



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.

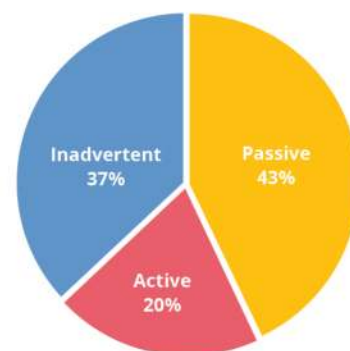
Resistance Takes on Many Forms

- ✓ 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:

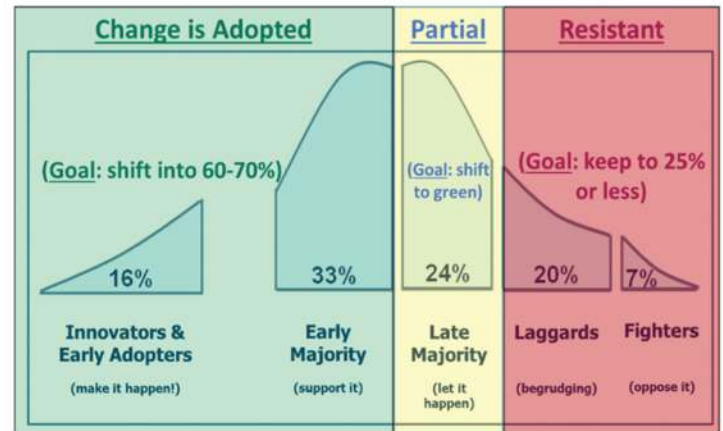
- A Inadvertent Resistance:** when people will try the change once and then go back to their old way or create a workaround.
- B Passive Resistance:** the most common form of resistance, includes excuses, politics, and dragging of feet.
- C Active Resistance:** this is the most dangerous. When people resist they believe they are doing what is in the best interest of the organization.



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

Beware: Resistance is Contagious!

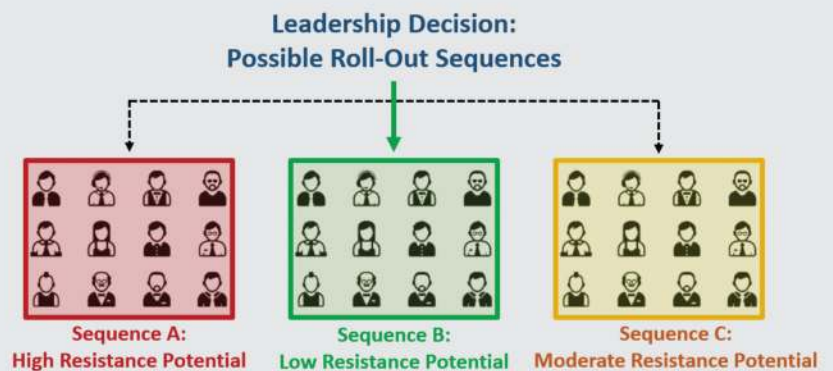
Active Resistance is also dangerous because it is contagious.

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 competition, not technology, & not even cold hard cash!

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 and developed tools to assess psychological, behavioral, and emotional elements within change roll-out programs.
- ✓ With Human Dimensions and other tools, Simplar measures 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!



Feedback loops to enable leadership to quickly identify & respond to potential resistance



Structured methodology for monitoring resistance in real-time



Approaches to optimize resource allocation to minimize resistance & increases probability of success