

Leading Change

Resistance to Change

In each edition you'll explore a leadership framework accompanied by questions for you and your team to work through, helping you to be even more effective in leading through challenging times.

Inside

Elisabeth Kubler-Ross's
Change Cycle



Rosabeth Moss Kanter's
Theory on Sources of
Resistance to Change

Patrick Lencioni's 5
Dysfunctions of a Team



Hello and Welcome

This short video and supporting workbook is designed to help you lead successfully these challenging times.

The workbooks can be read alongside or separate from the accompanying video series and is yours to keep as a resource in your leadership journey. We hope the video series and workbooks will be helpful whether you are an aspiring or established leader.

This series will introduce teams to skills and behaviours that generate greater engagement, trust, transparency, heightened performance and cultures where all can thrive.

The second in the series will introduce Rosabeth Moss Kanter's Theory on Sources of Resistance to Change.



Managing change is not always easy. These workbooks will cover three models that can help you to lead and manage change effectively.



Because, of course, the one thing that is constant is change.

We are always experiencing it and these days we hear leaders talk about how we are living in times of unprecedented change.

And its easy to see why. We have just been through a global pandemic, have had to move warp speed towards new ways of working and politically, economically and environmentally it has been a tumultuous time as well. And for many staff, these changes, and the fall-out from them, have created huge pressures at work and at home.

So being able to empathise, put oneself in the shoes of those we are wanting to influence and persuade, is crucial if we are to achieve the goals we set ourselves.

The 3 models will you to do just that and will put you and your team on a good footing for success in the years ahead:



Elisabeth Kubler-Ross's change cycle - also known as the ' 5 stages of grief' - is a model that describes the common emotional responses that people may experience when faced with significant change or loss.



Rosabeth Moss Kanter's theory on Resistance to Change is a useful framework for understanding and managing resistance which can come from a variety of sources, including personal factors, group dynamics and structural factors. In this video you will find a number of strategies to help manage this.



Patrick Lencioni's work on the 5 dysfunctions of a team, which emphasises the importance of team cohesion, trust & effective communications to achieve common goals.

As you go through the models, you'll be invited to take a few minutes to reflect on what they mean for you and your team and how you can use them. You could even read this paper or watch the accompany video, as a group, pausing occasionally to share your reflections and explore how you can apply what you're learning.



Leading through challenging times

Helping you lead successfully



Rosabeth Moss Kanter's Theory on sources of Resistance to Change

An introduction and strategies for your team



Our second model focuses on the work of Professor Rosabeth Moss Kanter an American academic and business consultant who is known for her work on organisational change and innovation.

According to Kanter's theory, resistance to change can be caused by a variety of factors, including

- fear of the unknown
- lack of understanding or information about the change
- And personal or professional attachments to the status quo.

Her work can help businesses by providing a framework for understanding and addressing the underlying sources of resistance to change among employees.

You'll see there is some overlap with Kubler Ross's Change Curve and at the end of this session, I'll share how you can combine the two to have the best outcome.



Reasons for resistance to change

These are some of the common reasons for resistance to change. And on the following page are some of the strategies we can use to overcome these.

Reasons for Resistance
Loss of control
Excess uncertainty
Surprise
Too many differences
Loss of face
Concerns about competence
More work is generated
Ripple effects are created
Past resentments surface
Sometimes the threat and hurt is real

Helpful strategies

- Look for opportunities to offer more autonomy and to invite others to plan the changes with you.
- Create more certainty! Where you can, clearly communicate next steps, milestones, timetables etc.
- Keep people informed. Plant seeds and give hints at what might be coming next.
- Avoid any unrelated differences to the core change. Aim to keep things familiar, wherever possible.
- Help people maintain dignity by celebrating, honouring and respecting what has gone before.
- Provide all necessary training, information, coaching and support.
- Recognise and acknowledge when more work is generated and reward people where this is the case.
- Consider all the affected stakeholders, however distant, and work with them to minimise disruption.
- Look for opportunities to heal the past before sailing into the future.
- Be transparent, honest, act fast and be fair.

