change.

Challenge Statement:
Resistance is a natural reaction to change. Actively managing and mitigating resistance is a key part of change management.

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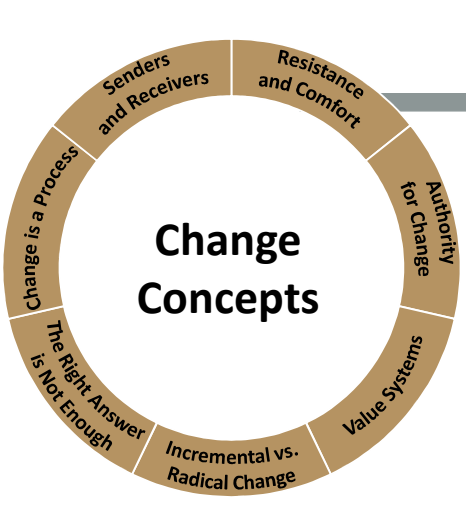
Theories and Perspectives of Change: Change Concepts

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights



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

The Goal is to mitigate, not eliminate resistance.

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Resistance Management Plan

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights

- Develop plans for
  - Communications
  - Sponsorship
  - Coaching
  - **Resistance management**
  - Training
- Create master change management plan
- Integrate into project plan and execute plans

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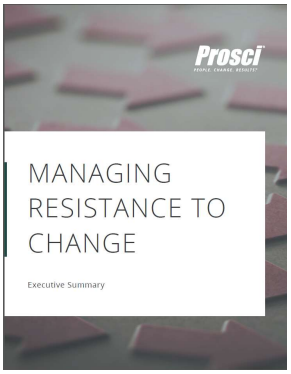
Managing Resistance to Change

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights



Managing Resistance to Change topical benchmarking report

Sections:

- Keys to resistance management
- Planning for resistance management
- Addressing resistance
- Constructive resistance
- Resistance and saturation

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KEYS TO RESISTANCE MANAGEMENT

This section explores the key factors to successfully manage resistance. Participants identified the greatest contributors to overcoming active, passive and individual resistance. Engaging the executive sponsor was the top contributor to success for active resistance. Across all three types of resistance, participants highlighted the importance of transparent, open, and honest communication. Participants reported that ineffective leadership, intensity of resistance, unsupportive managers, ineffective leadership alignment with the change team and lack of organizational readiness were all obstacles that could lead to ineffective resistance management.

Findings in this section:

- Greatest contributors to overcoming active resistance
- Greatest contributors to overcoming passive resistance
- Greatest contributors to overcoming individual resistance
- Largest obstacles to overcoming resistance
- What to do differently when overcoming resistance

"Setting up one-on-one time to allow the individual to voice their concerns, ask questions and to be sure that they were well equipped to adopt the change."

GREATEST CONTRIBUTORS TO OVERCOMING ACTIVE RESISTANCE

Participants identified the greatest contributors to overcoming active resistance to a project. Prosci defines active resistance as a person or group whose activities oppose or prevent the change from happening

1. Engaging executive sponsorship

Participants reported that having executive sponsors actively engaged in resistance management and mitigation on a project had the greatest impact on decreasing overall resistance to a change initiative. Specific engagement activities identified included:

- Communicating about the change throughout the project
- Actively supporting the change through early adoption
- Vocally supporting the project
- Directly addressing resistance
- Lending authority to the change manager

Participants reported that multiple sponsors or entire executive teams took on this role, which often ended resistance to the change initiative.

2. Communicating proactively

Participants consistently stressed the importance of effective communication throughout the project as essential to addressing resistance. Participants identified four factors of successful communication:

- **One-on-one and face-to-face:** Participants reported that communicating with resistors one-on-one and face-to-face more likely leads to identifying the root cause of resistance because participants are then more likely to be honest and open. Once the root cause was identified, participants could plan and address the resistance much more effectively.
- **Incorporating active feedback:** Participants reported that successful communication allowed for active feedback from resistors. This type of communication made resistors feel heard and encouraged continued conversations throughout the project.
- **Constant and consistent:** Participants reported a need for constant communication about the change, occurring at every milestone of the project, and communications consistently coming from the same sender and in the same format. This type of communication ensured that impacted groups did not

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Top Findings: Keys to Resistance Management

Greatest contributors to overcoming *Active* resistance

Active resistance: a person or group whose activities oppose or prevent the change from happening

1. Engaging executive sponsorship
2. Communicating proactively
3. Identifying and confronting directly
4. Equipping and enabling managers and supervisors to address resistance
5. Involving resistors in project or solutions design

"Formally charge them with the [project's] success; then, inform their supervisor of the expected deliverable and timeline.

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Top Findings: Keys to Resistance Management

Greatest contributors to overcoming *Passive* resistance

Passive resistance: a person or group not engaging in any programs or activities that support the change.

1. Communicating transparently, openly, and honestly
2. Using positive peer influence and change agent networks
3. Inviting participation in solution
4. Enlisting leadership support

> *Setting up one-on-one time to allow the individual to voice their concerns, ask questions and to be sure that they were well equipped to adopt the change.*

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Top Findings: Keys to Resistance Management

What to do differently when overcoming resistance

Many participants *underestimated* the support needed to address resistance on their projects.

1. Start earlier
2. Enlist committed and competent sponsor support before a project begins (set expectations!)
3. Engage middle managers and supervisors from the beginning
4. Create a robust and structured resistance management plan
5. Communicate more

> *Communicate directly – early and often with leaders within organizational business units and their direct business owner.*

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Reflection: Managing Resistance to Change

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights

Develop a custom action plan from the research insights

What action steps can you take based on the '**greatest contributors to overcoming resistance**' and '**what to do differently when managing resistance**' top findings summaries?

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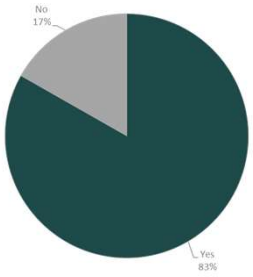
Top Findings: Planning for Resistance Management

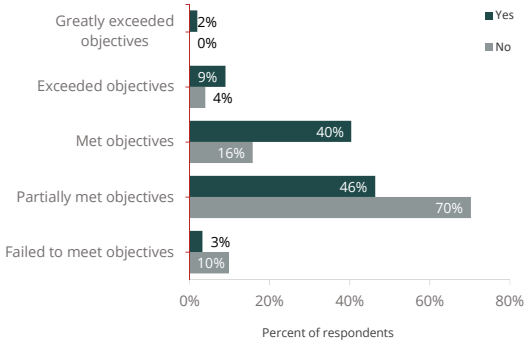
Prevalence of early planning and impact of making plans to address resistance

Made Plans to address resistance



…and it matters

Impact of planning to address resistance on meeting objectives



51% vs 20% met, exceeded, or greatly exceeded objectives

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Top Findings: Planning for Resistance Management

Top tactics used when planning to address resistance*

1. Exceptional communications
2. Active sponsor management of resistance
3. Formal training of managers and supervisors to address resistance
4. Proactive identification of impacted groups and stakeholders

* Each of these is addressed in the Prosci 3-Phase Process

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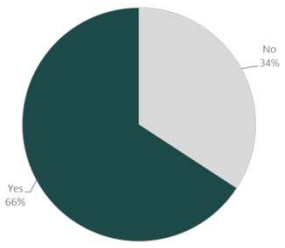
Top Findings: Planning for Resistance Management

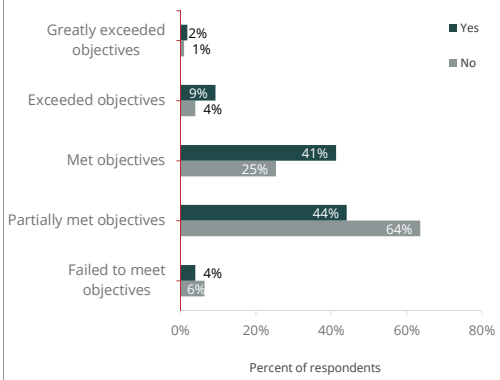
Allocating resources for anticipated resistance

Allocated resource to address resistance



…and it matters

Impact of allocating resources to address resistance on meeting project objectives



52% vs 29% met, exceeded, or greatly exceeded objectives

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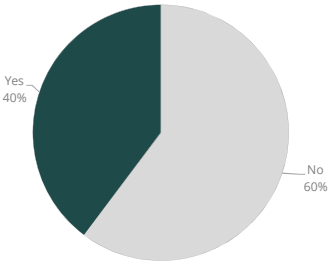
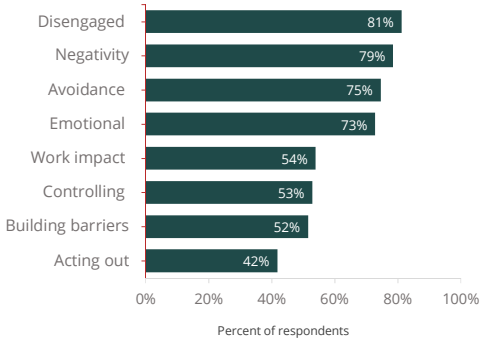
Top Findings: Addressing Resistance

Followed a structured approach to address resistance



Types of resistance encountered



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Types of Resistance Analyzed in Resistance Management Study

Disengaged	Negativity	Avoidance	Emotional
quiet, indifference, apathy, low morale, ignoring communications	miscommunication, objections, complaining, sarcasm, rumors/gossip, focus on problems	ignore the change, workarounds, revert to old behaviors, abdicate responsibilities	fear, loss, sadness, anger, anxiety, frustration, depression, focus on self
Work impact	**Controlling**	**Building barriers**	**Acting out**
reduced productivity/efficiency, non-compliance, absenteeism, mistakes	asking lots of questions, influencing outcomes, defending current state, using status	excuses, counter-approaches, recruit dissenters, secrecy, breakdown in trust	conflict, over-bearing, arguments, passive-aggressive, sabotage, aggressive, celebrate failure

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Types of Resistance Analyzed in Resistance Management Study

Disengaged	Negativity	Avoidance	Emotional
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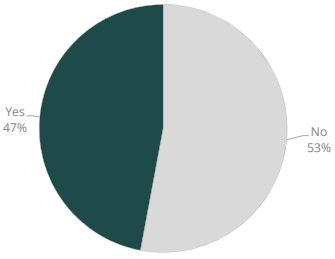
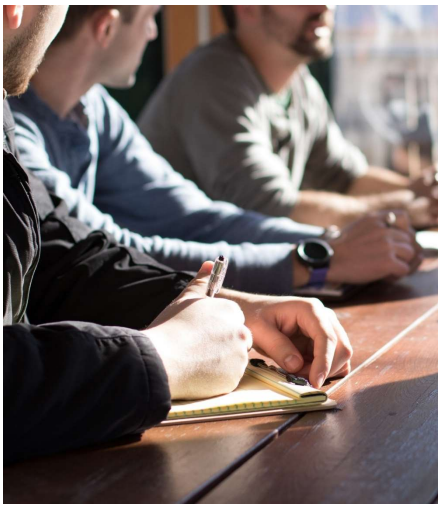
Top Findings: Constructive Resistance

Constructive resistance: caused by design, execution, or implementation issues

Encountered constructive resistance





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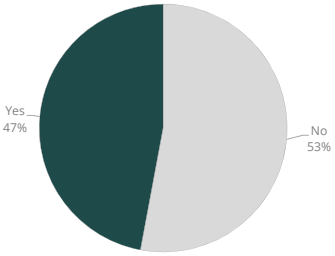
Top Findings: Constructive Resistance

Constructive resistance: caused by design, execution, or implementation issues

Encountered constructive resistance



Acting on constructive resistance

1. Revisited change plans
2. Analyzed concerns and escalated to leadership
3. Revisited project solution

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Reflection: Managing Resistance to Change

Study Objective

Topical Study Context

Top Findings

Actionable Insights

Develop a custom action plan from the research insights

What action steps can you take based on the '**planning for resistance**' and '**types of resistance experienced**' and '**constructive resistance**' top findings summaries?

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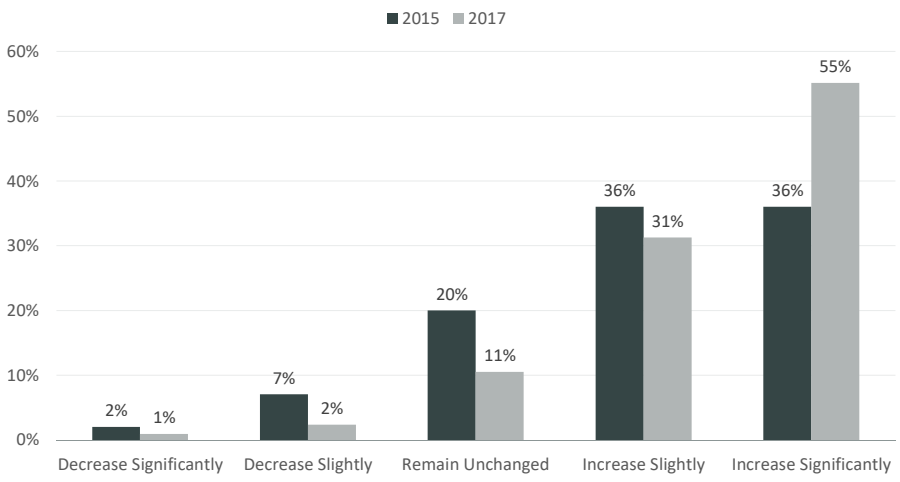
The Amount of Change Is Increasing

- Study Objective
- Topical Study Context
- Top Findings (Core Study)
- Actionable Insights



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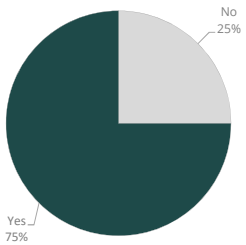
Top Findings: Resistance and Saturation

Impact that change saturation has on the type and severity of resistance

Perceived impact of organization change saturation on resistance



Impact of change saturation on resistance

1. Greater resistance
2. Non-project specific resistance
3. No capacity to change
4. More failed projects
5. Exhausted and overwhelmed impacted groups

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Group Reflection

Where is your organization on the change saturation spectrum?

Fist	Three Fingers	Five Fingers
*We have **spare** capacity for change*	*We are **at** capacity for change*	*We are **past** capacity for change*

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Conclusion: Managing Resistance to Change

- Study Objective
- Topical Study Context
- Top Findings
- Actionable Insights

Resistance is a real, expected occurrence. It can be effectively planned for, addressed and mitigated to move toward more ***effective adoption*** of change.

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