

WOMEN LEADING

BUSINESS CHANGE



Managing Resistance During Business Change

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Hi there,

I'm Mary and welcome to Women Leading Business Change, Guide to Managing Resistance During Business Change. We are really looking forward to sharing our experiences, tips, and ideas about resistance during a business change, in the hope that it supports you and gives you head start with your change!

Women Leading Business Change has been developed because there is a global need to manage business change better. We need to lead our people through change more smoothly and deliver the benefits planned - in full.

Unfortunately, these two 'simple' activities are not that 'simple' to deliver. Multiple studies have shown that 70-80% of transformations fail to deliver to their full potential. But the great news is that CHANGE LEADERSHIP was identified as a key contributor by those who's DID SUCCEED.

So, thanks for being the professional, empathetic and driven leader that you are, and for seeking to make business change better for your people and your business. I respect it is not easy as I still actively work in business change. You will make a difference if you use some of the advice in this guide. The great thing is that if you can reduce resistance - you will reduce your stress levels as well - bonus!

We would love to hear any feedback on the guide so we can make it better for others, so please send us an email to let us know how you are going with your change to mary.martin@embedchange.com

Kind regards

Mary

Expect Resistance and Plan for it!

Ok, to bring this point home let's talk about *YOU and Resistance*. Can you remember the last time someone suggested that you do 'something' and even though you liked the idea, *initially you said NO!*

Maybe they suggested going somewhere new, but *you weren't convinced* so said NO! You resisted until they came up with a really good argument, then you got excited and you were on-board.

Or maybe someone suggested changing something that you were happy with. *You couldn't see the benefit* so you said NO! That was until they sat you down and talked with you about the great things that the suggestion could do for you - and then you got on-board.

Or maybe someone suggested going for a long bike ride or to climb a mountain or try something new and you got cold feet because *you didn't know how to do it* so you said NO! That was until they sat you down and worked out a training program for you that meant your confidence was restored and you felt you could do it - then you were on-board.

And then there was the time they said they would help you and it started off well, but when push came to shove - *they didn't support you*. That was when you changed your mind again, rejecting this new idea and said NO! However, being the true friend that they were they realised they had made a mistake, said sorry, and came back to help. Then you were racing up the hill with the others again - back on-board

Finally remember that time your friend suggested you should join the gym and you went for a few months but because *no one was checking on you*, you just sort of slid back to the old couch potato lifestyle. No one encouraged you to stay or supported you so you stayed - Not on-board!

KEY POINT: Hopefully from above example you can see just how easy it is to resist change. If you (or your team) are not convinced of the value of the change, cannot see the benefit, don't know how to do something, don't feel supported and no one checks on progress – then you resist change. But if there is *a person* taking the time to invest in YOU at each stage of the business change journey - YOU get on-board. When leading business change you need to *'be that person'*. YOU need to be proactive, expect resistance and cut it off at the pass!

Impact and Influence

When leading a business change and managing resistance you need to consider your stakeholders from two points of view. Firstly, how impacted are they by this change, and secondly how influential are they to its success.

Now, what is really exciting about business change and resistance is that you can normally identify who the lead actors in your '*change play*' are.

When leading a business change and managing resistance you need to identify who the most impacted teams or people are. You need to work with them, understand their needs and lead them through the change as smoothly as possible. *That is a key goal.*

Normally (but not always) these are frontline employees (if the change is internal) or customers, suppliers or other stakeholders (if external). They normally don't have a lot of influence in the decision 'to make the change', *BUT they can have a 'power of influence over its success'.*

Another key impact group who are often even more powerful are the *frontline team leaders, and/or special 'informal' leaders of a team.* It is very difficult to manage resistance in a team if the team leader or an informal leader is not on board. We will talk about this in more detail a little later on.

The second point of note is *Stakeholders of influence.* They may not necessarily be impacted by your business change but they can impact its success through *something they 'control'* that you need. This could be a direct control, as in a line manager, or indirect such as a support business function e.g. IT or HR. The area the stakeholder controls may be a simple service but it may be vital to your success. For example, you can imagine the resistance if you forget to keep the payroll manager up to date and make organisational changes and people don't get paid properly - not good!

KEY POINT: Assess your stakeholders on the degree of impact the change will have on them as an indicator of potential resistance, then consider who has influence over your success - who has 'control' over something you need!

Key Stakeholders and Resistance

Senior Leaders

Senior Leaders are not often impacted by change but are highly influential. Depending on your level of experience in change, it may be a surprise to learn (*or not*) that some senior leaders react badly to business change when impacted. This may be because they are used to 'leading change' not being 'changed'.

***Do we expect Senior Leaders to behave professionally - YES!
Does that always happen - NO!***

Remember senior leaders are people first then leaders. A key trick to managing resistance with this group is to focus on the benefits of the change at three levels. ***What's in it for the business; What's in it for their business unit or people and; What's in it for them personally.***

The first level ***promotes the benefit for the organisation***. Even if they don't like the change or are negatively impacted by it, they will understand it. The reason for the change should be conveyed by their manager if not - arrange for it to happen - pronto.

The second level is to the ***focus on the impact to their business unit or people***. If there is an impact on their business, they will be held accountable for benefit delivery so need them mitigate the negative impact. The obvious way to reduce resistance is to collaborate and work through the business change to minimise any negative impact. This will give them some control over the change which is important for them as this what they are used to.

The third level is to identify how the senior leader is impacted personally. If you are their manager, this is easy. If not, please talk with their manager and leave it to them to manage the individual impact of the change.

KEY NOTE: Senior Leaders are people first then leaders. Appeal to both their heart and head. Focus on what is in it for the organisation, their business unit and people and then the impact on them personally. Collaborate and support.

Middle and Frontline Managers

This group of individuals are key to your success not just for your business change but also for *overcoming resistance*.

If this group accepts the business change and champion it - your work is half done. If they are what I call 'RED' and don't support the change then you will have a battle on your hands with their teams until you can convert them to 'GREEN'. *This group are often impacted but also very influential.*

Like the senior managers they are used to leading their teams and making changes. So, if you can *collaborate with them and co-design new processes* or ways of working *you will minimise resistance* and reduce any negative impacts for that team. You will also earn their respect.

They will resist change if they do not understand its impact on their team or how they can make it work for their business unit. They are often a very practical bunch, so that means talk of frameworks and models will not land well. *Implementation focused discussion at a local team level* will more than likely engender a lively debate. If you involve them in co-design you will reduce resistance and more than likely get a better result. Collaborate if possible.

HINT: LISTEN. You may get negative comments or half joking remarks - but listen to them as there could be truths hiding in there that show the real concerns or issues that you need to fix. Addressing these will go a long way to reducing resistance, their (and your) stress and improve your outcomes.

KEY NOTE: I love and respect this group of leaders. Seriously, they are my favourite. This is because they are often in the difficult position of being managers but also being part of their team, so please support this group. They are KEY to your successful implementation.

Be practical and focus on what they need. Always 'pre brief' them before any communication goes to their team. They don't like surprises and their teams will ask them 'questions' - so they need prepared answers. This will make you their friend. Co-design the future state with them so they own it to reduce resistance - and the bonus is you will likely get a better result!

Employees

Employees are at the other end of the spectrum from Senior Leaders in that they are often most impacted by have the least influence in the decision to change. ***BUT as noted earlier they are vital to your success.*** They will likely be the ones who are delivering the benefits you seek so they are integral to your success.

Managing resistance with this group is key. As with your frontline managers work with them to co-design new ways of working with them if possible. Collaborate anyway you can.

This group could have team members who have years of experience and 'if managed well' can ***provide real insight into making your change successful.*** The counter to that is that is if you do not get them onboard then they can be quite disruptive.

KEY NOTE: This group is most likely highly influential, and can influence the success of your change. Watch out for peer pressure from key informal leaders and get them on board quickly if you can. Use their knowledge to help build the future way of working – you will most likely get a better result!

Other Business Units or Interested Parties

Other business units or 'interested parties' can resist and impact your business change even if they are not directly impacted by it. This is often because they have other competing priorities. This does not mean they are 'bad' per say. Rather that they too are just busy - pushed for resources and competing priorities and their hands may be tied.

The way to manage this resistance is to 'plan for it'. You need to understand and respect their position. Getting them offside will not help your cause. Most people will help if they can... seriously I know there are some who are flawed and unhelpful by nature - but they are the minority. So, if someone says they are between a rock and a hard place and can't help - it may be genuine. So back to planning. In the early days of your planning try to scope out what help you will need from other business groups - and give them LOTS OF NOTICE.

KEY NOTE: Collaborate early - not only will this increase your chances of getting what you need to be successful - but it will also build your reputation. By respecting others - they will respect you. WIN WIN

What does Poor Change Behaviour Look Like

Resistance can manifest itself in poor or bad behaviour. However first it is important to distinguish between resistance to a change (I'm not convinced yet) and poor/bad behaviour.

Sometimes people can be resistant to the change but are still be doing a good job. This may be because *you haven't convinced them yet*, or you have moved to a new stage in the change process so another emotion/reason for resistance has arisen Please don't be too hard or impatient with them if this is the case or resistance will may grow.

Straight up poor or bad behaviour on the other hand is disruptive behaviour, and this is not good for anyone. This needs to be addressed and expectations of professional behaviour set.

Poor change behaviours can manifest itself in the following ways: *'increased sick leave or absences'* which may put pressure on the rest of the team.

'Low productivity or poor quality of work', the old 'why should I care behaviour which is not good for them or the businesses.

'Passive resistance', my favourite - NOT. This is a hard one to manage because it is hard to nail down.

A person making *'undermining comments'* in meetings or in the lunchroom, this can be very disruptive and will close others down when they might have positive things to contribute.

Which lead us to *'putting pressure on other teams' members'* to resist the change or behave badly as well. This lack of input or involvement with the change or silent treatment is a real shame because normally both the person and the business will benefit from team's involvement in a business change.

KEY NOTE: There are no winners with poor behaviour only losers. Step up and address poor or bad behaviour when identified - but do this carefully. Set expectations and remember to listen to distinguish between poor behaviour and a cry for more information.

The Harm Poor Change Behaviour Can Cause

Poor or bad behaviour can do a number of things during a business change. Firstly it can **impact morale**, especially if the person behaving badly is someone that the others on the team like and respect - this can be embarrassing - even awkward. One team member behaving badly can negatively impact the happiness of the whole team.

Secondly if prolonged this bad behaviour can **impact the relationship** between team members, as people start to 'move away' from those who are behaving poorly. This may make the individual behaving badly to feel ostracised - which may lead to an increase in bad behaviour. At times like these you may want to check in on the person's wellbeing as they may be really struggling and need support. YES - Even if people behave badly, we need to look after them because we are their leaders. THEIR wellbeing IS our concern.

The final impact of poor/bad behaviour is it can **impact on a person's reputation** and therefore their opportunity for promotion. Always seek to understand the difference between behaviour that is seeking more information or is genuine in its concern, from behaviour that is just plain bad. You want to know when things are not right - that will make your change better in the long run. The trick is to provide opportunities for team to raise issues 'in a safe way or place'.

Let's face the elephant in the room now. If a person is losing their job or is negatively impacted by the change, then **it will be hard for them not to react badly**. At times like these you need to treat the person with the great respect and provide good support for them, both professionally and emotionally. Use employee assistance programmes or welfare officers if you have them. If not them you or someone in the business can adopt these roles.

If you have one person or team who is behaving badly see if there is a person that they look up to who might be able to help them on their change journey.

KEY NOTE: Always seek to understand the difference between behaviour that is seeking more information or is genuine in its concern, from behaviour that is just plain bad.

Identify the reason for the resistance. If the reason is genuine and understandable (the old 'yeah I'd probably feel like that if it was me', test) then find ways to resolve the root cause of the resistance - or minimise it.

If the reason is not genuine or understandable - then it's a case of setting professional expectations, being clear with the team about them, and following up if bad behaviour continues.

Be aware if a person or team is negatively impacted the way you treat them and look after them during the change will be watched by all others - impacted or not. If you treat them well, you will earn their respect and they will feel safe in your hands. Again, they might not like it but people will appreciate how you make/made them feel during change.

Be the leader you would like to have leading you through a difficult change.

What does Good Change Behaviour Look Like

Good change behaviour is the opposite of poor change behaviour - go figure!

Good change behaviour manifests itself in *teams or individuals asking questions* to understand the change. Again, don't confuse the asking of questions (which may be done with some force) with bad behaviour - they are more often a cry for help to understand how things will work in the future.

Teams or individuals participate proactively in collaboration or co-design workshops and help to develop the 'new world'.

Teams seek to understand what their role will be and what they need to do to 'get up to speed' so they can help deliver the new way of working.

KEY NOTE: Enable good behaviour but delivering good change leadership practices at each stage of the change journey.

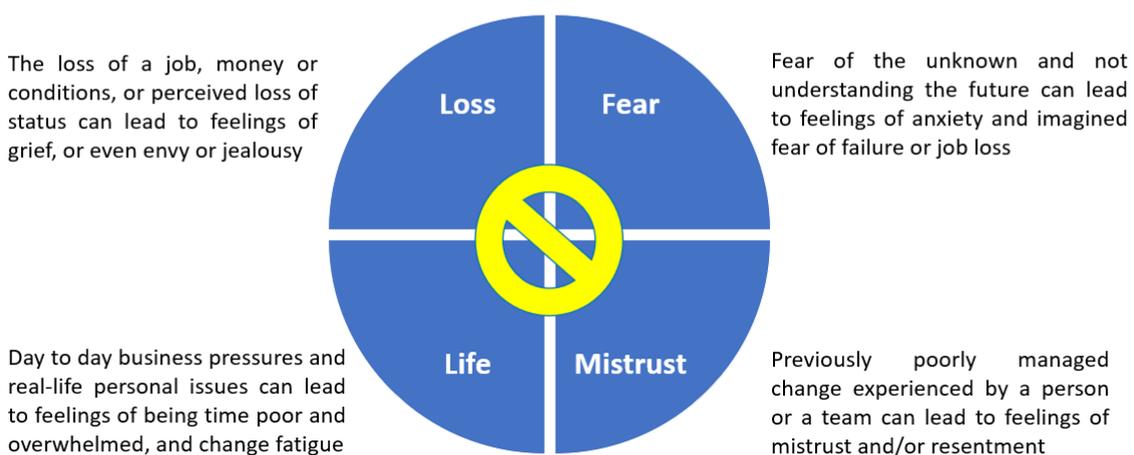
Meet the teams needs at each stage, understand their resistance and then work with them collaboratively.

Three Root Drivers of Resistance

There are three high levels at which you can separate resistance to change into, internal drivers, external drivers and constraints.

Internal Drivers of Resistance

Important internal drivers of resistance



First there is the obvious reason for resisting change and that is that a **person is negatively impacted**. It's easy to see why there is resistance.

In this instance it is important to stress (if true) that the change is not a reflection of the person but of the circumstances that have developed. Removing the person from the equation can help the person keep their self-esteem. Other than that, you can offer outplacement support or helping with references is another way you can make a person feel valued. It's as the old saying goes - people will often forgive what you do but never forget how you made them feel.

Now a key point here is to **always treat the person with respect**, even if they behave unprofessionally. The reason for this is other people will be watching and this can influence their resistance even if they are not personally impacted themselves. You are always in a bubble when leading change.

Fear of the unknown is another internal driver, and confidence the person can operate in the new world is a key trigger for reducing resistance. Change can be scary if you have no control over it and your livelihood depends on the outcome. Be patient and empathetic. The best way to overcome this type of resistance is to

engage 'early' and involve people impacted so they feel they have some control over the outcomes that impact them. Training is also important to build confidence if appropriate.

The key with this driver is to understand what is driving the fear - then deal with it.

The third internal driver resistance is a *previous bad experience*, or perhaps a lack of experience of change. Let's face it, a lot of us have had a previous bad experience with a business change and it makes us wary. The best way to overcome this resistance is to find out what went wrong - and then avoid doing that! Asking for assistance to make change better is also a great way to overcome this resistance driver. Again, it puts a little bit of control back into the hands of those who may be feeling afraid.

The person may also be *suffering from change fatigue* due to too much change in the past. Or at the other end of the spectrum, they may not be used to change at all so don't know how to handle it. Ask some questions about recent change and their experiences, you will likely get to the bottom of why the resistance is there which will help to try to manage it.

The final internal driver of resistance relates to something that has *nothing to do with your business change*. The team or individual may have things happening in their own life or business lives that are stressing them out - and they just don't have the mental capacity to take any more. You may be looking to do an IT or process change, when their physical location is being changed or someone in the team is ill and everyone is worried for them. Thinking of the person holistically is important as I am sure you understand.

KEY NOTE: At the individual level, the key drivers of resistance are loss of something, fear or lack of confidence, a bad experience of change in the past and internal personal drivers such as a sick relative. Identify the root cause and then you can work to mitigate the resistance.

External Drivers of Resistance

Now there could be a number of external drivers of resistance to change.

The resistance could be at an individual level or group.

For example, an individual could resist the change because of something that is happening in *their personal life* that does not relate to the business change - but they are just 'full' and don't have the mental energy to cope with change.

It may be the case that a *family member is ill, or their child is in a spot of bother, or their parents need more support, or a friend is having a hard time* and they are supporting them. We are 'pack animals' we have people around us who need our support.

There may be *financial pressures* you do not know about, or relationship stresses that or not evident on the surface. When that happens, it can be hard. Then we lay a business change on the individual and wonder why they are not 'singing happily along with everyone else'. DUH!

Identify the *root cause of resistance at an individual level* and if it is external and you can support them - then do so. The hard part here is sometimes people will not open up - in these cases you may be able to use one of their trusted friends to help 'them' get through the change. Needless to say, 'you' are the one supporting their 'trusted friend' to do this.

Or the *resistance could be at a group level* where the group is impacted by something outside the business change and again, they don't have the focus available to give to the change.

I am sure we have all been in the position where we are asked to do multiple things at the same time and have *wondered how on earth we will cope*.

KEY NOTE: Identify poor behaviour at an individual level and ascertain the root cause. Then provide support. At the group level - understand 'their world' what else is happening - how can you integrate with that successfully.

Other Factors causing Resistance

I am a firm believer that people are good – if they are resisting change or behaving in a way that is not productive, I believe it is our job to find out WHY.

The final area to consider when assessing resistance is...

Have they been enabled them to deliver the change successfully?

- Do they have the right resources?
- Do they have the right equipment?
- Do they have the right training?
- Was the transition effective?
- Did they sign off the go-live readiness check – were they ready?
- Do they have post go live support?
- Do they have enough time to do what you ask?

Or have they been thrown in the deep-end and expected to deliver?

It might seem like a silly question to ask – but you would be surprised at how many business changes go live when the business is not ready – *oh and then it fails – go figure!!*

KEY POINT: Make sure you do the go-live readiness check before you implement so you can check for resistance and gauge the confidence of the teams who will deliver your business change.

Talk with the teams. Make sure they have everything they need and feel enable to succeed!

Resistance through the Change Life Cycle

In this section I would like to talk with you again about the fact that resistance can occur at *any time during the business change process* and the key thing to understand is what is driving the resistance 'at that time' and what you can do to mitigate it.

To get a better understanding of this we will look at the *normal grief curve* that individuals go through when facing change or an event that causes them discomfort.

EMBED Change: Understanding Resistance : The Individual or Team Change Journey



When change is occurring an individual normally goes through a grief curve or journey similar to this one to your right

The curve shows the different reasons that *resistance can occur depending on where the individual or team is on the curve.

**WOMEN LEADING BUSINESS CHANGE powered by EMBED Change helps you or your team design and deliver different engagement activities for each stage of the project lifecycle to minimise resistance, enable transition, and embed change more effectively.



*Resistance

I don't understand - WHY change	I don't understand WIIFM	I don't feel confident that I can deliver the change	I don't feel supported to deliver this change	I want to go back to the old ways of working
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** WOMEN LEADING BUSINESS CHANGE powered by EMBED Change Process

Define Impact Engage Create Understanding	Design WIIFM Motivate People and Teams	Develop Build Capability and Confidence	Deliver Support to Transition and Enable Change	Drive BaU EMBED Change permanently
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Initially a team or individual may *go into denial* that your business change will happen, they don't understand why it is needed. It makes no sense to them. It's a daft idea.

But then those impacted realise that you are progressing with the change, at which point they *may get 'angry'* because they may see they are impacted but not sure how on a personal level. What is in it for me WIIFM?

Then they may *become 'fearful'*. They may not know how to operate in the 'new world' and lose their confidence. They may need new skills or do something differently - but are not confident they can.

At implementation they need to *be 'supported'* to make sure things go well. If not, they will spiral down again into resistance. An example of this is when a change is delivered and then 'something new' comes along and everyone runs over to that and the team delivering the change are left to their own devices - when they still need support.

Finally, resistance can occur even after an implementation if the change is now well embedded and teams can *roll the change back out* again. There is a reason the early explorers burned their ships. With business change the benefits will often be delivered over time, however if resistance occurs and processes roll back to the old way of working - you will not realise them.

KEY NOTE: Hopefully you can see how resistance can occur at different stages of a business change lifecycle for different reasons. You need to address these different reasons to overcome resistance at each stage of the business change.

If you are in the implementation stage and people are still asking why this change is needed - you have not addressed this sufficiently in the early stages to get that point across. If you are in implementation and teams are not confident they can deliver - then you have not addressed their capability need sufficiently for them to feel 'they've got this'.

Now, the lines will be blurred between the different stages so please don't feel that you should see nice neat lines between stages. People change at different rates so some early adopters will be off and running with your change quickly, while others may need more convincing. They say it can take up to five times for a message to get across, so 'rinse and repeat' your message a number of times.

Engagement during change is a major enabler and reducer of resistance so please get that right.

Resistance Excuses and How to Handle Them

In the discussion below we have captured a number of statements that are indicators of resistance and identified some action you can take to help overcome this resistance. The bottom line is ... CONFIRM THE CHANGE WILL GO AHEAD!

The Boss Excuse:

- * **My boss won't like it.**
- * **Senior Managers will never agree to do this**
- * **Senior Managers will never invest in this**
- * **Red Tape will stop this**
- * **It's just a boss fad it'll never happen**
- * **We can wait this out**

When you hear comment like the ones above Senior Managers need to be 'seen' to be actively supporting the change. The need to be seen to be leading its endorsement in communication and engagement activities with their people to quieten this excuse. Senior Managers need to support the change through the allocation of funds or resources to help overcome this perceived excuse. Confirm the change will go ahead!

The Marketplace Excuse:

- * **Our customers won't like it**
- * **Our suppliers will never agree**
- * **Our competitors don't do it so why should we**

Overcome these objections by communicating the reason for the change. Are the benefits for customers or suppliers? If so, explain these. Get feedback from customers or suppliers to show their support. Promote the benefits of being the market leader if appropriate. Promote the need to change if the market is changing - sometime we just don't have a choice. If the impact is negative then you need to be up front with this and honest. Find ways to reduce the impact on customers or suppliers if you can. Confirm the change will go ahead!

The Cost Excuse:

- * **Who is going to pay for this**
- * **We don't have the budget for this**
- * **The ROI is out of whack!**

Explain the rationale for the change in other than ROI terms - market, customer, legislative needs etc. Sometimes other aspects are more important such as a legislative or market driven requirement. Be open and honest about the budget and where it is coming from. Share this so staff know that the business is investing in this change so it is real! Confirm the change will go ahead!

The This Will Never Work Excuse

- * **I don't understand why we need to do this**
- * **It is too ambitious**
- * **It will be impossible to achieve this**
- * **I'm not confident this will work**
- * **What happens if we fail**

Senior managers should clearly articulate why the change is needed, what it entails and what might change. Outlining the process to be followed will provide an understanding of how the change will be achieved making the impossible possible. Using examples of where the change has worked successfully and the lessons learned is another good way of reducing this type of resistance. Confirm the change will go ahead!

The Current Way is Best Excuse

- * **We have always done it like this**
- * **We tried this before and it didn't work**
- * **We have never done this before**
- * **It will take a lot of time to research this before we can start**
- * **It's too complicated and against Policy**

Acknowledging the good work that has taken place to date. What works well now and what can be built on. If this is completely new process or service outline as much detail as possible to provide clarity about what will happen simplifying the process where possible. Respect that this may have been tried before and outline

what is different this time. Reflect on changing a policy if required. Confirm the change will go ahead!

The We Don't Have Something Excuse:

- * **It will take too long to do this**
- * **We don't have the time to do this**
- * **We don't have the equipment to do this**
- * **Our systems won't cope**
- * **We don't have enough people to do this**
- * **We don't have the right culture to do this**

Addressing the time required of those involved with the change is important as this is often a key reason for resistance and often with good cause. If resources are already fully committed to their current role or area of responsibility then additional support should be provided to avoid burnout, enable success and show through investment that this business change IS IMPORTANT!

It is important to acknowledge that new equipment or technology may be required or a challenge up front and that systems may need to be change to accommodate a new way of working.

Being up front about human resource changes is also key because most individuals will want to know if their role changes or even if they might lose their job.

Consider if there should be a review of the number of people involved in the change, but so not commit to this before doing the analysis as it may not be possible.

Confirm that there will be training for any new equipment or process for those impacted and recognise that Culture 'the way we behave' is very important for the success of the business change.

Culture is the way we behave and the way we do things. If people will be required to behave differently or work in different ways then this should be communicated to the teams. Teams should be invited to participate in developing new behaviours required to deliver a new way of working to gain their buy-in and to embed the change as effectively as possible.

Not My Job Excuse:

- * **No one asked my opinion**
- * **I don't have the authority to do that**
- * **That's someone else's job - I can't do that**
- * **That won't work here - we're different**
- * **I don't get paid to do that**
- * **Everyone will resist this**

Involve employees in the design and development of a change that impacts their area to create ownership.

Co-design of processes or services generally provides a more robust outcome as most pitfalls will be identified and designed out of the process during the creation of the new service or process.

Co-design provides the foundation for transfer to business as usual and reduces resistance across the board.

Senior managers should actively encourage teams to be involved in co-design and communicate the value they bring to the future state.

Your Resistance Plan

Ok so now it is time for you to go to work. *Reflect back on the ideas and tips* we have included in this guide and create something similar to the resistance plan template below. Use this to plan activities that will stop resistance before it even starts to take hold - or to mitigate it if it has.

Consider the key stakeholders of your business change. Who is impacted or who can influence your business change? You might like to *cluster them* into similar groups, for example senior leaders together, and then frontline managers in a separate group. Remember to take into consideration those *who control something* that you need to ensure success. They may not be obvious. Are they on-board with the change or resisting it? Why are they resisting it? What can you do to overcome this resistance?

Remember to listen for any of the comments noted in the previous section and take action appropriate to the resistance. These comments can occur at any time over the life cycle of your business change - *sorry about this but resistance management is not a onetime job* - you need to be keeping a close watch on behaviour to make sure things are not starting to heat up.

Use the **RESISTANCE MANAGEMENT TEMPLATE** below (or create your own) to plan your resistance activities.

Key Person or Group	Resistance to Change	Is the Person RED AMBER or GREEN	Analysis	Action to Reduce Resistance
For each group or influential person, consider the impact of the change on the person or their business group. Can you see any barriers? Are they RED AMBER OR GREEN? What might drive resistance and what can you do to overcome it.	<ul style="list-style-type: none"> Internal Barriers (loss) External Barriers (peer pressure) Other Barriers (equipment) Stage of Business Change 	Does this person support the change, are they neutral about the change, or are they resisting the change	<ul style="list-style-type: none"> What is driving this person's resistance? What do they need to 'get on-board'? Who influences them? What is the impact of the change on them? Is this person influential? Can this person influence the outcome of the change? What do/will they need at each stage of the business change? 	<ul style="list-style-type: none">

OK, that's a wrap as they say. We hope that you have enjoyed the Guide to **Managing Resistance During Business Change**.

This guide is part of the **Women Leading Business Change Toolkit** – an outline of the toolkit is below. If you are leading change right now and need support this will help you.

WOMEN LEADING BUSINESS CHANGE TOOLKIT includes:

A BONUS FAST TRACK GUIDE that will provide direction in HOW TO LEAD your people through a Business Change RIGHT NOW! This is a 'very to the point' guide.

WORKED EXAMPLES AND TEMPLATES and other resources designed to give you a head start with your change! All of resources can be adapted and used as your own - we created these for you so you can adjust these to your needs hit the ground running.

FREE EMBED Change APP that you can download to your mobile - your Mobile Coach! (free for 2 years and available from November 2021). This alone is a great reason to choose to become part of the team of WOMEN LEADING BUSINESS CHANGE.

Women Leading Business Change Toolkit will grow your capability and confidence and support you to effectively:

1. Create Resistance tools to overcome resistance
2. Develop Engagement tools for focused communication
3. Create a Case for Change your elevator pitch
4. Plan you Transition for a smooth transition
5. Use Go-live Readiness tools are you ready to GO?
6. Dig dep into Stakeholder Analysis who's important
7. Impact Analysis tools know where to focus

Templates, Cheatsheets, Videos, Podcasts

GET MORE INFORMATION ABOUT THE TOOLKIT BELOW

www.embedchange.com

Kind regards

Mary Tony and Terry