

10 Tactics for Managing Resistance from Prosci

1 Listen and understand objectives:

In many cases, employees simply want to be heard and voice their objections. Understanding these objectives can provide a clear path toward resolution, and this can also help managers identify misunderstandings about the change.

2 Focus on the "what" and let go of the "how":

For some types of changes, it is effective for managers to let go of the "how" and simply communicate "what" needs to change (focus on outcomes). This process transfers ownership of the solution to employees, which naturally builds employee's desire to support the change.

3 Remove barriers:

What may appear to be resistance or objections to the change may be disguised barriers that the employee cannot see past such as family, personal issues or money. Identify the barriers clearly and determine ways that the business may be able to address these.

4 Provide simple, clear choices and consequences:

Managers can facilitate the process of building desire by being clear about the choices, alongside consequences, employees have during the change. This can put the ownership and control back into employee hands.

5 Create hope

Managers can create desire by sharing their passion for change, and by creating enthusiasm and excitement. Many will respond to the opportunity for a better future.

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- 6 Show benefits in a real and tangible way:**
For some employees, seeing is believing. Share case studies, invite guests to provide personal testimonies, and visibly demonstrate success of pilot programs or trials.
 - 7 Make a personal appeal:**
A personal appeal works best with honest, open relationships where there is a high degree of trust and respect. A personal appeal may sound like, “I believe in this change,” “It is important to me,” and “I would like your support.”
 - 8 Convert the strongest dissenters:**
Using special interventions can convert the strongest dissenters into the strongest advocates for the change. They are often equally vocal in their support as they were in their resistance
 - 9 Demonstrate consequences:**
Removing a key manager, for example, shows the whole organization the seriousness of the change and consequences of not moving ahead with the change. Use with caution and involve HR and legal.
 - 10 Provide incentives:**
Even small incentives or recognition can be motivating for front-line employees. Promotions may be considered for those highly impacted by the change.