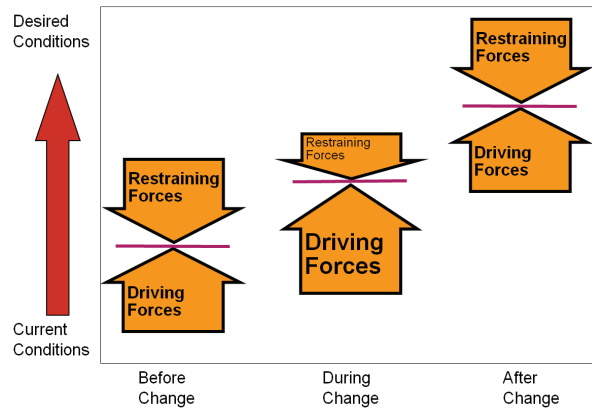


Reducing Resistance to Change

When organizations start down the improvement path they need to look at the system they want to change as well as the people within the system and understand their reaction to this change.

Any change initiative will have driving and restraining forces. The driving force is the change itself and the resisting forces are the incongruent systems that currently exist and reinforce the status quo. In other words the incongruent systems that set the norms and behaviours of the people within an organization are the restraining forces. It is hard not to focus on those who appear reluctant to change however, we must remember “there are no bad people, just bad processes”. To make change we must reduce the restraining forces not just try and increase the driving force.



Forces resisting change

- Saving face
- Incongruent organizational systems
- Cost
- Fear of unknown
- Breaking routine
- Incongruent team dynamics

Step 1 - Identify the forces resisting change.

Step 2 - Implement activities that help cultivate the resisting factors so change can take place.

How to reduce resistance

- Recognize that change has a personal element
- Involve the people affected as early as possible
- Communicate, communicate, communicate
- Educate the team and people affected

“There are no bad people,
just bad processes”
Dale Schattenkirk

Change

Kurt Lewin created a model to help initiate change which is called *Force Field Analysis*. The model has three steps, Unfreeze—Change—Refreeze. The unfreeze means that a process has to be allowed to change, Change is about allowing the team to engage and create their new environment and refreeze is the new way of doing business.

Organizational unlearning is part of change process