



Resistance to Change – Addressing the Underlying Attitudes

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What this document is about

It presents our approach to understanding and overcoming resistance to change

Understanding

Why resistance occurs in large scale programmes and its roots

Overcoming

How to overcome resistance with the right levels of engagement

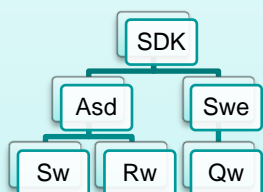


Any large scale programme will create resistance to change

Changes due to legislation/policy



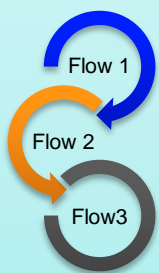
Organisation redesign



Large Scale IT implementation



Fundamental Process change



Merger/acquisition





If there is no personal benefit
all you get is resistance



What generates resistance to change?

- Managing the resistance to change too late
 - When design is complete or when the change details are already agreed
 - Involve stakeholders as an afterthought not earlier
- Lack of identification of influencers and stakeholders at an early stage
 - Assuming that talking to the heads of a service is enough to manage change. Key influencers are often hidden and at different levels
- Ignoring criticisms or push back
 - Assuming all criticism is negative, without exploring to see the root cause
 - Not managing expectation or impact early with staff



There are three root causes why people resist change

1

'If it ain't broke, don't fix it'

- This attitude underpins most instances of holding on to past or current ways of doing things – “if we refuse to acknowledge the problem then we don't have to engage with a solution”
-

2

'It won't work here – we're different'

- This attitude is the root of not believing in the proposed solution – “either we don't understand it, we don't see why it is the right way or we don't like what it might mean for us”
-

3

'I am not ready'

- This is not being prepared to pay the cost of change, where cost is emotional due to the disruption and uncertainty or inability to see a new future – “I like things the way they are”
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We can help in three areas

- **Diagnosis**

- A focused questionnaire to understand the prevailing culture and behaviors
- Focused interviews with key stakeholders to understand key barriers/root causes
- Analysis that shows the key barriers and challenges to overcome

- **Engagement**

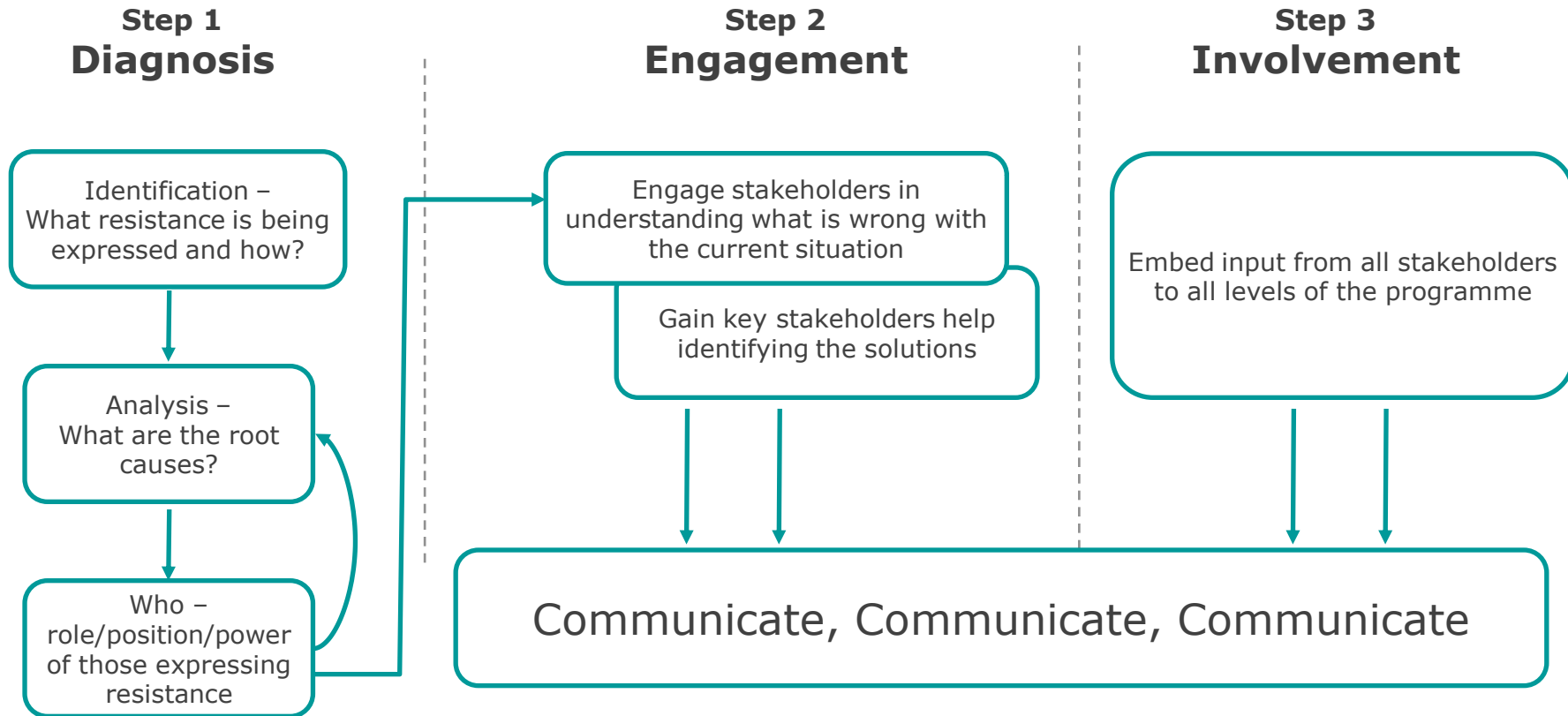
- A plan of engagement activity that allows all those affected to understand the 'problem' i.e. why change is necessary to the organisation and to them
- Work with stakeholders to develop a plan for incorporating their insight into solution development and then throughout the change programme

- **Involvement**

- Involvement from critical stakeholders in the change programme
- Ensure business experience and knowledge influences the solution/change and is sustainable
- Create a plan for ongoing internal communications



A plan to deal with resistance to change





Addressing resisting to change is part of wider interventions of any large change programme

Have you got the key influencers onboard early?

Managing resistance to change

Ensuring your vision is compelling

Are you sure people are bought in?



Have you made sure that 'end to end' testing is part of your implementation?

Adequate piloting

Having a consistent approach

Are you using a method for change that suits your organization?



Allowing for fast failure

Are you tolerant of small failures, learning from them and moving on?

about kinetik solutions



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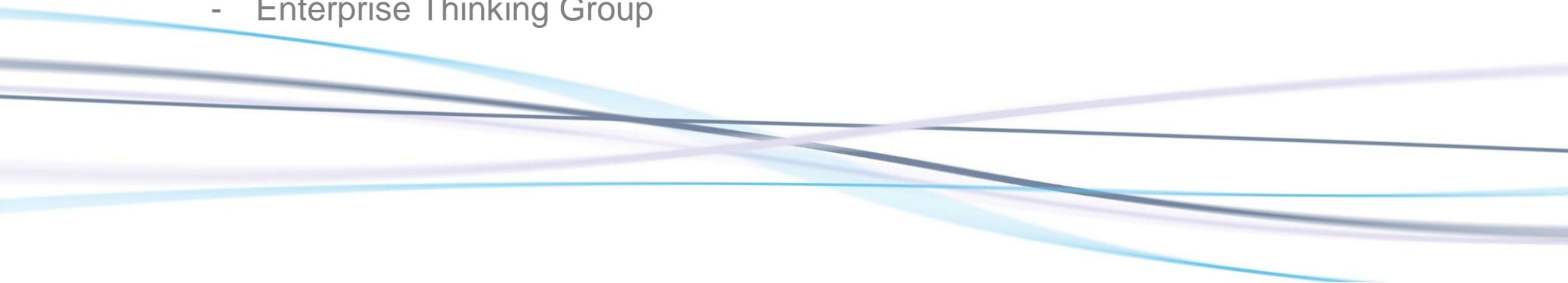
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Consultancy profile

- Established in 2007, kinetik solutions delivers complex change for large organisations in the public and private sectors
 - Our team consists of highly experienced consultants each with over 10 years change management experience in blue-chip organisations or a 'Big 4' management consultancy
 - We continually invest in learning to offer the latest thinking in transformational change to our clients. We run regular public events on Lean learning for our NHS clients and are members of:
 - Lean Enterprise Group
 - Deming Alliance
 - Operational Excellence Group
 - Enterprise Thinking Group
- 

Our solution areas

- **Complex Transformation Programmes**
We make change happen in a sustainable way
 - **Operational Design and Improvement**
Strategic design for complex processes and their implementation
 - **Systems Implementation**
Integrating process and IT change to achieve operational effectiveness
 - **Facilitated Workshops**
Fast, informed decision making, from strategy to continuous improvement
 - **Digital Content Collaboration**
Creating structures for rapid delivery in digital supply chains
- 

We work with a range of clients in a variety of sectors



kinetik solutions

agility to sustain change



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