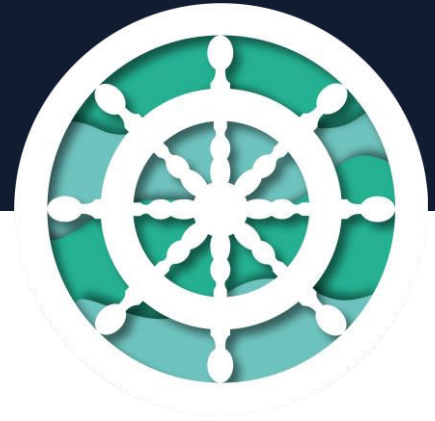


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October 2023 

HOW TO EFFECTIVELY MANAGE EMPLOYEE RESISTANCE TO CHANGE?

Change is inevitable. The development of technology, progress and the increasingly fast pace of life require constant adaptation to the new conditions. However, not everyone is ready for these changes – while managing staff usually welcome them, employees often show some resistance. Moreover – as Professor John Kotter, author of *Leading Change*, argues – there is only a 30% chance of successfully implementing organisational change. How, therefore, to effectively manage employee resistance?

WHAT MIGHT RESISTANCE TO CHANGE STEM FOR?

Our mind is accustomed to fixed patterns of action and ways of thinking. Change (even beneficial change!) can sometimes be difficult for us. According to R. M. Kanter's classification, we can identify six main sources of resistance to change:

- Unclear objectives and expectations
- Reluctance to give up existing privileges
- Sense of threat, anxiety, fear of dismissal
- Focusing on the weaknesses of the proposed changes
- Feeling that the situation is out of control
- Reluctance to increase effort
- Negative experiences related to change.

M. Czerska, on the other hand, arranges the causes of resistance based on their source. She mentions:

- Sources inherent in the human personality (fear of the unknown, self-esteem, risk-taking tendency)
- Sources residing in the influence of the social group (peer pressure, lack of trust in management)
- Sources inherent in the change itself (fear of job loss, change of boss, increase in tasks and responsibilities)
- Sources inherent in the organisation of the change process (surprise at the change, negative experiences of previous changes).

Accurately identifying the source of resistance to change will help align management actions with the situation.

*Is change in your organisation a challenge for you or your staff?
As part of the EAP24 Program, you can benefit from managerial support.*



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SEVEN TACTICS FOR DEALING WITH RESISTANCE TO CHANGE

Schlesinger and his team developed seven tactics to influence employee attitudes or behaviour. Importantly, each has its own advantages and disadvantages. When choosing tactics, it is worth bearing in mind the culture of the organisation, the sources of resistance and how the change is implemented.

- 1. Communication.** Regular and clear communication is key to managing employee resistance to change. Employees must be well informed of the objectives and benefits of the change. Communication should be in both directions, allowing employees to express their concerns and ask questions.
- 2. Participation (involvement).** Involving employees in the decision-making process and in planning the change can help to reduce resistance. Employees who feel they are involved and have influence upon the change are more likely to accept it.
- 3. Education and trainings.** Ensuring that employees have the right knowledge and skills – necessary to adapt to the change – can increase their readiness and commitment to the change process.
- 4. Support and motivation.** Providing employees with emotional support and proper motivation can help them through the change process. Employees should feel that they are supported and that their efforts are appreciated.
- 5. Objectives and rewards.** Setting clear objectives and rewards associated with the change can motivate employees to get committed and accept the change.
- 6. Monitoring and measuring progress.** Regularly monitoring the progress of the change implementation and measuring the results can help to keep employees engaged and adjust the strategy when necessary.
- 7. Example from above.** Management should set an example for employees by showing a positive attitude and accepting the change.

Get inspired!

- Book: [Antifragile: Things That Gain from Disorder](#)
- Book: [Change: How Organizations Achieve Hard-to-Imagine Results in Uncertain and Volatile Times](#)

Remember that you can benefit from psychological and/or managerial support as part of the EAP24 Program!



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