



QCC X

WORKING THROUGH RESISTANCE

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Purpose and Outcomes of Workshop

Purpose:

To discuss and to share *our Understanding* and *our Experiences* of Resistance to Change

Outcomes:

- Ability to *Understand* (at least) *Two Forms of Resistance* and how each one impacts Change
- Ability to *Identify and to Develop Strategies* to Minimize Resistance



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AGENDA

1. Review Agenda and Outcomes
2. Ice-Breaker: "Berlin Wall"
3. Associations with Resistance
4. Theories of Change Management
5. Strategies Development
6. Report Out / Debrief
7. Closing / Evaluation



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THE BERLIN WALL

Instructions:

- *Count off by 2's.*
- *Form two lines.*

“To win this exercise, you need to get the person opposite you to your side of the line. You will have 2 minutes”.

Quick Debrief:



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ASSOCIATIONS WITH RESISTANCE

*Think of a time when **You have experienced Resistance** and when **You have resisted something**, at work, at home or some other place:*

- What did you feel when You experienced Resistance?
- What did you feel when You resisted?

Instructions:

Start in pairs – facilitators will indicate when to merge with another pair to form a foursome



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What is Resistance?

Natural Reaction to any proposed *change* when one

- *does not feel included*

or

- *does not understand the benefits* of the proposed change.



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The Iceberg

“Out in the Open”

Acceptable topics
and behaviors

“Below the Surface”

Unacceptable or
Perceived
unacceptable topics
and behaviors



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Why am I Resisting?

I *Resist* because:

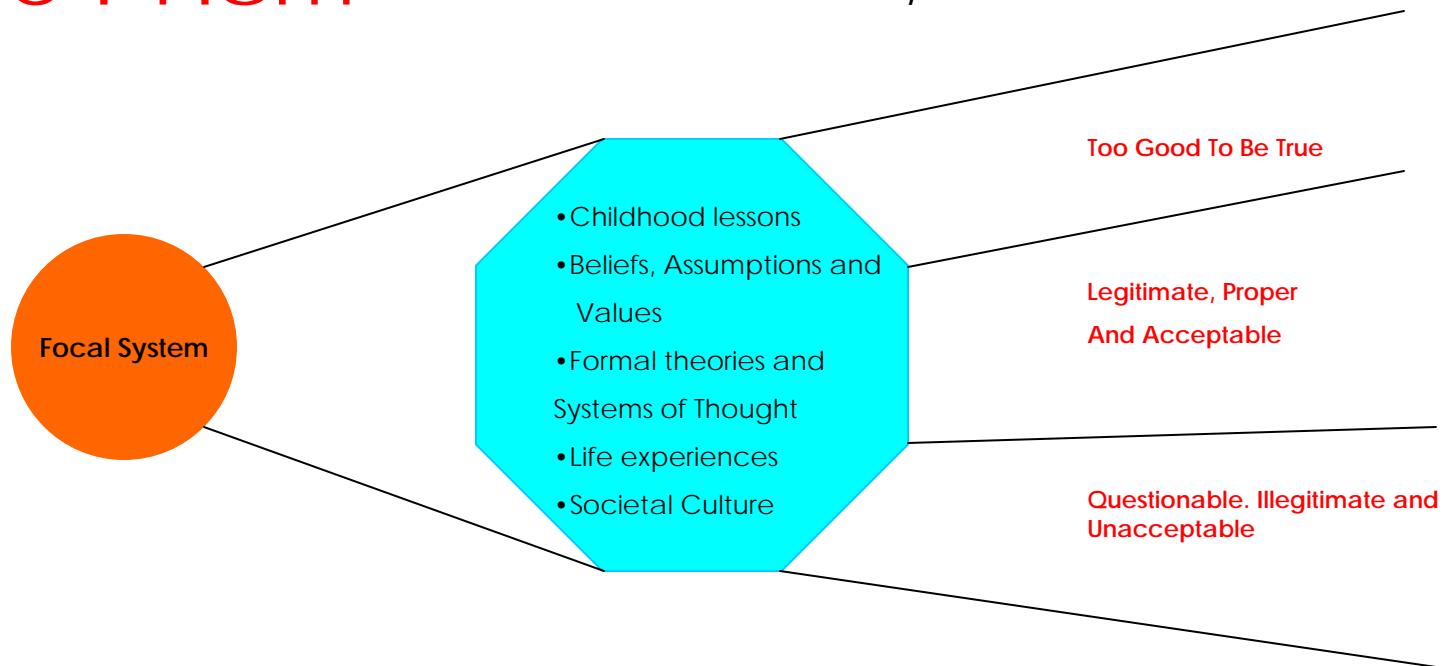
- The “New Vision” is not a “*Shared Vision*”
- The Proposed Change does not correspond to any of “*My Needs*”.



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The Prism

The Contents of The PRISM interpret what is:



FACETS:



Individual



Groups



Organizational



Societal

Adapted from the work of Bob Marshak - The Cape Cod Institute



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Surfacing Resistance

In order to allow Resistance to surface, we must:

- Create *Safe Environment* to allow surfacing
- Be creative and seek *movement, not exposure*
- Assume *people are trying their best* ("I wonder what is in their prism")
- Act *consistent with* the *Vision*
- Step *outside* of our *own Prism*



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Considerations to Surfacing of Resistance

We must always remember:

- Resistance is very serious
- Don't expose people for the *Wrong Reasons*
- Watch your values system: *"What is motivating You?"*
- Reasons for surfacing:

"Are these my issues?" or

Are these legitimate issues that constitute a "block for the organization"?



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Considerations (cont.)

Value Resisters:

- a) They clarify the problem and identify other problems that need to be solved first

- b) Their tough questions can strengthen and improve the change

- c) They may be right: "It is a dumb idea!"



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Maslow's Hierarchy of Needs

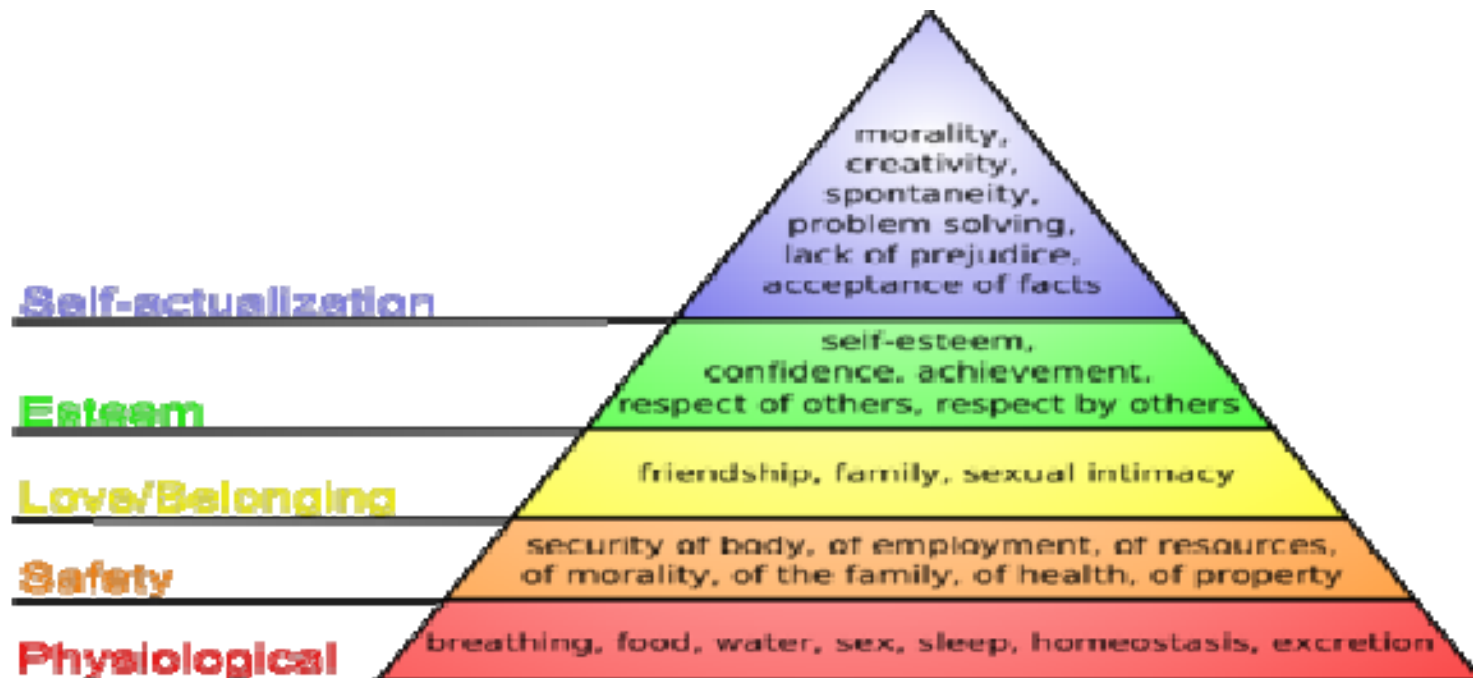
Maslow's pyramid shows the path to win others over, if and only if, we do invest in developing a relationship with them.

Only then, will we know how to meet others needs.



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Maslow's Hierarchy of Needs

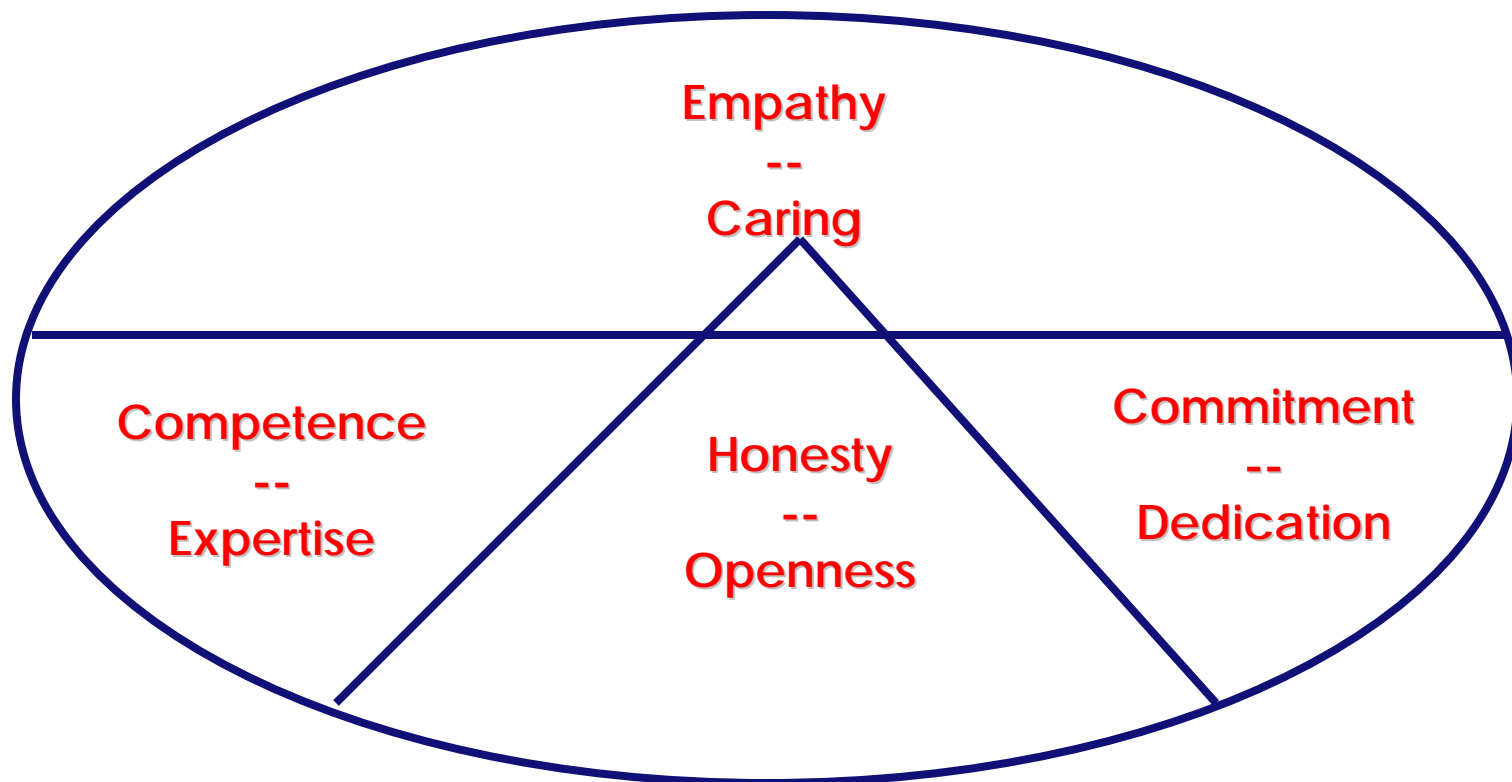


Abraham Maslow (1943): *A Theory of Human Motivation*



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Establishing Necessary Trust to Implement Change





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Behaviors That Create An Environment Of Trust

- Direct communication
- Openness
- Follow through
- Integrity – “walk the talk”
- Respect
- Risk taking
- Taking responsibility
- Accountability
- Caring
- Involvement
- Constructive feedback
- Managers give employees responsibility and authority
- Seek employee input
- Consistent behavior over time
- Fairness and equity
- Sharing good and bad
- Authenticity
- Honor differences
- Honor agreements
- Inclusion
- Delegation
- Nurturing
- Clear expectations
- Openly admit mistakes
- Mistakes seen as opportunity to learn
- Confidence in management’s judgment



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A Trusting Environment Feels:

- Safe supportive/supported
- Comforting
- Inspired
- Appreciated
- Healthy
- Joyful
- Peaceful
- involved
- Empowered
- Collaborative
- At ease, not on guard
- Able to give and receive feedback
- Creative
- Productive
- Whole



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Closing Thoughts:

1. If you want to understand an organization, try to change it.
(Lewin)
2. Those who know the most about the work are those who do the work. (Whyte)
3. Self-discovery drives willingness to change
4. Change without participation will not last.
5. Participation builds support. People don't have to "buy into" what they already own.
6. Resistance is a source of information. Use it!