

# Resistance to Change: What You Need to Know

## What is Resistance to Change?

- In general, resistance to change consists of a response where members of the organization hinder the change initiative’s objectives in some way. Leadership should realize that resistance WILL occur – it is not possible to eliminate it completely – and not all resistance is bad! Here’s what you need to know.

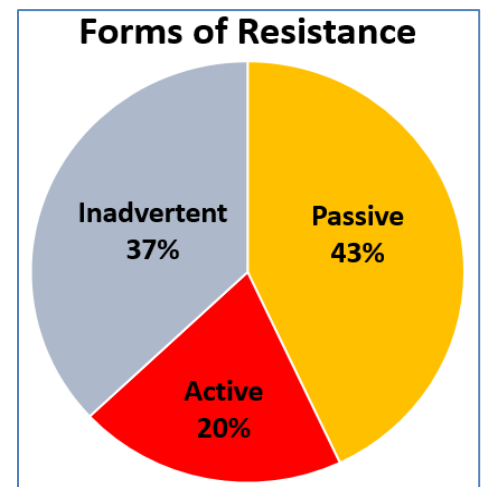
## Resistance Takes on Many Forms

- There are a number of resistive behavior types and intensities that may be encountered.
- Not all resistance is bad. Some resistance is healthy because it shows the organization is learning and asking good questions.
- Other forms of resistance are indicators that the change will be difficult. Investing resources in highly resistive pockets of the organization typically delivers minimal returns.

## What are the Forms of Resistance?

After being embedded in more than 100 organizational groups to facilitate change adoption, Simplar has measured three major forms of resistance:

- Inadvertent Resistance:** some members of the organization may hinder the change initiative without even realizing it.
- Passive Resistance:** the most common form of resistance can be difficult to observe because it is below the radar.
- Active Resistance:** least common, but the most dangerous.



## What are the most Common Resistance Behaviors?

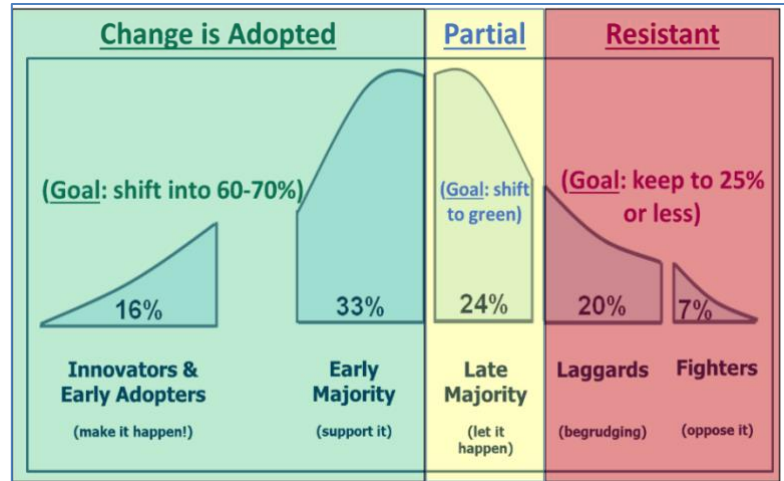
Simplar’s study of found the top 5 resistive behaviors to be:

1. **Reversion:** going back to the old way or creating shadow systems & workarounds based on the old way.
2. **Reluctant Compliance:** doing the bare minimum, dragging feet, and not following through on actions.
3. **Arguing:** voicing open disagreement with the change.
4. **Lack of Transparency:** paying “lip service” to the change but hiding & obscuring progress & results.
5. **Delaying:** withdrawing from change-related actions as long as possible, avoid taking initiative.

### Beware: Resistance is Contagious!

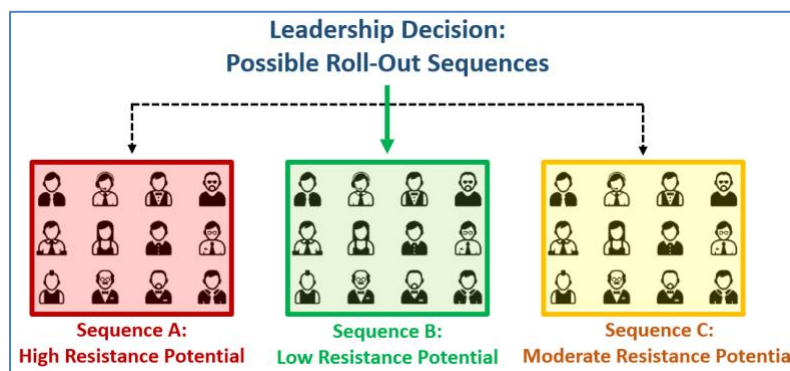
- **Active Resistance** is so dangerous because it is contagious.
- A small pocket of highly resistive, vocal, and active individuals can spread opposition to the change throughout the organization.
- Once resistance spreads, there is no incentive structure that can “force” the change to occur. Not performance reviews, not competitive, not technology, & not even cold hard cash!

### Reactions to Change (Simplar Data from 100+ Organizational Groups)



### Is it Possible to Assess, Predict, and Reduce Resistance (Before it Happens)?

- Yes! Simplar has been using Human Dimension assessments for the past 6 years (based on 30+ Master’s Degrees and 7 PhD’s) → and developed tools to assess psychological, behavioral, and emotional elements within change roll-out sequences.
- With Human Dimensions and other tools, Simplar can help measure resistance in real-time during the first wave of a change roll-out. This helps predict resistance in future waves & better allocate resources.



### The Simplar Difference – Ask the Experts!

- Scientific tools to assess, predict, and reduce resistance to organizational change – before it happens!
- Structured methodology for monitoring resistance in real-time
- Feedback loops to enable leadership to quickly identify & respond to potential resistance
- Approaches to optimize resource allocation to minimize resistance & increases probability of success

**Contact Simplar for a Complimentary Presentation and Review**

Learn more at [www.simplar.com](http://www.simplar.com) or email Jeff Sawyer at [jeff@simplar.com](mailto:jeff@simplar.com)