

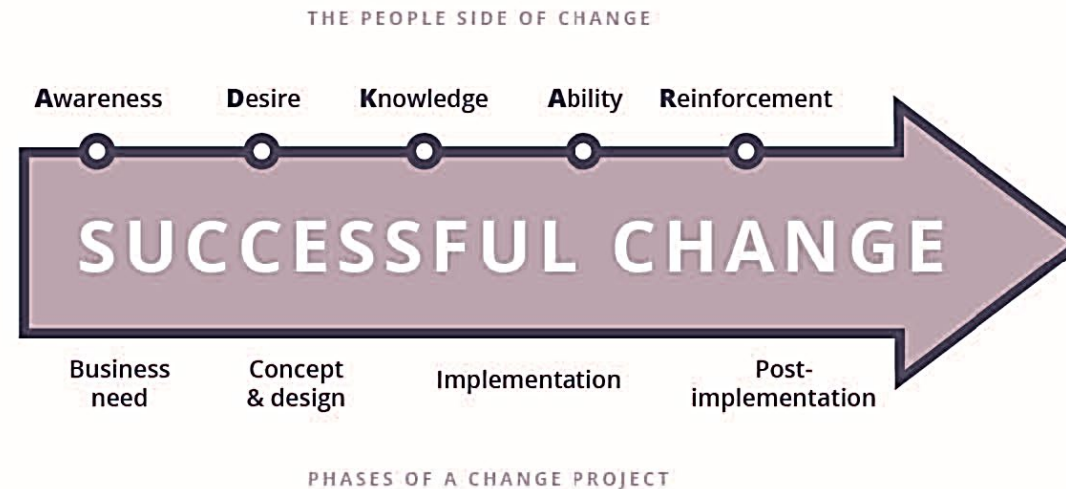
# Handling conflicts during change

Bishakha Majumdar

# Guiding Coalition

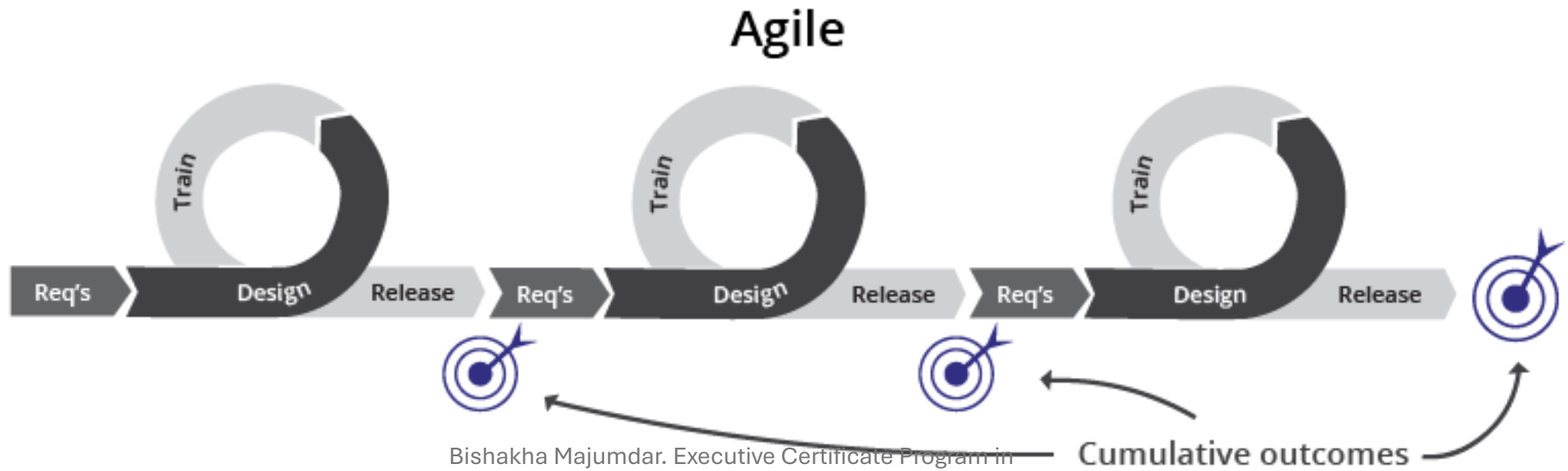
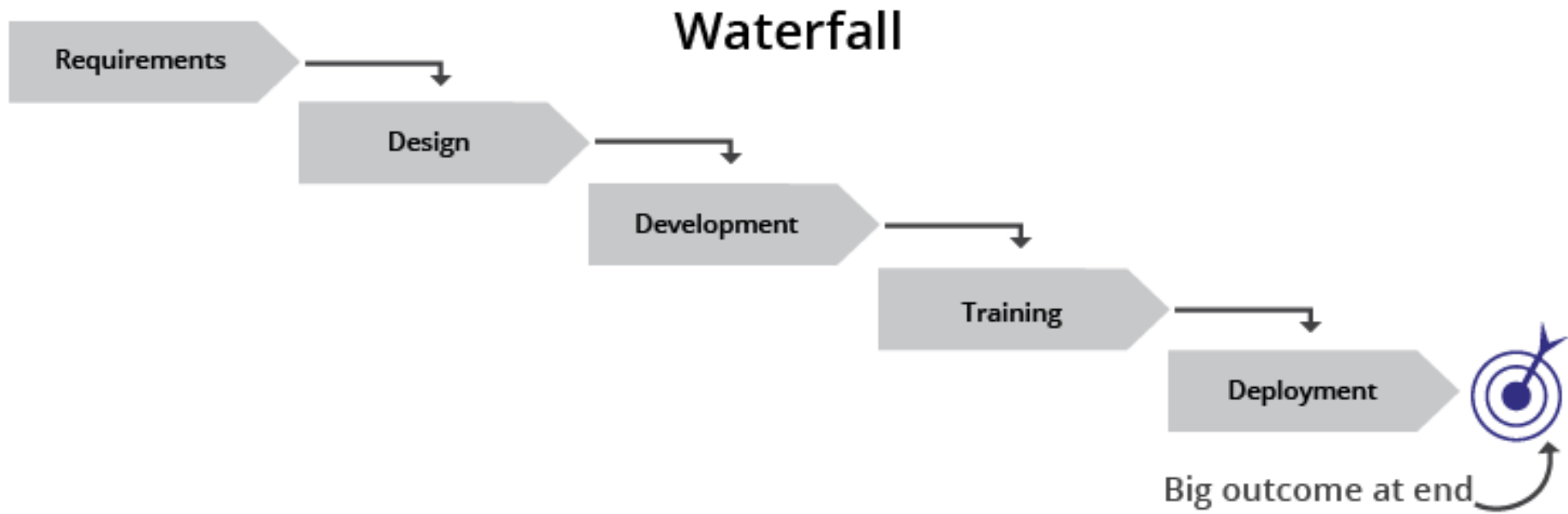
- “Volunteer Army”
- group of influential stakeholders brought into the project's “inner circle” or core team specifically to focus on strengthening any change momentum
- strategically engaged to
  - perpetuate and support the change with various stakeholder groups throughout the organization
  - provide a critical feedback loop to the rest of the organization
- engaged to participate in stakeholder planning and management exercises

- Identify a business need or opportunity
- Define the project (scope and objectives)
- Design the business solution (new processes, systems and organizational structure)
- Develop the new processes and systems
- Implement the solution into the organization

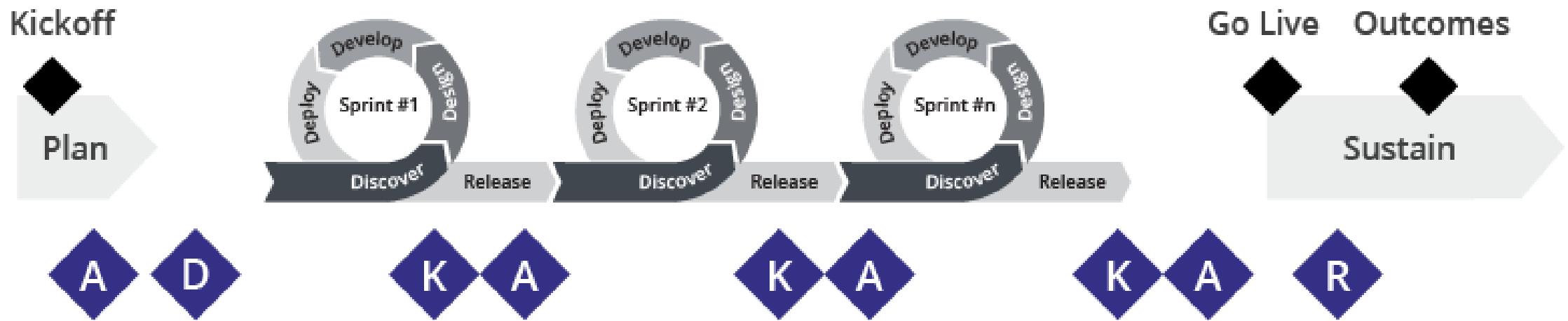


## Jeff Hiatt

- **Awareness** of the need for change
- **Desire** to participate and support the change
- **Knowledge** of how to change
- **Ability** to implement the change on a day-to-day basis
- **Reinforcement** to keep the change in place



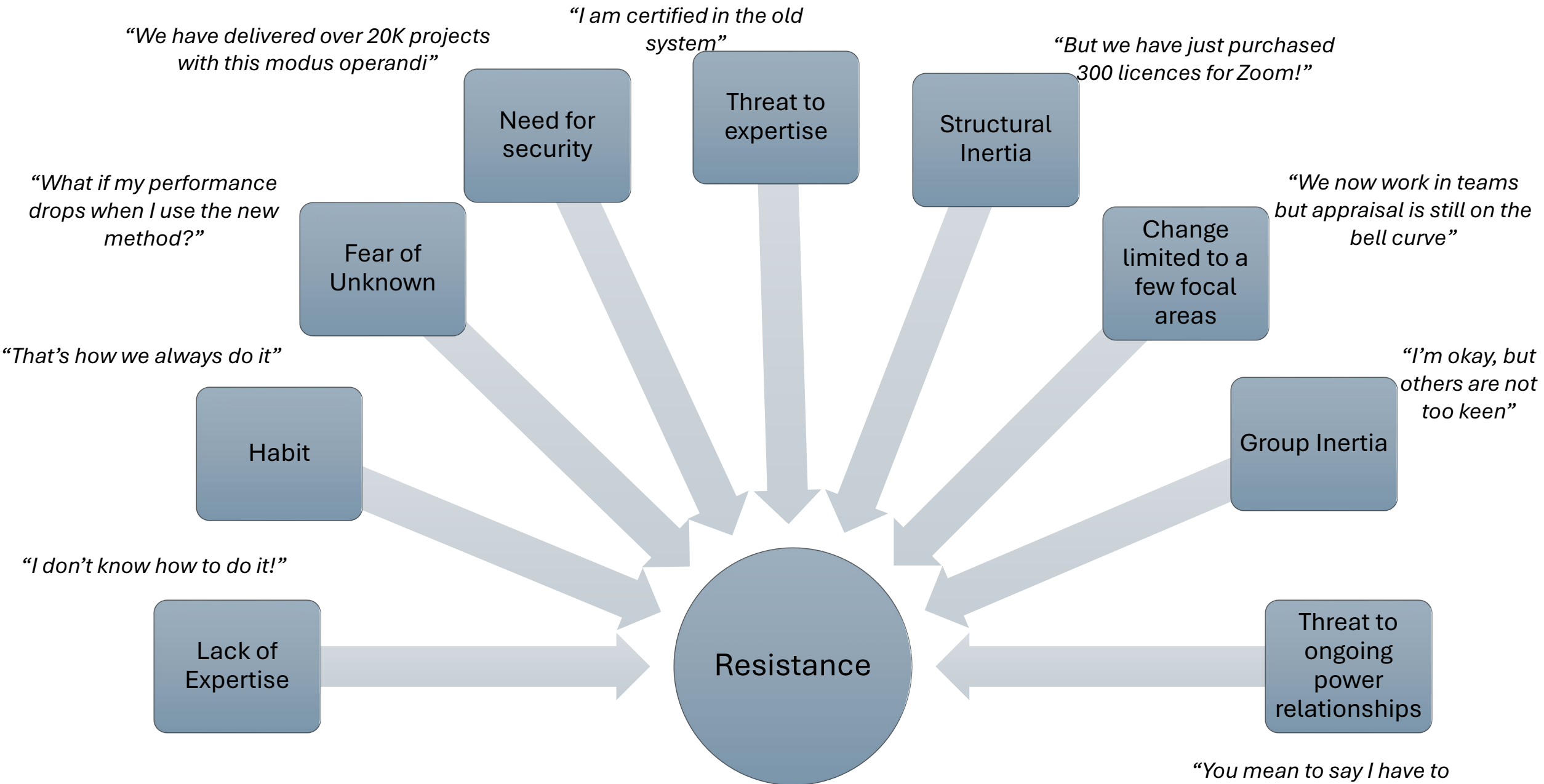
Bishakha Majumdar. Executive Certificate Program in Strategic Transformational Leadership Management. April-September 2024. bishakha@iimv.ac.in





# Resistance to Change

Bishakha Majumdar, Executive Certificate Program in  
Strategic Transformational Leadership Management, April-  
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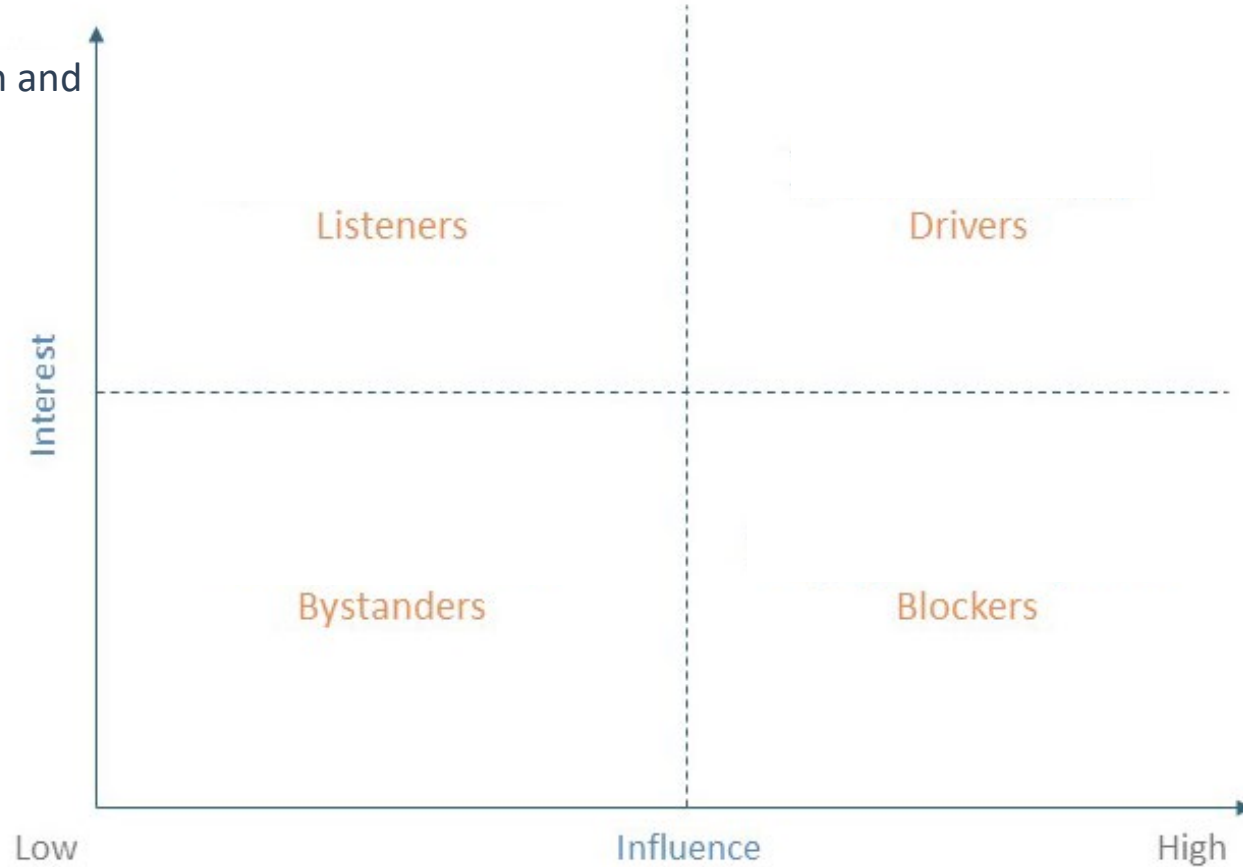


## Listeners

- Impacted heavily by the change, but do not carry much power over the project or organization
- Require consistent and targeted communication and training.
- E.g., customers, other employees

## Bystanders

- Not heavily impacted by the change and cannot greatly influence it
- Change efforts can be minimal and passive.
- Simply focus on keeping this group informed.
- E.g., board members



## Drivers

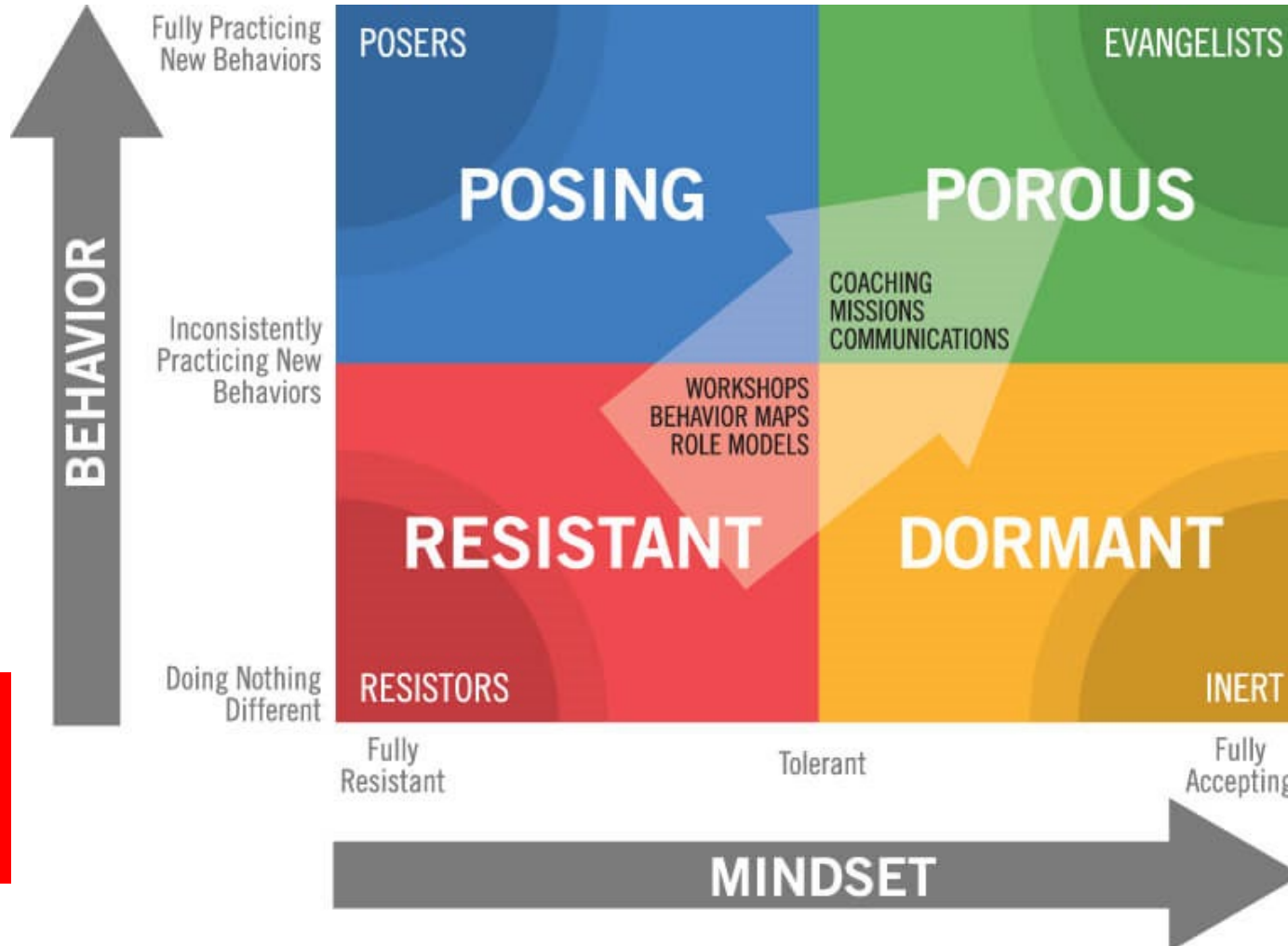
- High level of interest
- High level of influence on the organization.
- Have the most potential to influence the success of the project, e.g., implementers
- Needs to express their support for the change outwardly and adopt the change readily and early.
- Clear vision of the project from the start is vital

## Blockers

- Low interest in the change, but high influence on the organization.
- Have enough influence to potentially derail the process. May not directly benefit from the change and may be worried about the burden a new system will place on their departments
- Must gain their approval and support early in the process.
- Open and ongoing communication is necessary to maintain harmony.

# Not All Resisters Speak Out

- Gaming the system
- Doing without purpose
- Doing out of fear or for ulterior motives

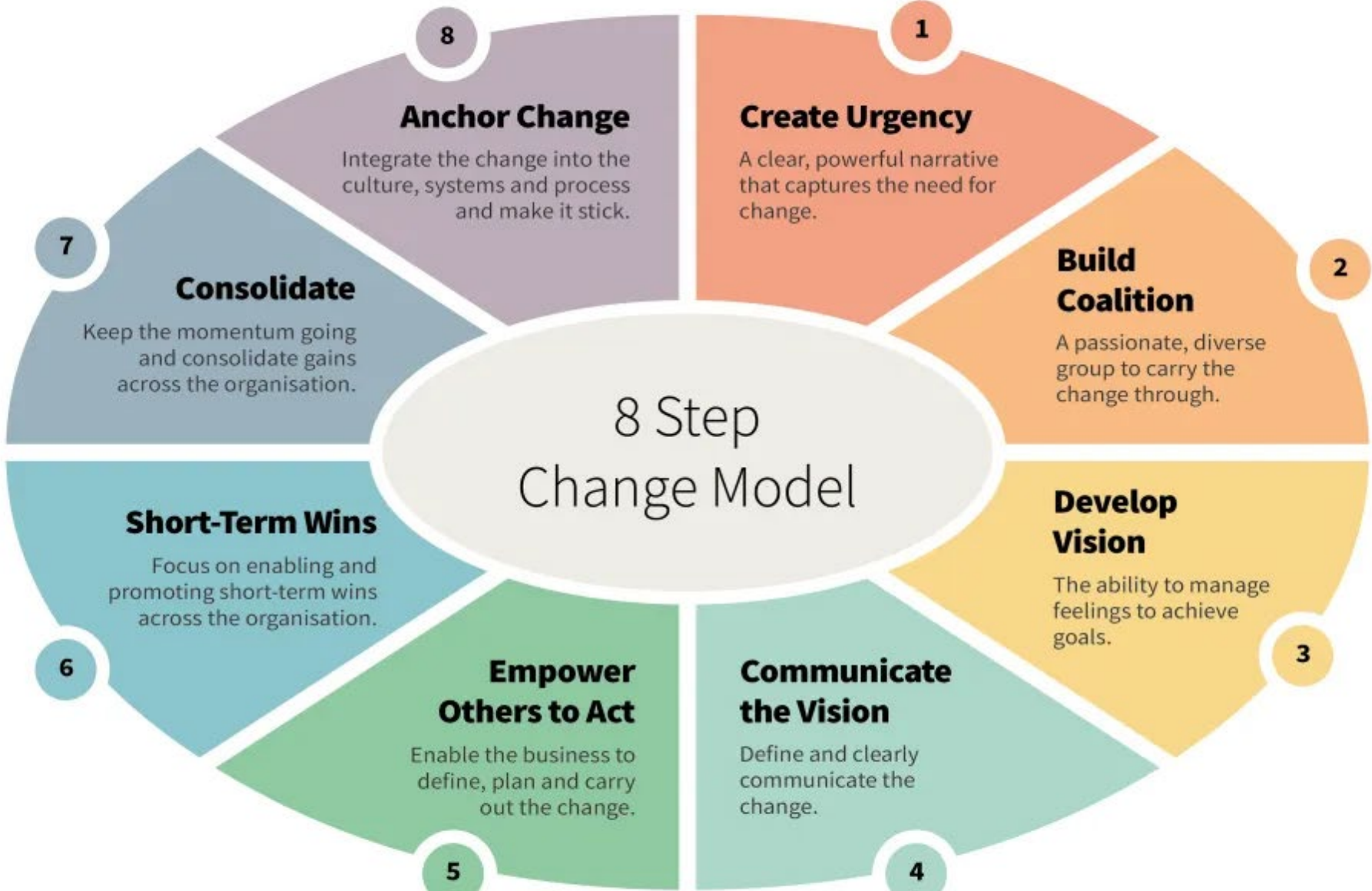


- Personally invested
- Trying out new ways
- Learning from mistakes
- Accountable

- Negotiating
- Denying or ignoring
- Criticizing
- Blaming the system

- Lacking skills
- Facing obstacles
- Afraid
- Waiting for others to join

# Kotter's 8 Step Change Model



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# Six Methods to Manage Resistance

## 1. Education and Communication

- Resistance caused by misinformation or limited communications
- Invest heavily in communicating the rationale for change for specific stakeholder populations.

## 2. Participation and Involvement

- Resistance caused by stakeholders feeling marginalized or excluded from the process (“squeaky wheels”)
- Engage stakeholders in the effort as more actively involved participants.

## 3. Facilitation and Support

- Resistance caused by anxiety and uncertainty in stakeholders
- Increase emotional and physical/technical support to aid in the execution of the change.

## 4. Negotiation and Agreement

- Stakeholders are authoritatively or otherwise empowered to change outcomes, and can cause significant damage to benefits to be realized
- Incentivize adoption of the change.

## 5. Manipulation

- Last-resort measure when other measures are too expensive or counter-productive
- Intentionally limit information to some stakeholders.

## 6. Explicit and Implicit Coercion

- Last-resort measure when stakes are high and change adoption may threaten organizational survival
- Utilize threats of undesirable consequences to the resisters.

# ADKAR – Managing Change Resistance

- **Awareness**
  - Result of early communication relating to organizational change
  - Discuss and explore the reasons and benefits for this change,
  - Both on the organizational level and on the individual level.
- **Desire**
  - Result of sponsorship and resistance management
  - Awaken the inherent desire to change (which may stem from negative or positive consequences). Motivators must overcome the personal threshold to resisting the change.
- **Knowledge**
  - Outcome of training and coaching
  - Provide education and training for the skills and behaviors necessary to move forward.
  - **Dwelling** on reasons for change and motivating factors could be discouraging to somebody already at this phase.
- **Ability**
  - Outcome of additional coaching, practice and time
  - Provide time needed to develop new abilities and behaviors.
  - Ongoing coaching and support is required.
  - Outside intervention, continued assistance, and mentoring may be useful
- **Reinforcement**
  - outcome of adoption measurement, corrective actions and recognition of successful change
  - Demonstrate consequences
  - Incentivize consistently

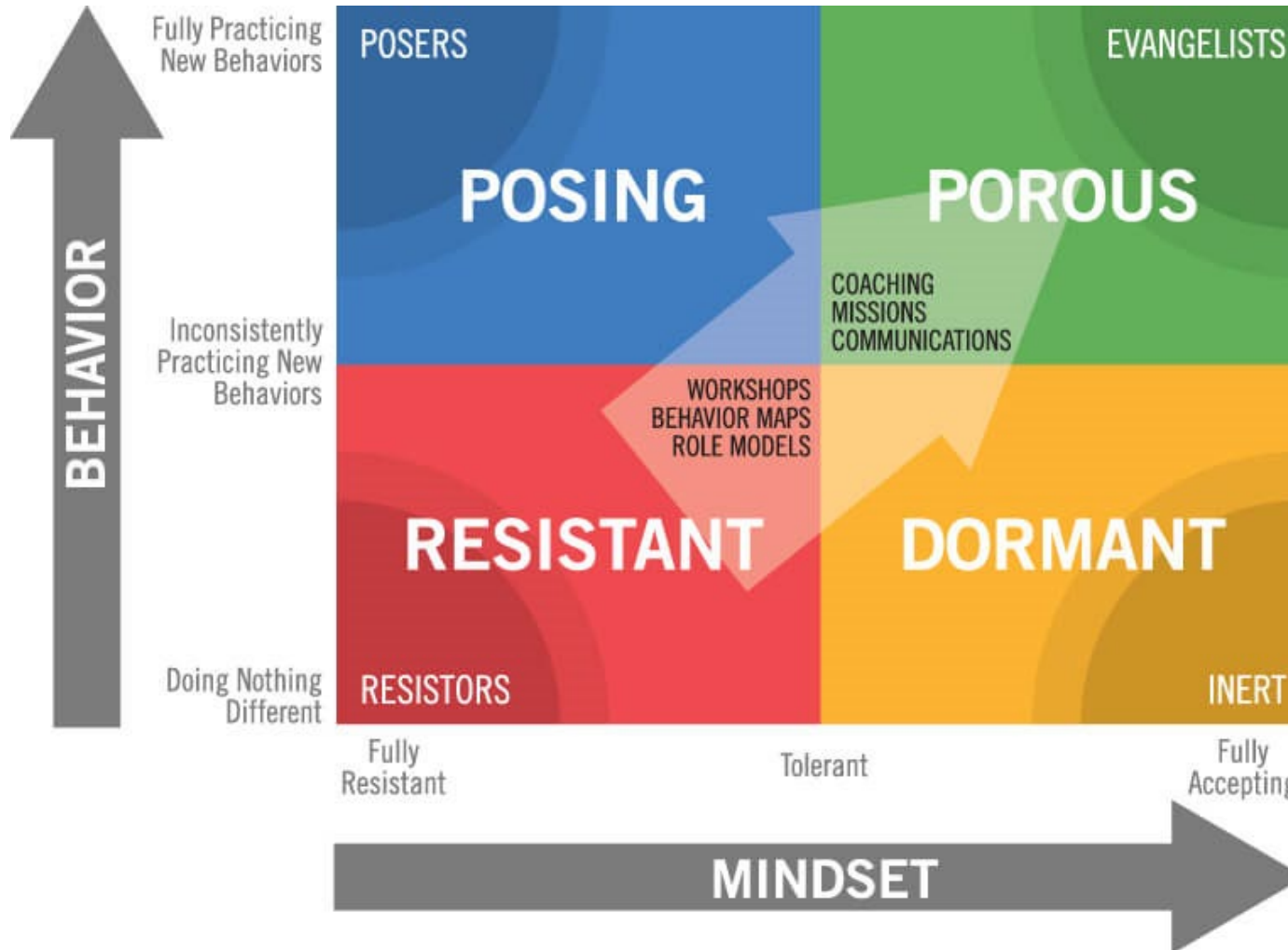
# Not All Resisters Speak Out

- Gaming the system
- Doing without purpose
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**Monitor  
& Counsel**

**Train  
& Counsel**

- Negotiating
- Denying or ignoring
- Criticizing
- Blaming the system



- Personally invested
- Trying out new ways
- Learning from mistakes
- Accountable

**Reward  
&  
Promote**

**Train**

- Lacking skills
- Facing obstacles
- Afraid
- Waiting for others to join

Templeton & Lipton, 2016

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# Steps to change

# Planning a change

- **Strategic goals:** What goals does this change help the organization work toward?
  - **Key performance indicators:** How will success be measured? What metrics need to be moved? By when? What's the baseline for how things currently stand?
  - **Project stakeholders and team:** Who will oversee the task of implementing change? Who needs to sign off at each critical stage? Who will be responsible for implementation?
  - **Project scope:** What discrete steps and actions will the project include? What falls outside of the project scope? SWOT analysis
- *Develop a sense of urgency (data, exposure, discomfort)*
  - *Let stakeholders have a sense of control*
  - *Pre-Mortem (brainstorm on what can go wrong)*
  - *Write the losing party a cheque: nobody walks away feeling like a loser*

# Incentivizing change

## The Performance-Values Matrix



Sepah, 2017