

# Changing resistance.

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Michiel Hupkes

Expertise: human behaviour

Topic

Change and resistance: the role of human behavior (yes, it's about you.....)

# The program of the workshop

1. True or false?
2. Feeling resistance and a person LIFO model
3. *Theory* on resistance
4. Models to look into the mirror



True or false?

Finding the innovative idea is  
much easier than implementing  
the idea



True or false?

If the quality of an innovation is good, it will always be accepted and implemented



True or false?

If stakeholders do not want to use or implement the innovation, it is because they do not understand

# Exercise

- Let's move a bit
- Discussion and conclusion!



# The origine of resistance

- Related to the **procedure**, how to change
- Related to the **content**, the idea
- Related to the **proces**, the people, the change agent and their relation



# Importance of resistance?

*I'm not saying that resistance is bad or not justified, but.....It is very important to recognize resistance and to take it serious*

*If not: you are failing as a  
change agent*



# Resistance and the procedure

- Not knowing how to get to the innovative situation;
- Not knowing how to control the process;
- Being taken by surprise;
- Breaking with the past.



# Understanding resistance on the content

- Different view on problem analysis/solutions;
- (Fear of) Loss of power;
- (Fear of) Loss of work;
- (Fear of) Getting too much work;
- (Fear of) Loss of face (because of breaking with the past);
- Concerns about own future/own capabilities in relation to proposed change;
- (Fear of) Loss of benefits.



# Psycho-social factors: relation to initiators/supporters

- Distrust of initiator and/or supporters;
- Past resentment related to initiator/supporters/brokers;
- Resentment because of being neglected (not being informed/ not being asked to participate, to advise to lead etc.).



# Listen to resistance!!

- Give me more details .....
- I think the following elements should also be considered...
- I will do it later, but first.....
- This is not feasible, this is rubbish
- I was expecting this, I know the idea already



# Listen even better!

- ‘This is nice in theory’ but do you know the real situation
- I do not understand at all..
- ‘We need first of all more time to discuss
- I have no power to do this

What is your stakeholder?

**Is he/she more**

**the ethical type?**

**the detail  
oriented type?**

**the social/relation  
oriented type?**

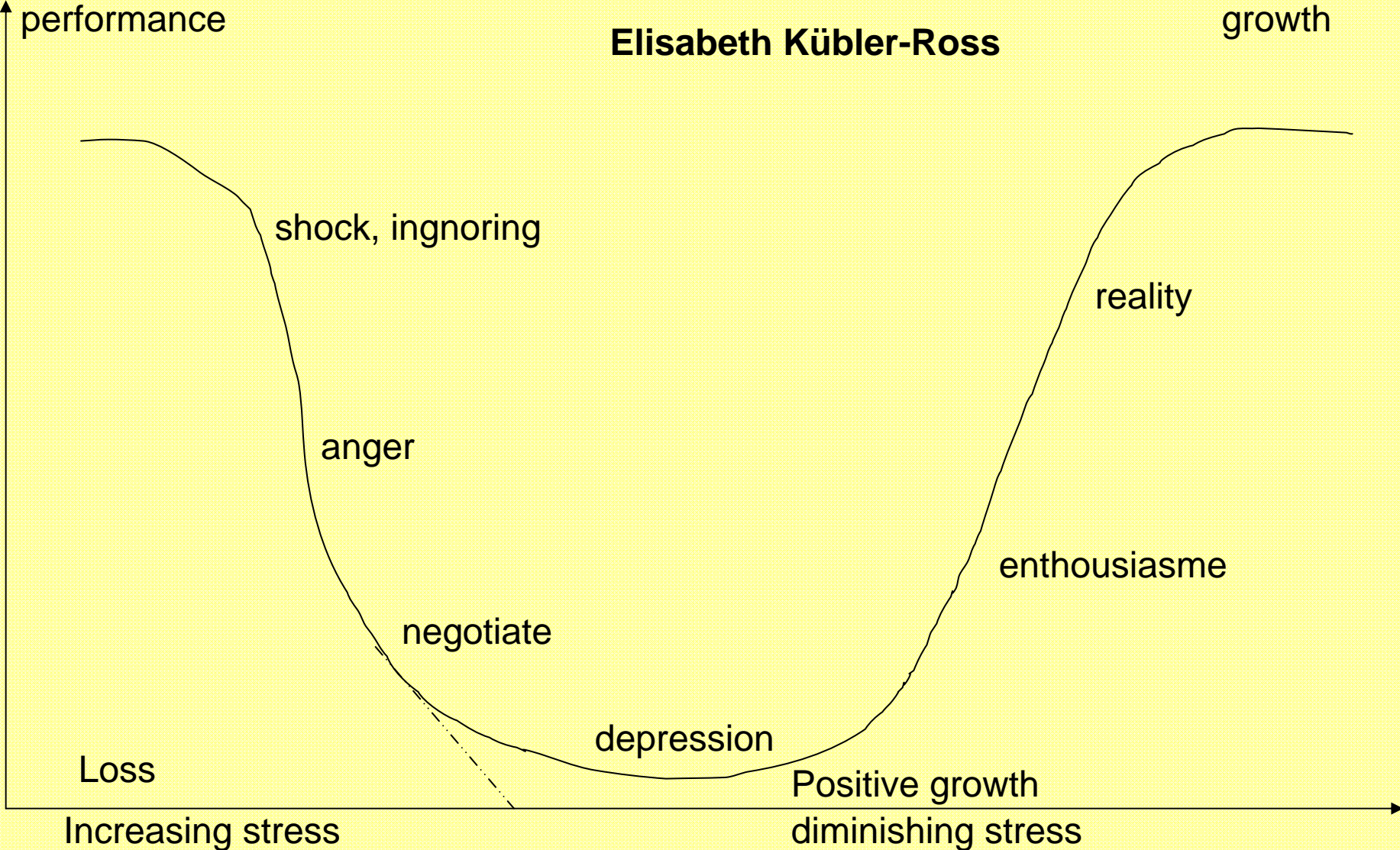
**the result  
oriented type?**



But it can be

*Very personal*

# Personal change processes





# Dealing with resistance means

- **Recognize** resistance and it's origine
- Consider resistance as **natural and take it serious**
- Do not take resistance **personal**
- Support the **way resistance is expressed** and talk about it
- Respecting the **need** for credibility and influence
- Be an expert in ***communication***: do not fight it



# Of course your ideas are perfect!

- Many very 'good' ideas do not succeed because of resistance and bad communication!
- Other 'bad' ideas do get implemented because of????.....



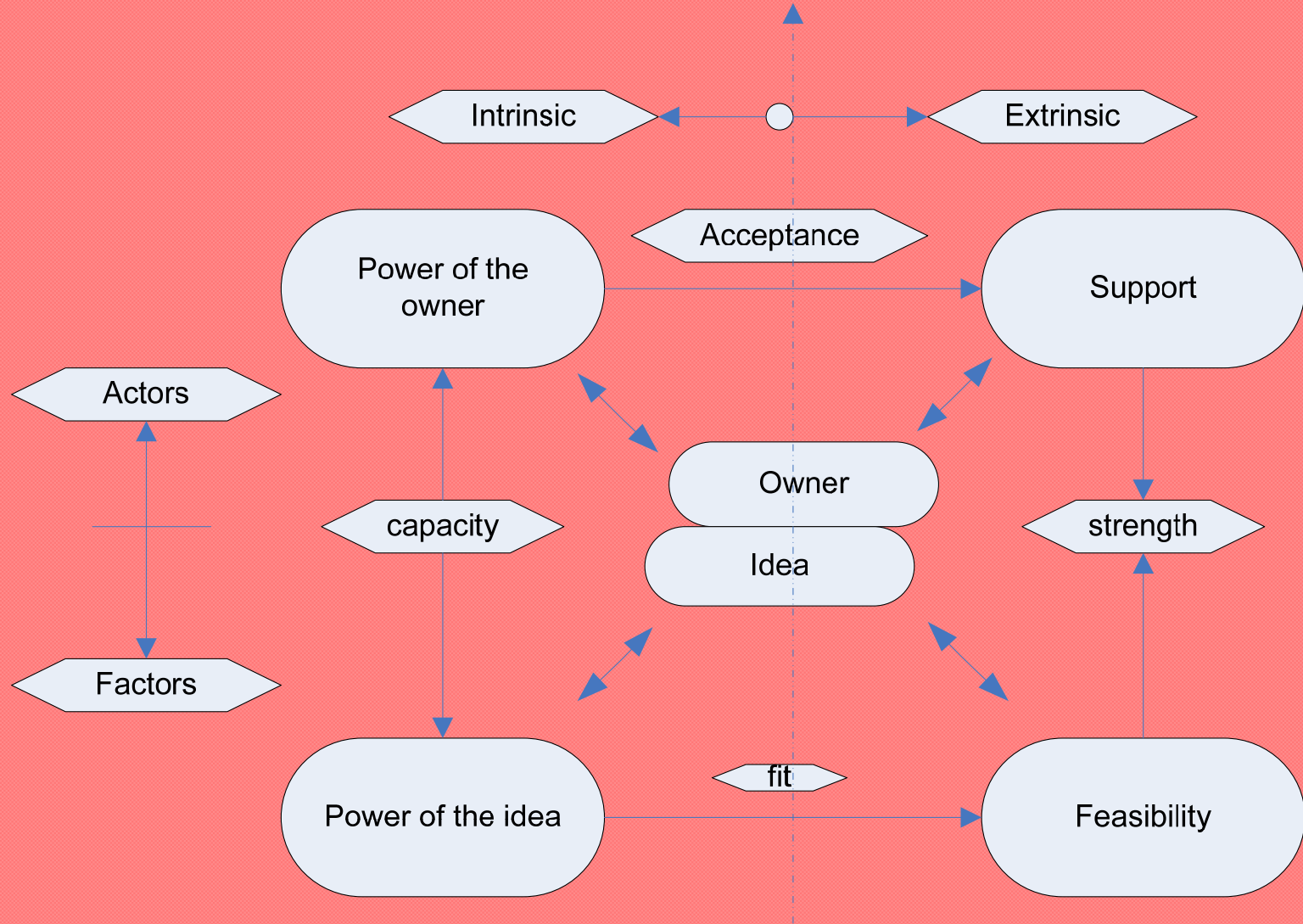
# Let's be a bit critical to your innovations

It is important to look into a mirror: how good and complete is your idea: does it need improvements?

Two models on innovation analysis:

- 1.The PPSF model
- 2.The total picture model

# PPSF Model for innovation analysis



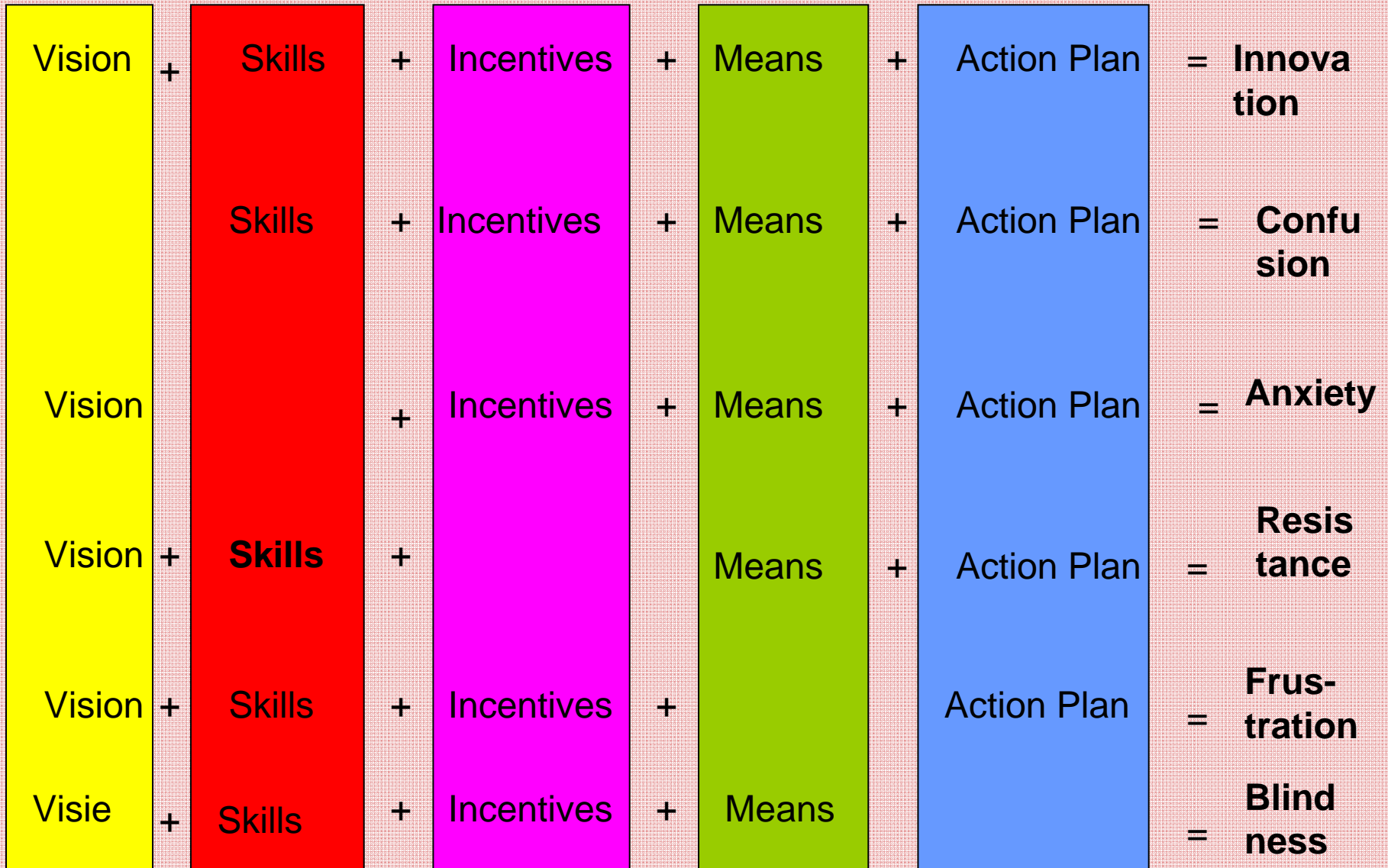


# Apply PPSF

Check each element and discuss how to reenforce the element

- 2 x power (owner and idea)
- Support (coalition)
- Feasibility

# Dealing with complex innovations: the total picture





# Assignment

Think in your team about:

- Ten reasons why your idea will not be accepted
- Ten reasons why your idea will be accepted
- How PPSF “proof” is your innovation?
- How complete is your proposal?

The end

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● **Thanks, enjoy and good luck, as the famous golfer**