

The Change Seesaw Moving from Resistance to Action

Every system is subject to two competing dynamics. Persons working to lead change will find themselves dealing with both dynamics in every change effort. Awareness of these dynamics allows leaders to recognize certain behaviors and manage them successfully.

RESIST CHANGE

CHANGE

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SOURCE OF RESISTANCE <i>Action focused on maintaining status quo</i>	ANTIDOTES <i>Actions focused on growing and improving</i>
1. The old way is comfortable and known.	<ul style="list-style-type: none"> • Provide encouragement and support • Acknowledge discomfort and assist people to move through it instead of avoiding it
2. The need for change is not clear or not accepted.	<ul style="list-style-type: none"> • Structure rational dialogue • Structure high levels of participation from the earliest stages
3. The nature of the change is unknown or feared.	<ul style="list-style-type: none"> • Educate about anticipated processes and outcomes • Frequent and open communication on process and outcomes
4. The change may require new skills or skills that are perceived to be lacking.	<ul style="list-style-type: none"> • Provide coaching and training for competence and confidence building
5. The impact of the change is not clear or not accepted.	<ul style="list-style-type: none"> • Provide education on the impact • Structure dialogue regularly • Allow participation in planning and design • Provide incentives to change
6. There is no incentive to change.	<ul style="list-style-type: none"> • Revamp performance appraisal and reward systems
7. There is a lack of commitment to the change or to its implementation.	<ul style="list-style-type: none"> • Promote high levels of participation in planning • Inquire as to what is needed for people to make commitment and create a plan
8. The change is inconsistent with the current culture.	<ul style="list-style-type: none"> • Define shift in paradigm • Reframe activities to fit new paradigm • Invest in organizational learning and development

Gaining Agreement and Commitment Circles of Agreement

