

# Understanding, Managing & Overcoming *Resistance to Change*

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# Change AND Resistance Management



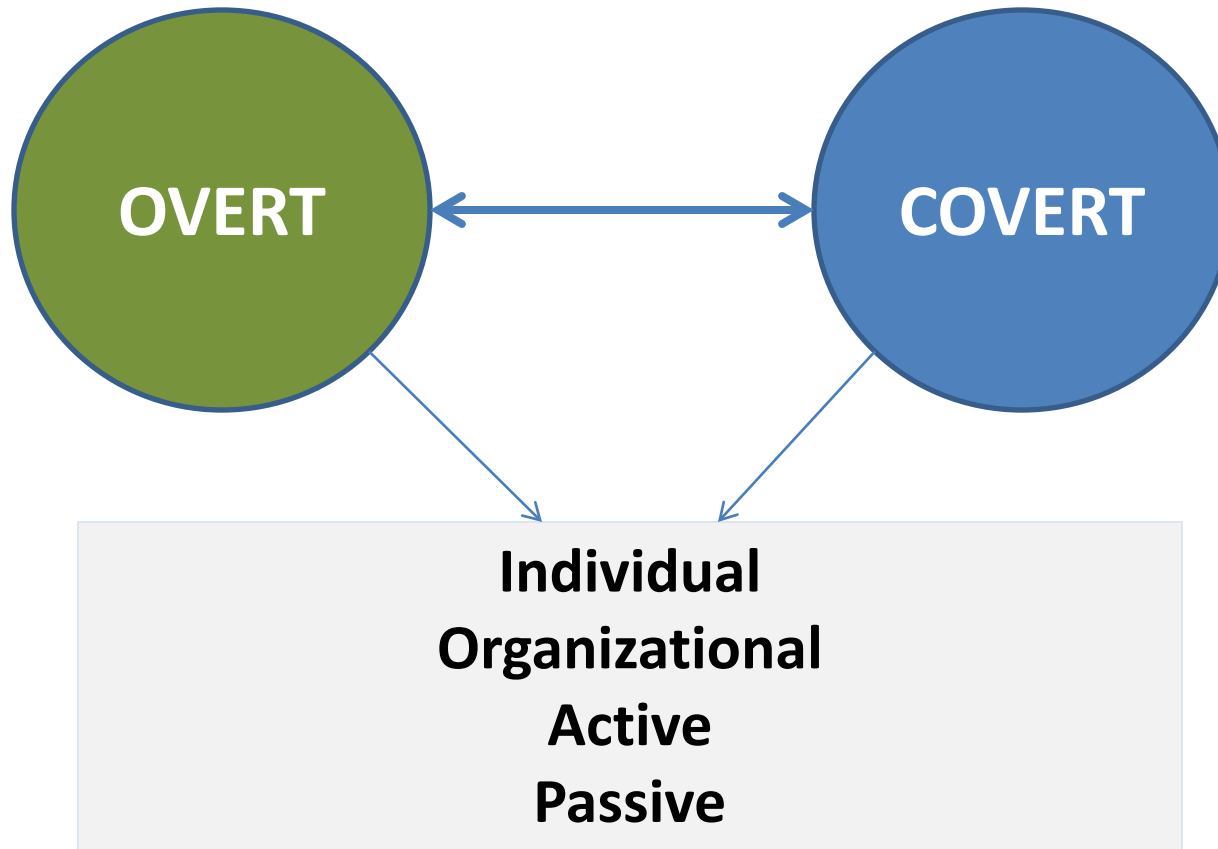
# Objectives

1. Clearly identify the different types of resistance to change and their key symptoms
2. Understand the rational and emotional root causes of resistance
3. Learn approaches to manage different symptoms and causes of individual and organizational level resistance

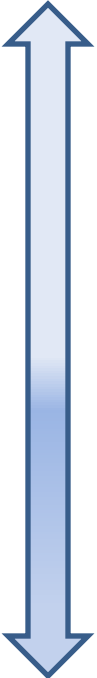
# Question 1

**In what different ways does  
Resistance to Change show up?**

# Types of Resistance



# Overt vs. Covert Resistance



	OVERT	COVERT
ACTIVE	<ul style="list-style-type: none"><li>• Verbal Rejection</li><li>• Opposition to ideas</li><li>• Arguments</li><li>• Obstruction of Actions</li></ul>	<ul style="list-style-type: none"><li>• Stall on actions</li><li>• Dismantle activities</li><li>• Undermine decisions</li><li>• Seek to Silence</li></ul>
PASSIVE	<ul style="list-style-type: none"><li>• Non-participation/engagement</li><li>• Lack of investment in skills/training to change</li></ul>	<ul style="list-style-type: none"><li>• Wait &amp; See</li><li>• Ignore</li><li>• Aloof, dismissive or guarded body language</li><li>• Non-motivated behaviors</li></ul>

# Question 2

**What are the root causes of Resistance?**

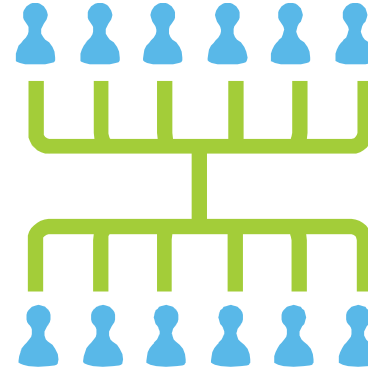
# Root Causes of Resistance



## INDIVIDUAL



- **Habit/Stability**
- **Political Alliances**
- **Ideologies**
- **Selective Perception & Retention**
- **Knowledge & Ability**
- **Personal Motivation**
  - WIIFM



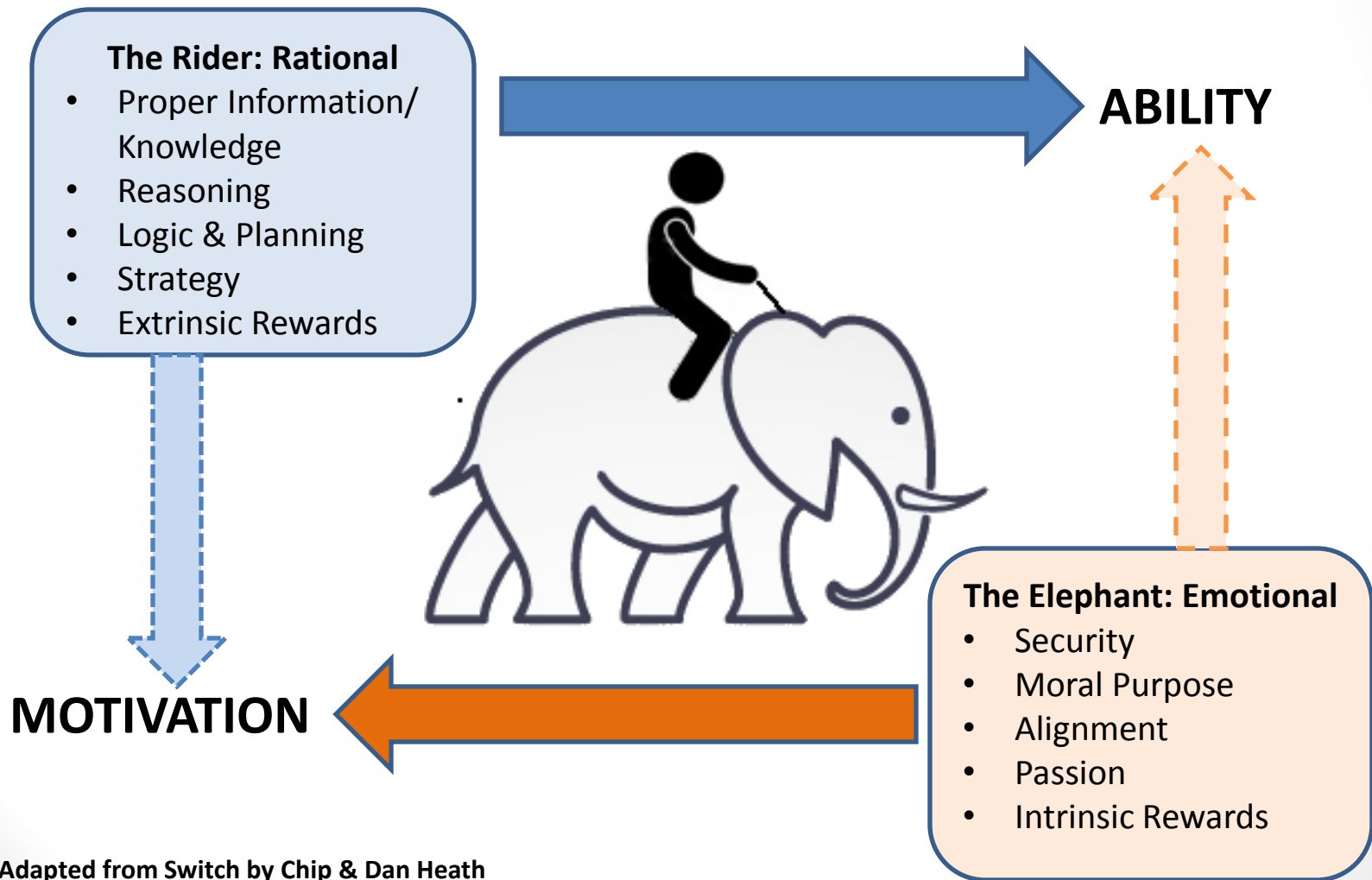
## ORGANIZATIONAL



- **Structural mechanisms**
  - Resource allocations
  - Systematic and Cultural Coherence
- **Social Barriers**
- **Threat to established power relationships**
- **Limited/ill-defined scope of change**



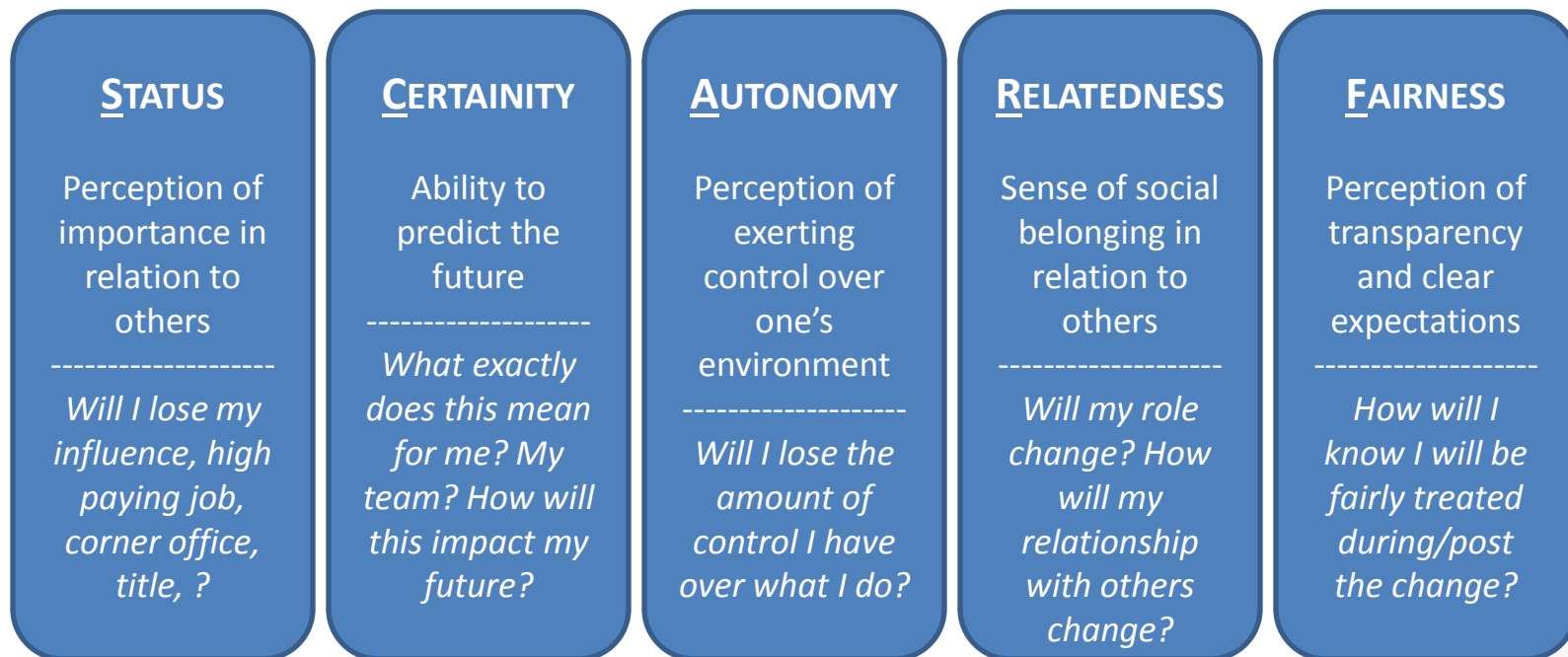
# Elephant & The Rider



Adapted from Switch by Chip & Dan Heath

# Understanding Emotional Resistance

## Lessons from Neuroscience: SCARF Model



SCARF Model by David Rock  
[Your Brain at Work](#)

# Question 3

**How do you optimally manage  
Resistance to Change?**

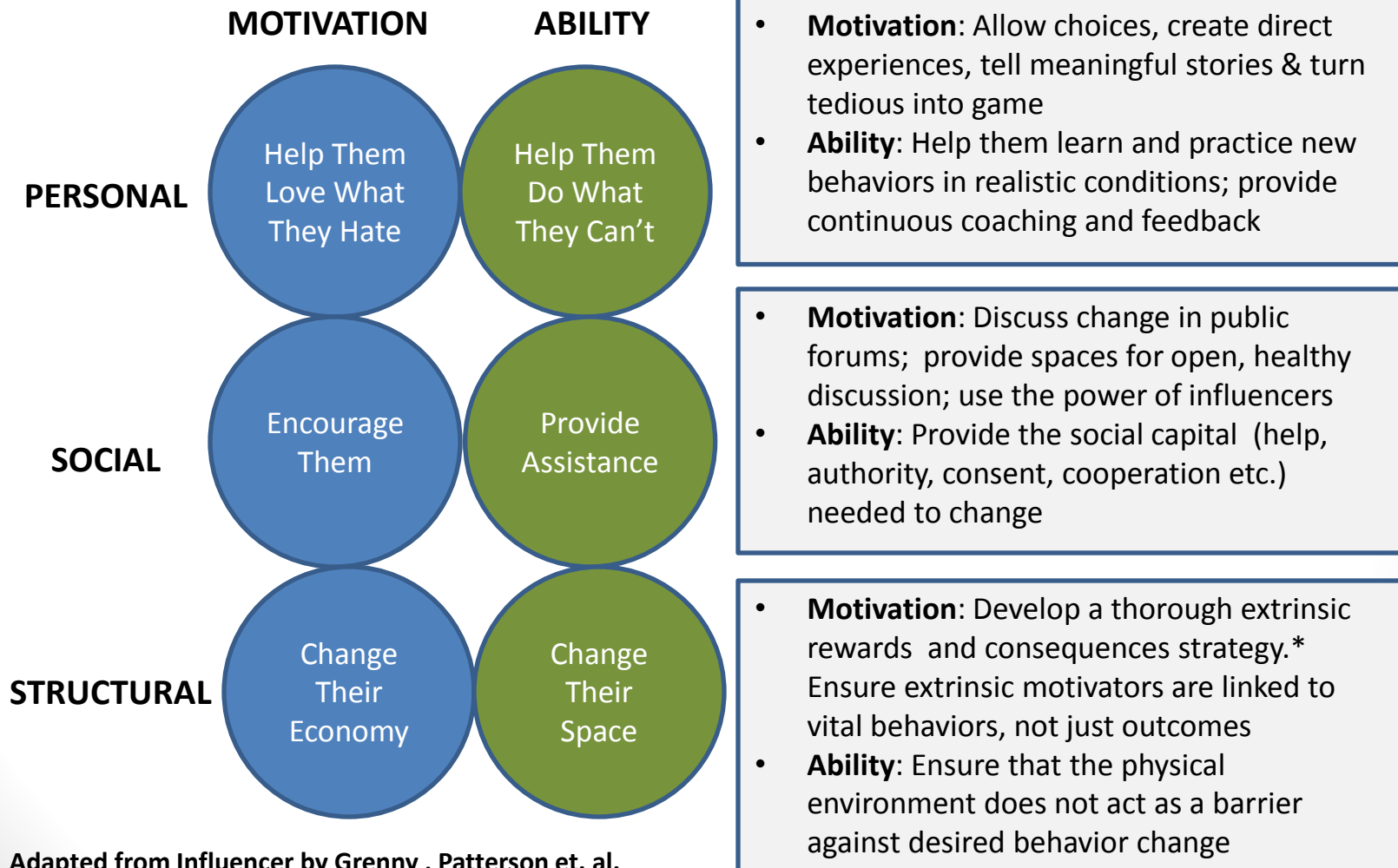
# Resistance is Not a Dirty Word

- Resistance is an impulse and a choice
- Resistance has numerous benefits that should not be overlooked
  - Helps identify weaknesses in strategy, planning and unrealized negative impacts
  - Encourages more dialog and involvement around change
- Resistance needs to be managed at an individual level and an organization level

# Individual Level: Manage Psychological Threats

<b>STATUS</b>	<ul style="list-style-type: none"><li>• Seek advice/opinion; Listen actively</li><li>• Show appreciation (publicly &amp; privately)</li><li>• Include in clear definition of future state roles &amp; responsibilities</li><li>• Prepare opportunities to upskill/prepare for change</li></ul>
<b>CERTAINTY</b>	<ul style="list-style-type: none"><li>• Reinforce what is certain &amp; be transparent about what is not</li><li>• Set goals &amp; stick to them</li><li>• Communicate often, with transparency and authentically</li></ul>
<b>AUTONOMY</b>	<ul style="list-style-type: none"><li>• Encourage self-directed learning &amp; actions</li><li>• Allow control over individual plan to move forward with change (as much as possible)</li><li>• Enable people to find answers proactively</li></ul>
<b>RELATEDNESS</b>	<ul style="list-style-type: none"><li>• Provide mentoring and coaching programs for employees</li><li>• Set-up change networks, buddy system etc.</li></ul>
<b>FAIRNESS</b>	<ul style="list-style-type: none"><li>• Ensure everyone feels that they “have a say”</li><li>• Set clear and consistent expectations</li><li>• Ensure everyone has access to needed information</li></ul>

# Individual Level: Provide Motivation & Ability



Adapted from Influencer by Grenny , Patterson et. al.

# Organization Level –P.E.A.C.E.

- **Participation:** Create a platform to hear, for being heard and to contribute (change agent networks, world café's etc.).
- **Expression:** Encourage resistance to be expressed openly through dialogue; ask positive questions about past successes, current strengths, and future possibilities.
- **Action:** Find ways to actively engage the whole system—stakeholders inside, across, and outside the organization.
  - Use design thinking to translate vision into reality in the form of prototypes and models; Invite everyone into iterations of the prototyping to create substantive engagement.
- **Commitment:** Have leaders clearly and regularly articulate the overall vision and plan for change; Facilitate the co-creation of positive images of the future.
- **Empathy:** Actively demonstrate understanding of perceived issues/concerns.
  - Articulate moments of progress, and build on them.
  - Allow old patterns, behaviors, and problems to fade into the past.

# Thank you

**Questions/Comments/Feedback:**

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# About SZH Consulting LLC

- Founded in 2015, boutique management consulting and executive coaching firm with deep expertise in helping organizations enhance their health and manage change
- Special focus on providing custom organizational effectiveness, talent management and leadership development solutions to small to mid-sized companies
- Broad multi-industry experience (Major clients in: Technology/IT, Hospitality, Public Services, and Non-Profit)
- Analytical and systems oriented approach to designing and developing optimal organizations and leadership teams

## Core Principles

- ✓ Listen Deeply
- ✓ Partner to Establish Trust
- ✓ Balance Strategy & Tactics
- ✓ Strive for Excellence

## Our Services are Optimal For:

- Designing effective organizational structures & cultures
- Driving & Managing Change
- Workforce, Management, & Leadership Development
- Improving Team Effectiveness
- Increasing Performance & Productivity
- Visioning, Strategic Planning & Execution
- Succession Planning