

Reframing Resistance

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What is the most creative tactic you have used to manage resistance?

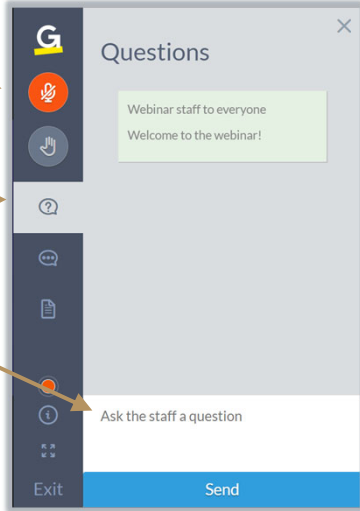
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Reframing Resistance

Presented by Debbie McCarthy & Georgia Corran



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Agenda



Importance of
reframing resistance



Identifying different
types of resistance



Special tactics to
address resistance



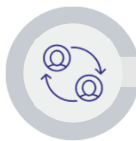
Apply learnings
through a case-study

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**Importance of
reframing
resistance**



Identifying different types
of resistance



Special tactics to address
resistance



Apply learnings through a
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Resistance

an act or instance of
opposing

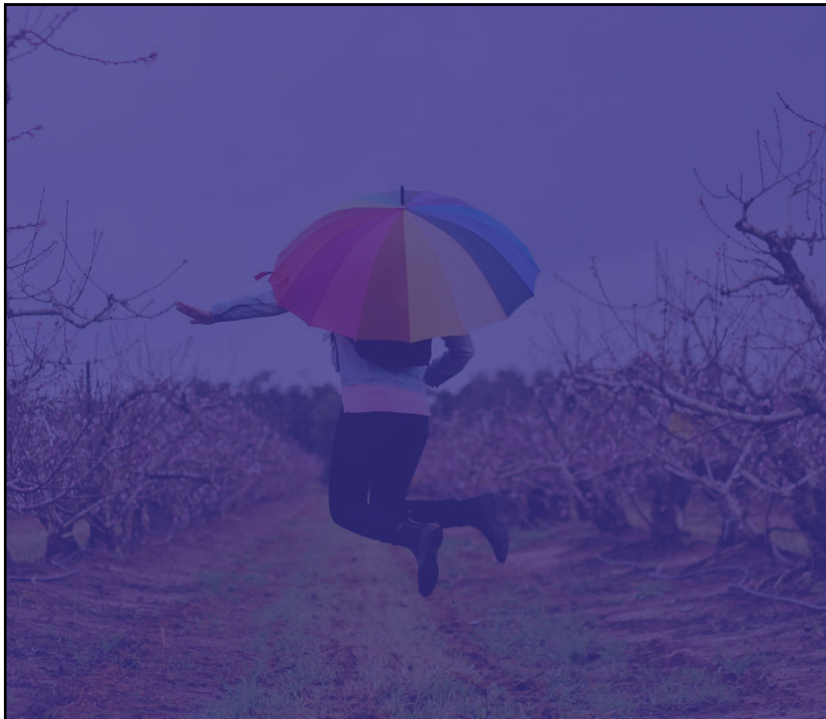
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Resistance

How beautiful it is to
turn resistance
around and bring
people along on the
journey?

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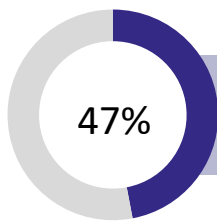
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Avenues of Resistance Management

Resistance Prevention

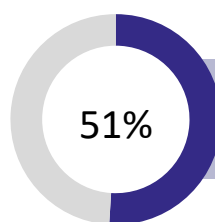
Planning for, addressing or eliminating resistance by effectively applying change management



Reported that over half of the employee resistance they experienced was avoidable

Resistance Response

Developing effective responses when resistance becomes enduring or persistent



Reported that over half of the manager resistance they experienced was avoidable

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The Nature of Resistance

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



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



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



Resistance can **look different** for every change and from every person.

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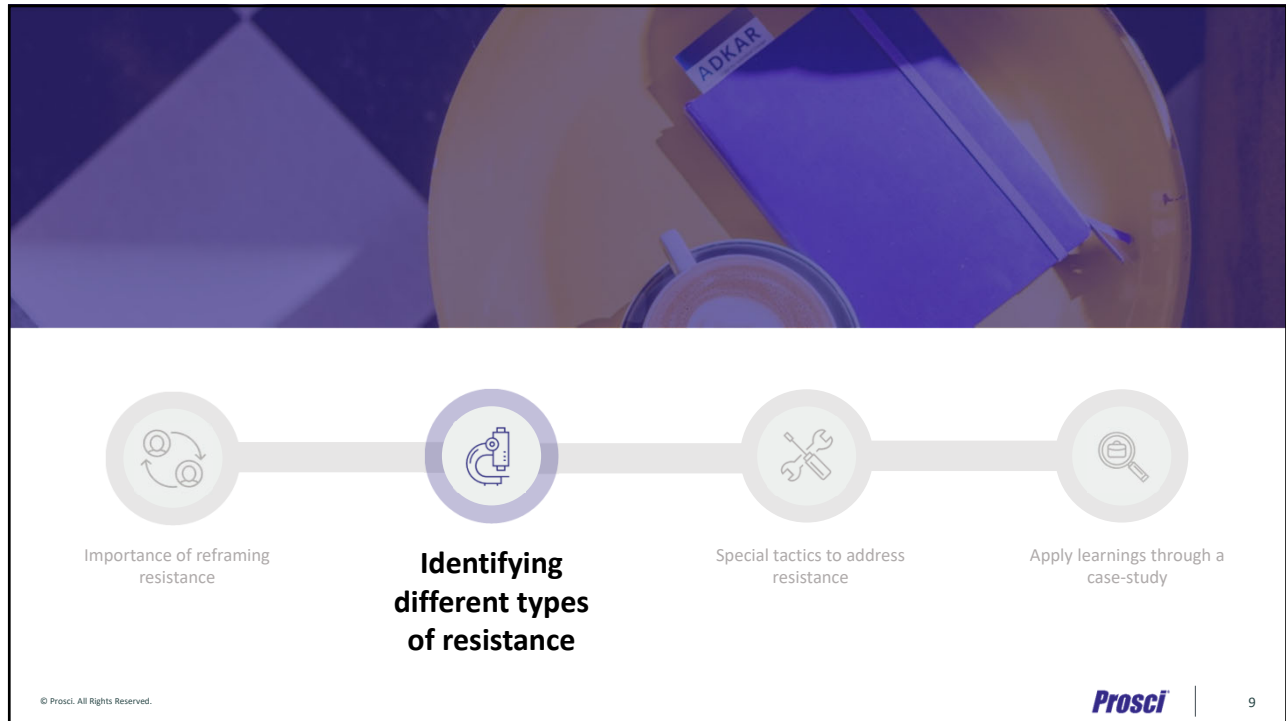
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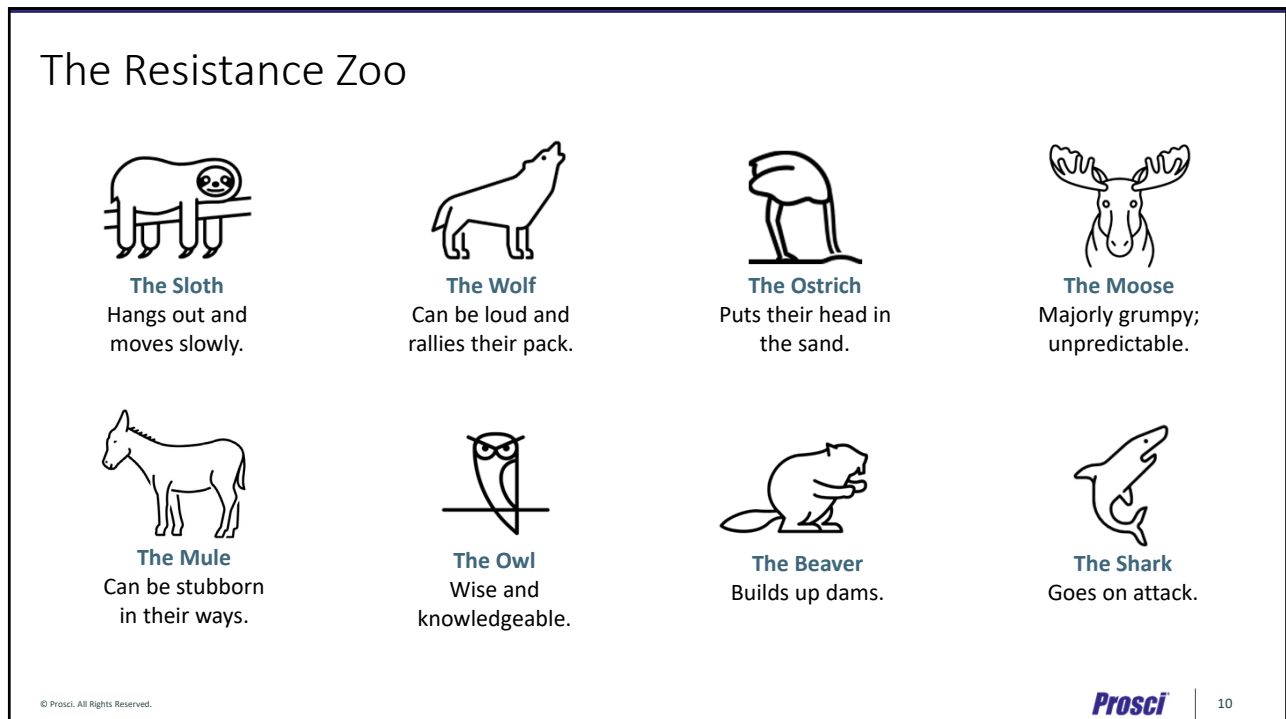
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Types of Resistance Analyzed in Resistance Management Study



Disengaged



quiet, indifference, apathy,
low morale,
ignoring communications



Negativity



miscommunication, objections,
complaining, sarcasm,
rumors/gossip, focus on problems



Avoidance



ignore the change,
workarounds,
revert to old behaviors,
abdicate responsibilities



Emotional



fear, loss, sadness, anger,
anxiety, frustration, depression,
focus on self



Work impact



reduced productivity/efficiency,
non-compliance, absenteeism,
mistakes



Controlling



asking lots of questions,
influencing outcomes, defending
current state, using status



Building barriers



excuses, counter-approaches,
recruit dissenters, secrecy,
breakdown in trust



Acting out



conflict, over-bearing, arguments,
passive-aggressive, sabotage,
aggressive, celebrate failure

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Proactively identify resistance to address it

Ways to proactively identify resistance:



Deploy formal and informal **surveys & assessments.**



Host **information sessions & training workshops**



Conduct **stakeholder interviews**

Most significant resistance occurs during the implementation phase of a project, giving the change practitioner less time to mitigate it.

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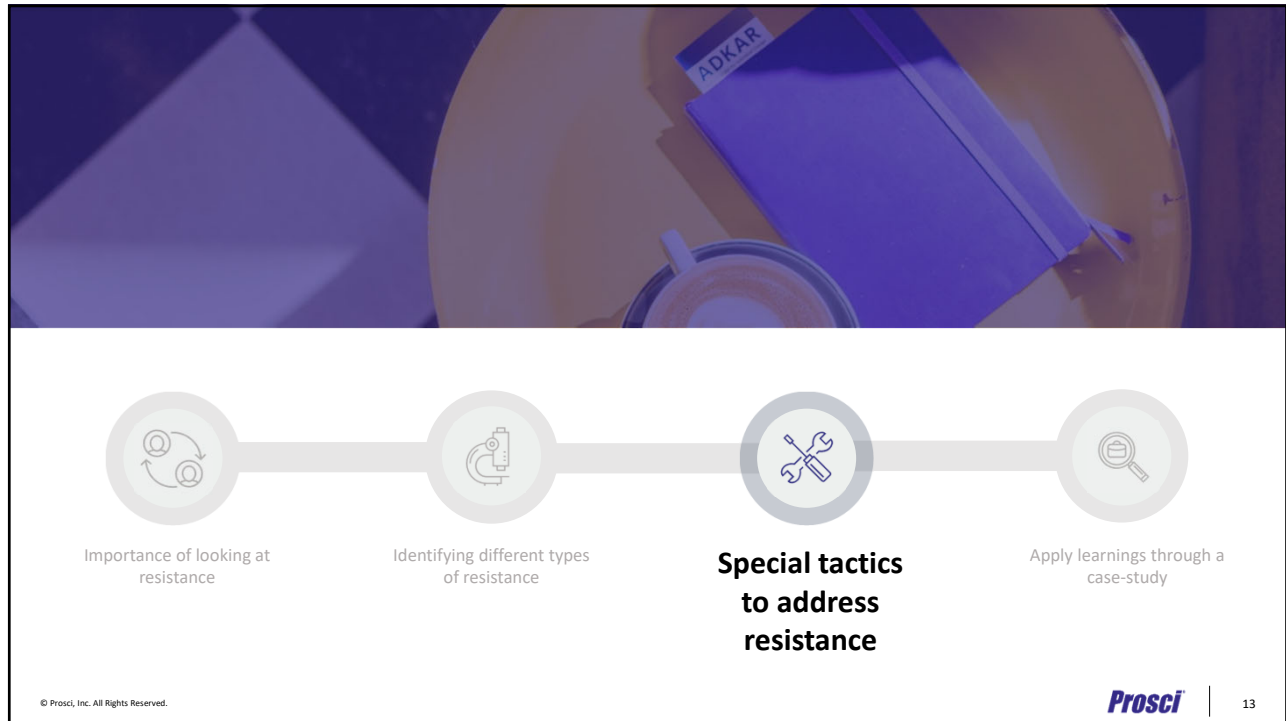
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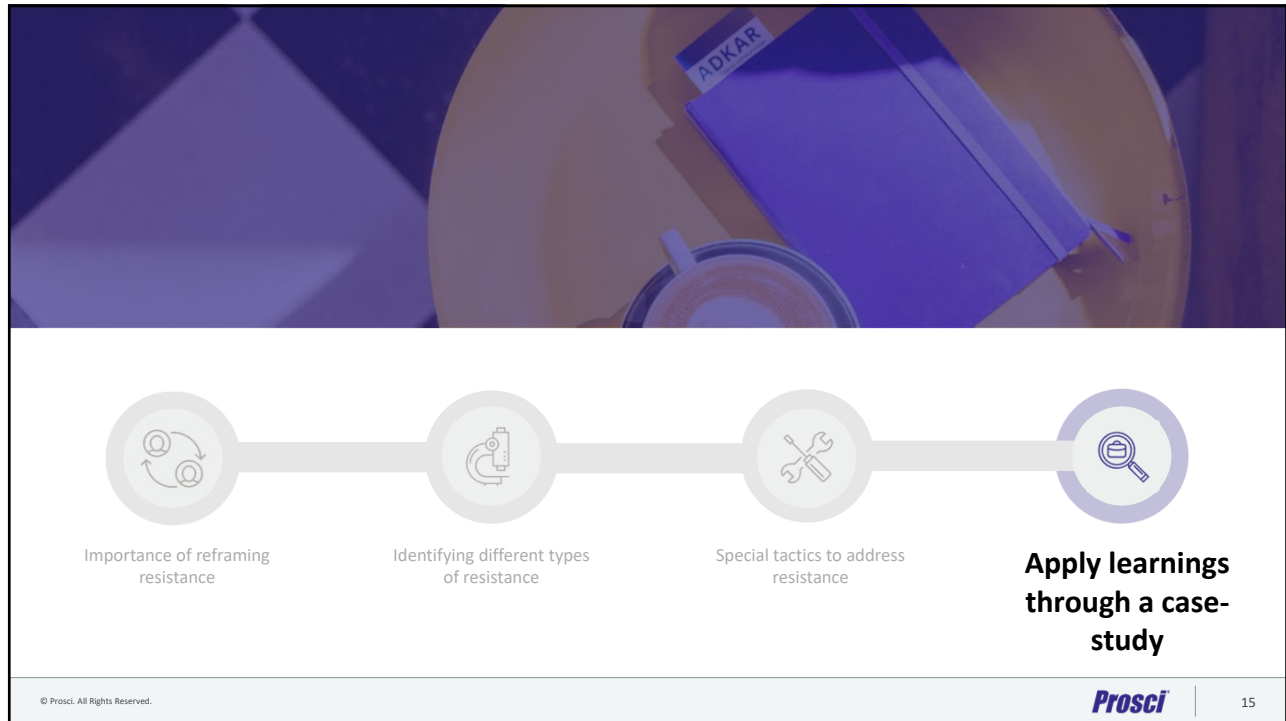
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Sugar Cane Supply Chain System Implementation

Agriculture

Manual → iPads

Planning according to the value stream



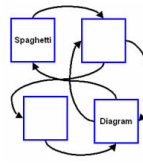
Transport

33% reduction in fleet



Loading

Reduction in time from 45 min to 10 min



Factory

Fast → Flow

Reduced cut to crush from 8hrs to 4hrs



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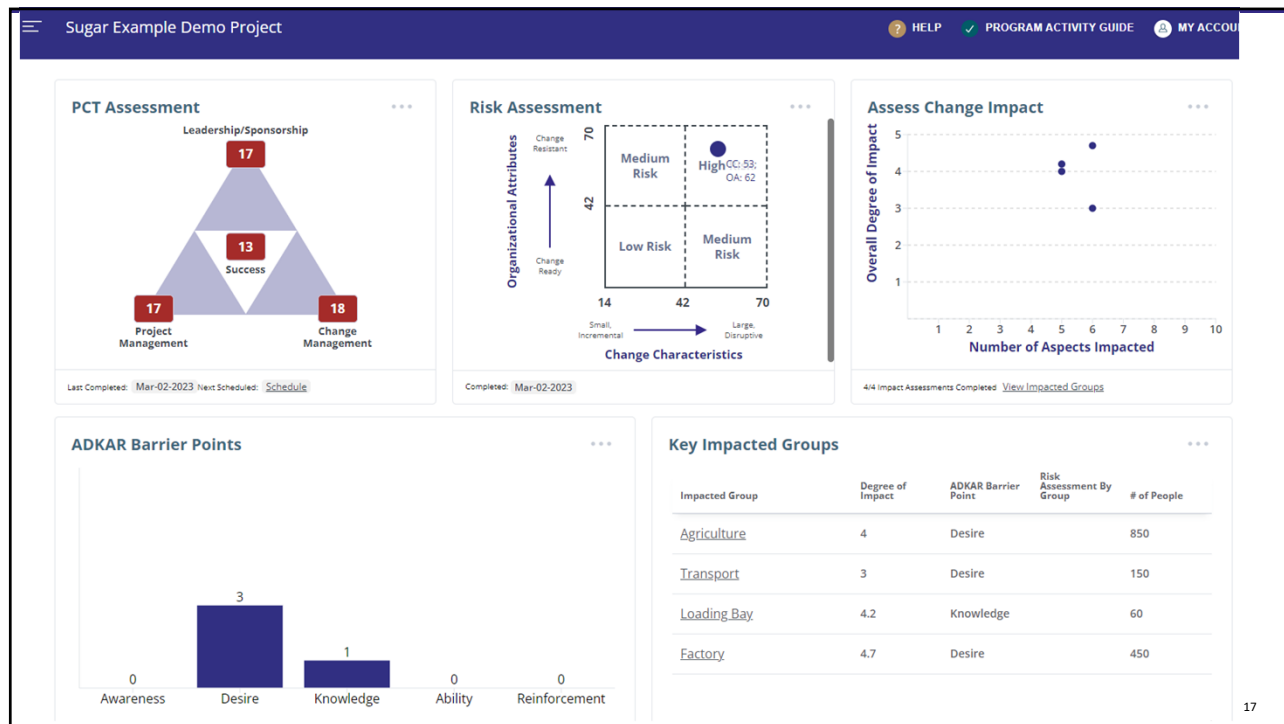
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Anticipated Resistance & Special Tactics

	Barrier Point	Anticipated Resistance	Special Tactics
Agriculture	Desire	 Acting Out  Building barriers	<ul style="list-style-type: none"> Listen and understand Remove Barriers Convert the dissenters
Transport	Desire	 Disengaged	<ul style="list-style-type: none"> Listen and understand Provide incentives
Loading	Knowledge		<ul style="list-style-type: none"> Leverage as change agents
Factory	Desire	 Building barriers  Controlling	<ul style="list-style-type: none"> Listen and understand Show benefits in a real and tangible way Demonstrate consequences

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Mindset Shifts to Effectively Anticipate and Address Resistance

From...

...To

Everyone must change	➡	Everyone has a choice when it comes to change
Resistance indicates that a change is off-track	➡	Resistance indicates that people are paying attention to a change
Resistance is a negative response to be overcome, dismissed, or minimized	➡	Resistance is a positive opportunity to listen, understand, and respond
Label the person - people are resisters	➡	Label the behavior - people are displaying resistive behaviors
Dismiss individuals who express resistance by responding with judgement and blame	➡	Appreciate individuals who express resistance by responding with curiosity and empathy
The "right solution" is enough to enable successful change.	➡	The "right solution" & the "right people engagement" are required to enable successful change
How do we manage resistance to change	➡	How do we build readiness for change

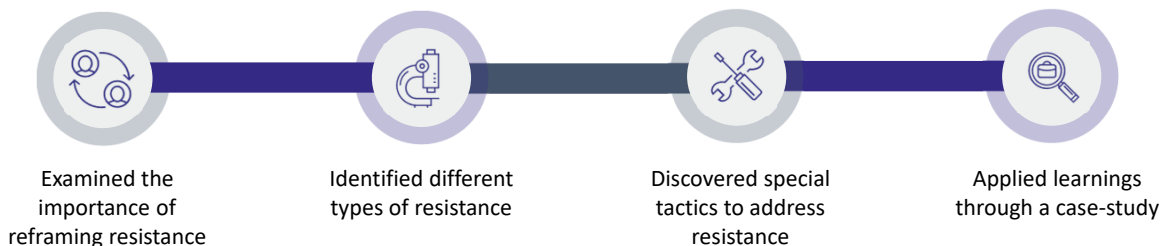
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Summary



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