**Top Ten Tactics for Managing Resistance**



A critical step any manager should take when creating desire to change is to **listen**.





In many cases employees simply **want to be heard** and to voice their objections.



Understanding these objections can often provide a clear **path toward resolution**.

**Listen and Understand Objections**



Listening can also help managers **identify misunderstandings** about the change.



For some types of changes, it is effective for managers to let go of the ‘how’ and simply communicate **‘what’ needs to change** (focus on outcomes).



This process transfers **ownership of the solution** to employees.



**Focus on the
‘What’ and Let Go
of the ‘How‘**

**Employee involvement** and ownership naturally builds desire
to support the change.





Barriers may relate to **family, personal issues, physical limitations or money.**



**Fully understand** the individual situation
with this employee. What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past.



**Remove Barriers**



**Identify** the barriers clearly.



**Determine** ways that the business may be able to address these barriers.



**Building** desire is ultimately about **choice**.





Managers can facilitate this process by **being** **clear** about the choices employees have during change.

**Provide Simple,
Clear Choices and Consequences**



Communicate in **simple and clear terms** what the choices and consequences are for each employee.

By providing simple and clear choices along with the consequences of those choices, you can put the ownership and control **back into the hands of employees**.





Many people will **respond** to the opportunity for a better future.



Managers can create desire to change by sharing their **passion for change** and by creating excitement and enthusiasm.



**Create Hope**



People will follow a leader who can create hope and whom they **respect and trust**.



**For some employees seeing is believing. Demonstrate the benefits of change in a real and tangible way:**



Share case studies

**Show The Benefits in a Real and Tangible Way**



**Invite** guests to provide personal testimonials



Visibly **demonstrate** the success of pilot programs or trials.



A personal appeal works best with honest, open relationships where there is a high degree of **trust and respect**.



**A personal appeal may sound like:**

**Make a Personal Appeal**

"It is **important** to me."

"I **believe** in this change."

"You would be helping me by **making this change work**."

"I would like your **support**."





Managers can use **special interventions** to convert strong
and vocal dissenters.

The strongest dissenters can become your **strongest advocates**.



**Convert the Strongest Dissenters**



They are often **equally vocal** in their support as they were in their resistance.



Often removing a **key individual** who is demonstrating resistance to change sends a powerful signal to the organization as a whole.



The message is:

* + They are serious about this change.
	+ Resistance will not be tolerated.
	+ The consequences for not moving ahead with the organization are real and severe.



**Demonstrate Consequences**



Use with **caution** and with the involvement of HR and legal.

Use with mid-level or senior managers who are critical to the success of the change:

* Increase their compensation or create a bonus program such that they are directly rewarded for the successful completion of the change.



**Provide Incentives**



* Offer a promotion to a position
they desire.