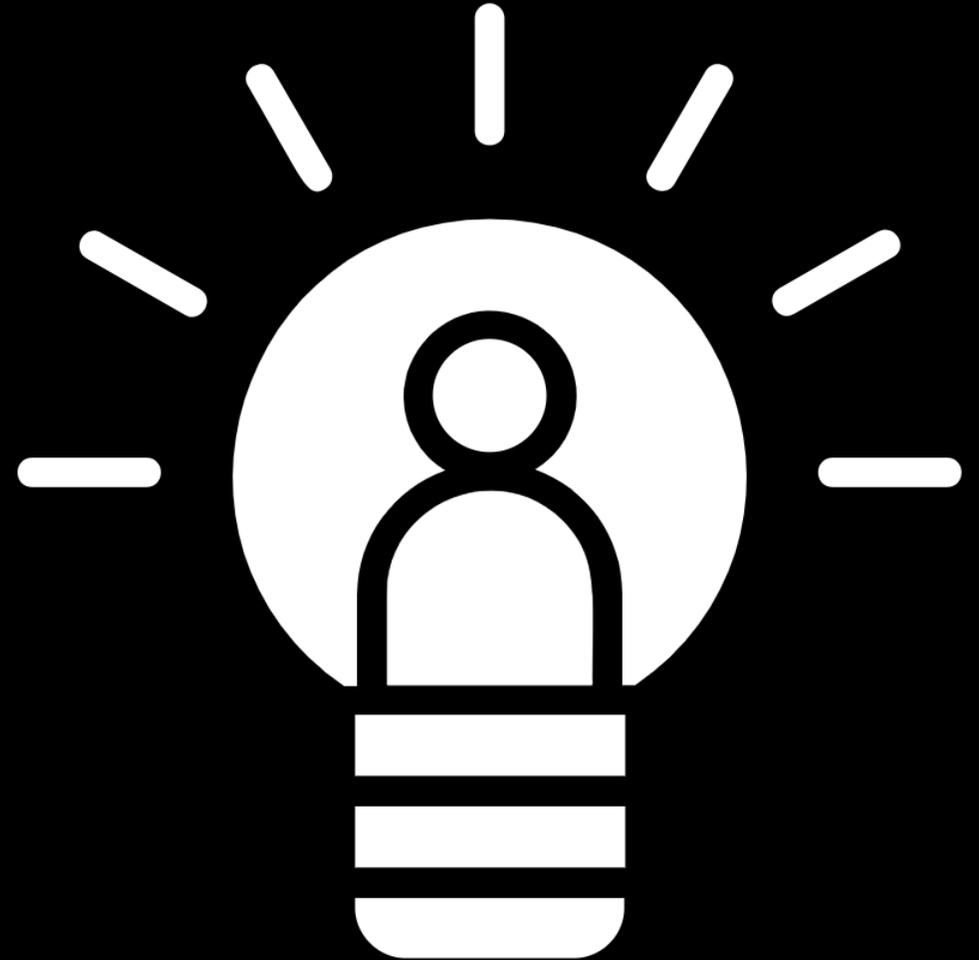


Leading Change: Managing Resistance

July 2021



Organizational Change Management Office
Product, Planning and Performance Division
Employment Security Department

Is there an upside to resistance?



Yes...there definitely is.

Resistance is...



Feedback



Fresh thinking
on problems
and solutions



Engagement
and Energy

It's also an opportunity for leaders to:



Connect,
listen and
support



Hear what
people care
about



Clarify vision
and purpose
for change



Improve
solutions and
processes

What Does Resistance to Change Look Like?

Resistance is the physiological and psychological responses to change that manifest in specific behaviors.



DISENGAGEMENT

silence, avoidance, ignoring communications, indifference, apathy, low morale



NEGATIVITY

rumors/gossip, miscommunication, complaining, focus on problems, celebrating failure



AVOIDANCE

ignoring the change, reverting to old behaviors, workarounds, abdicating responsibilities



EMOTION

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



LOWER PRODUCTIVITY

reduced efficiency, mistakes, absenteeism



CONTROLLING

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



BUILDING BARRIERS

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



ACTING OUT

conflict, arguments, sabotage; overbearing, aggressive or passive/aggressive behavior

It's important to recognize that resistance is normal and people react differently to change.

I am fearful about my job.

I don't understand why.

I didn't even know there was something to change.

I don't know how to do it.

I don't want a new boss.

I don't understand how that will benefit me.

I am too busy trying to do my job!

10 REASONS FOR CHANGE RESISTANCE

and how we can plan to mitigate them

FEAR

The unknown is scary and sometime the threat is real.



BE PATIENT

Empathize and offer ways people can learn at their own pace.

IGNORANCE

Lack of awareness of the need for change.



EDUCATE

Explain why the change is necessary and why now.

WORKLOAD

Scared new ways will mean more work.



REASSURE

Know there is a learning curve and give people time to adjust.

SUPPORT

Fear of lack of support and understanding from leaders.



ENGAGE

Ensure sponsors and leaders visibly support the change.

SECURITY

Fear of job loss or financial hardship.



TRANPARENCY

Be clear and honest. Communicate early and often.

PREFERENCE

Users may have advocated for another preference.



EXPLAIN

Explain the reason for the choice of this over other options.

HISTORY

Previous poor change management may taint expectations.



ACKNOWLEDGE

Respect previous change experience has not gone well – do a good job!

FATIGUE

There could be many changes happening.



JOIN

Work with other projects. Co-ordinate with implementation teams.

EFFORT

Change can be hard. Effort is required.



SUPPORT

Enlist change champions to provide on the ground support.

APATHY

Users are fed up with changes that don't stick.



DRIVE

Continue to drive adoption after the change has been implemented.

Questions or support needs?

Please reach out to ESD's Organizational Change Management team:



Email us:

ESDDLPPPOCMTeam@ESD.WA.GOV



Find us on InsideESD:

<http://insideesd.wa.gov/resources/ocm>

