

# *Why Should They Care*

## **Steps to Anticipate and Overcome the Resistance to Change**

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Dare To Be Amazing, LLC

**MISSION**

**POSSIBLE**

***“The more things change,***

***”***

~ Alphonse Karr

## Negative Employee Attitudes

***“The more things change,  
the more they are the  
same”***

~ Alphonse Karr

## Unproductive Mgmt. Behaviors



***“Organizations are never limited by their opportunity; they are limited by their leader.”***

~ Dave Ramsey

The Leader sets  
the tone ...

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# THaD

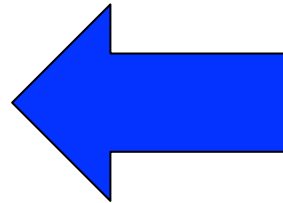
**Customer**

**Employee**

**Shareholder**

**You**

**Company**



**Team**



© Allison Smith, Amosink  
Interactive week



*Managing and coping with change  
is the number one critical issue  
faced by organizations today*



# The Overall Top 10 Critical Issues

1. **Managing/coping with change**
2. **Managing organizational change**
3. **Knowledge retention**
4. **Workforce analytics**
5. **Strategy execution/alignment**
6. **Embracing change in the current culture**
7. **Measuring human capital**
8. **Performance management**
9. **Succession planning**
10. **Leadership development**

Three of the top 10 are related to change

Six of the top 10 have been on this list for the past four years

***“Never confuse a tailwind  
with good management.”***

~ Jeffrey Immelt





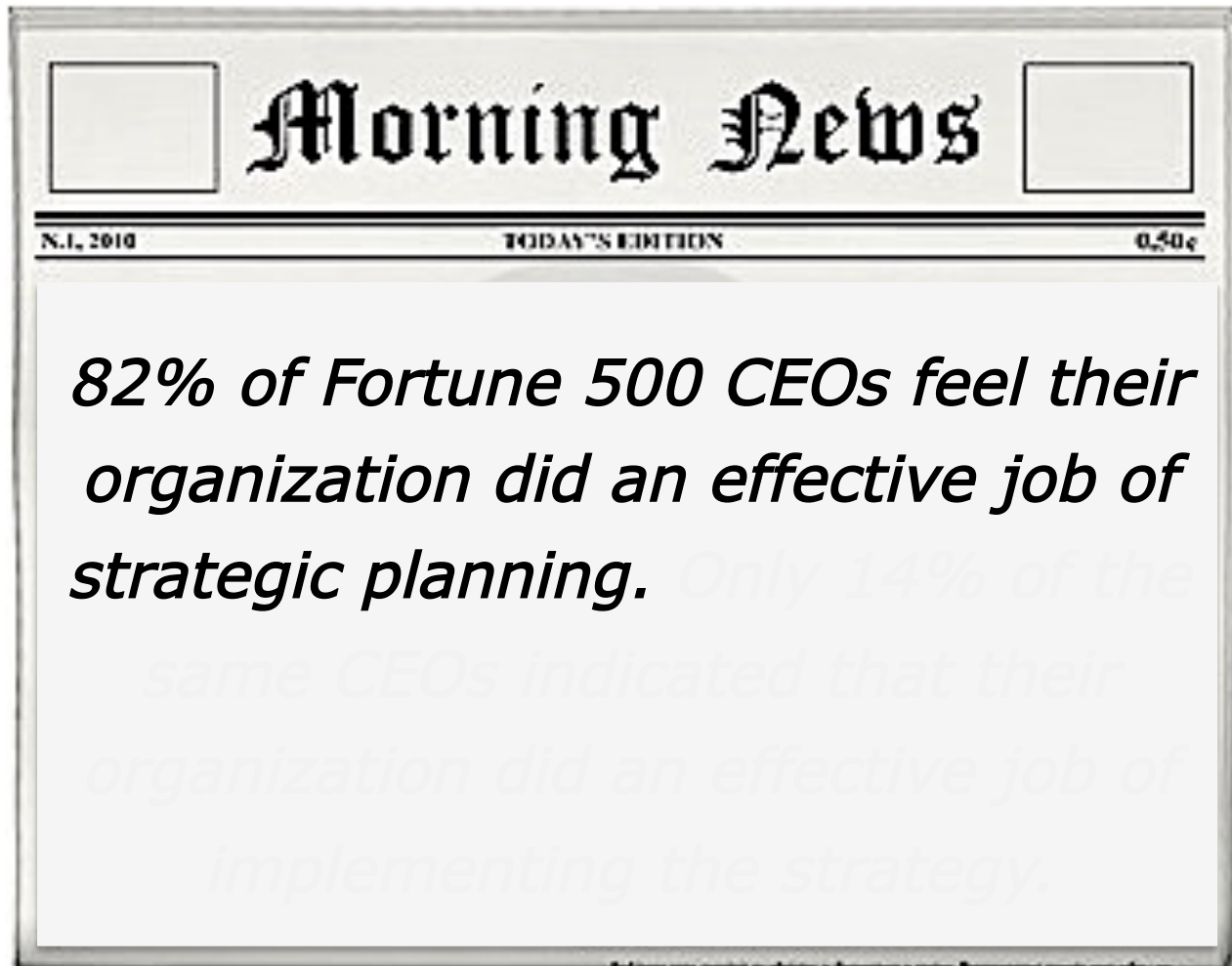
**95%**



*Chin Beard Wisdom*

*CHANGE is part of  
life in 2015 and  
beyond ... get used  
to it*

Are we any good at it??



Source: Forbes.com



Source: Forbes.com

# CM Success Factors

- Active and visible **executive sponsorship**
- **Frequent and open communication** about the change
- **A structured** change management **approach**
- **Dedicated** change management **resources and funding**
- Employee **engagement and participation**
- **Engagement and support from middle management.**

Source: Prosci's 2012 Best Practices in Change Management benchmarking report

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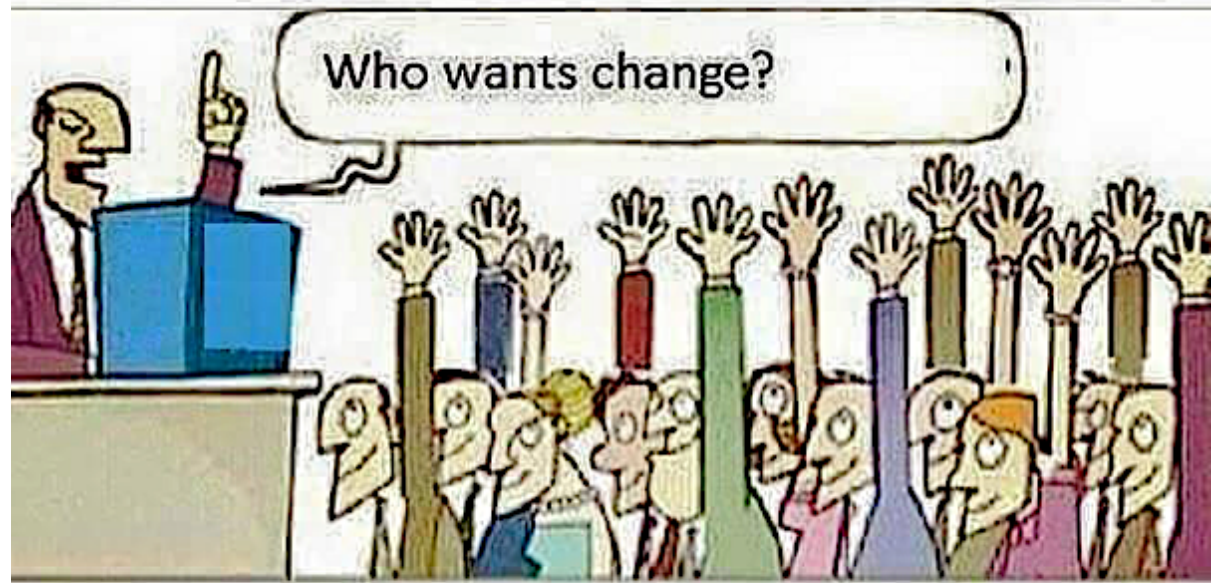
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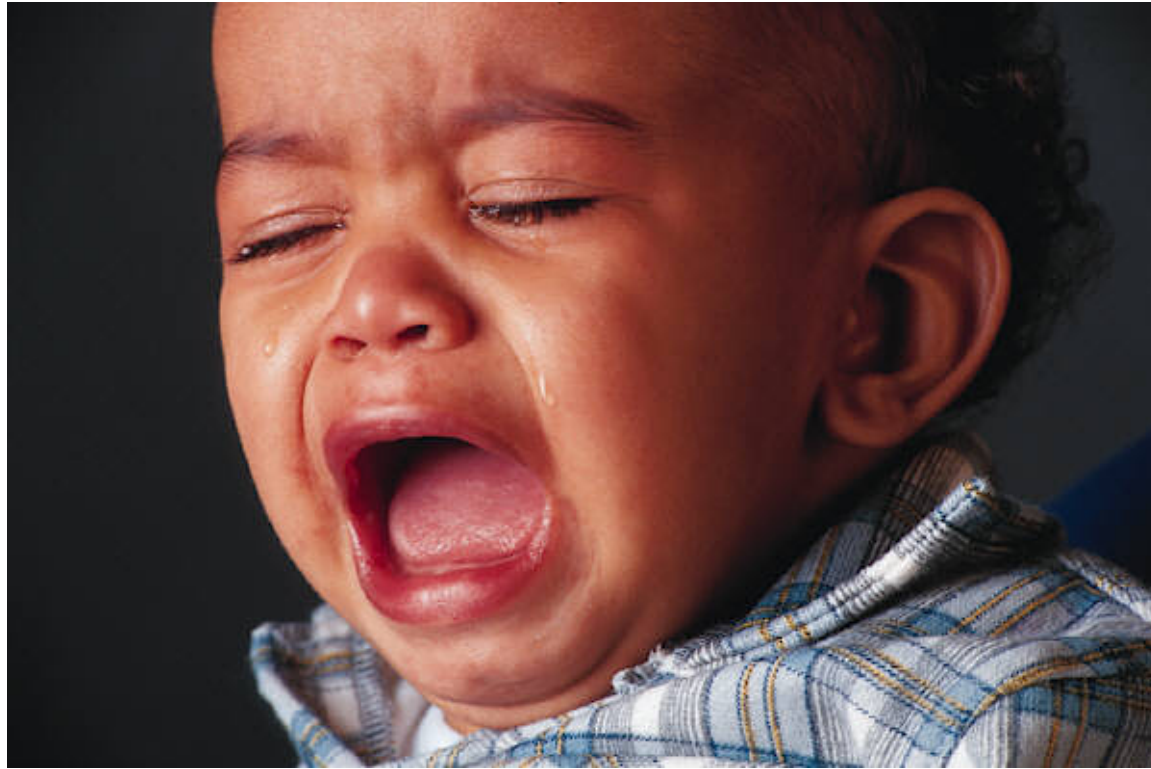
**SUCCESS** ← *HOW MUCH YOU CARE*











Hey, change can be really scary ...



# WHAT ARE THEY AFRAID OF?!?



**But, recognize that ...**

**CHANGE BRINGS UNKNOWNNS**

**UNKNOWNNS BRING ON ANXIETY**

**AND ANXIETY PROMOTES RESISTANCE**





*People generally  
don't fear change.*



*They fear the  
uncertainty of  
change.*

*Chin Beard Wisdom*





Why Should They Care?

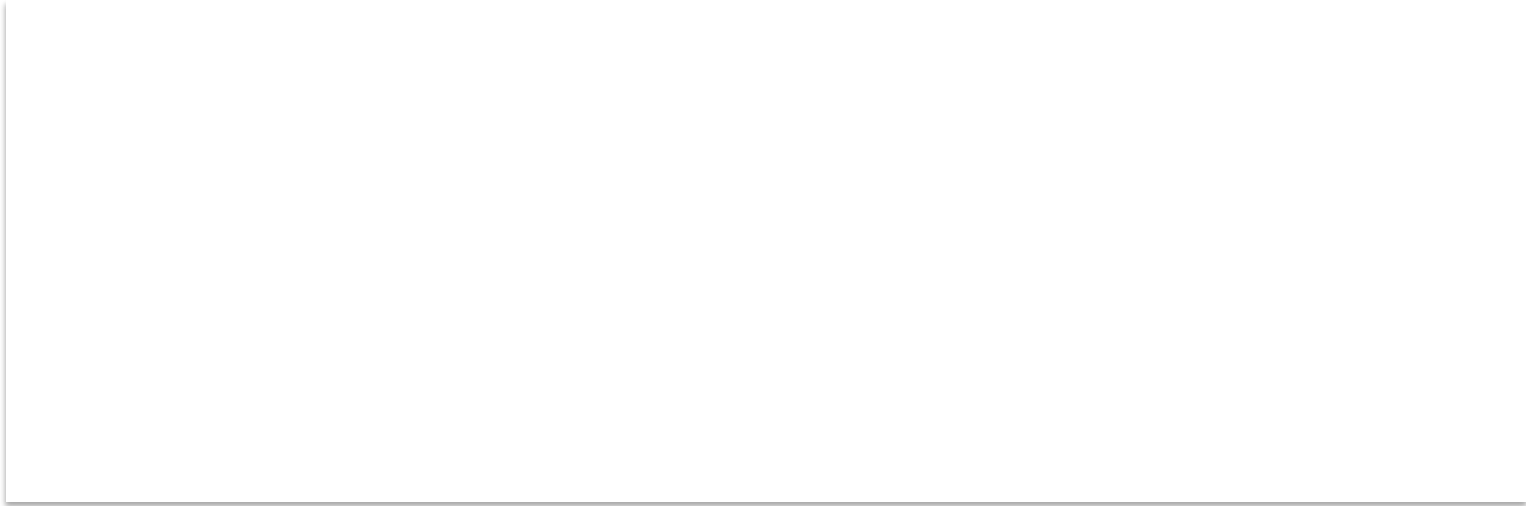


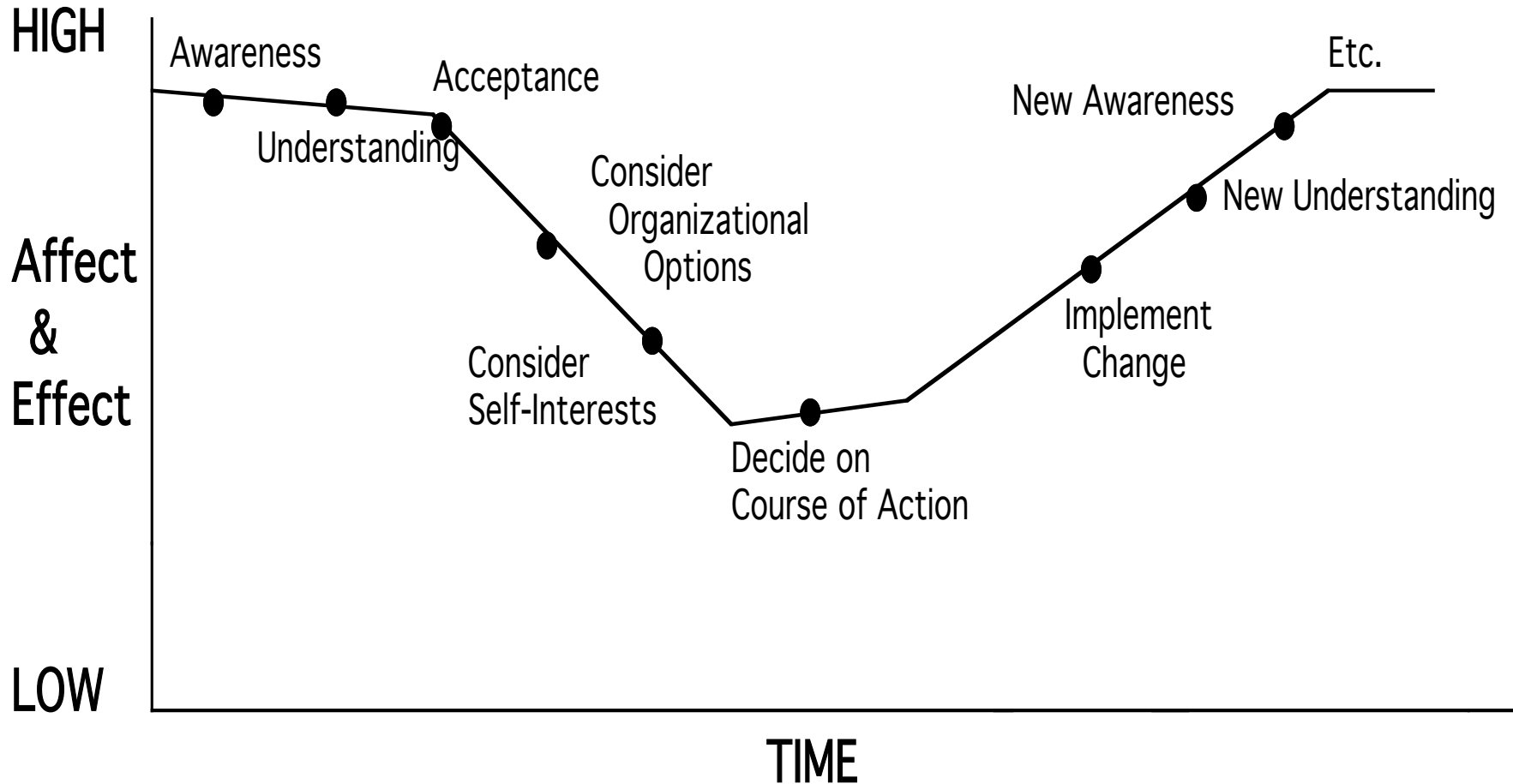


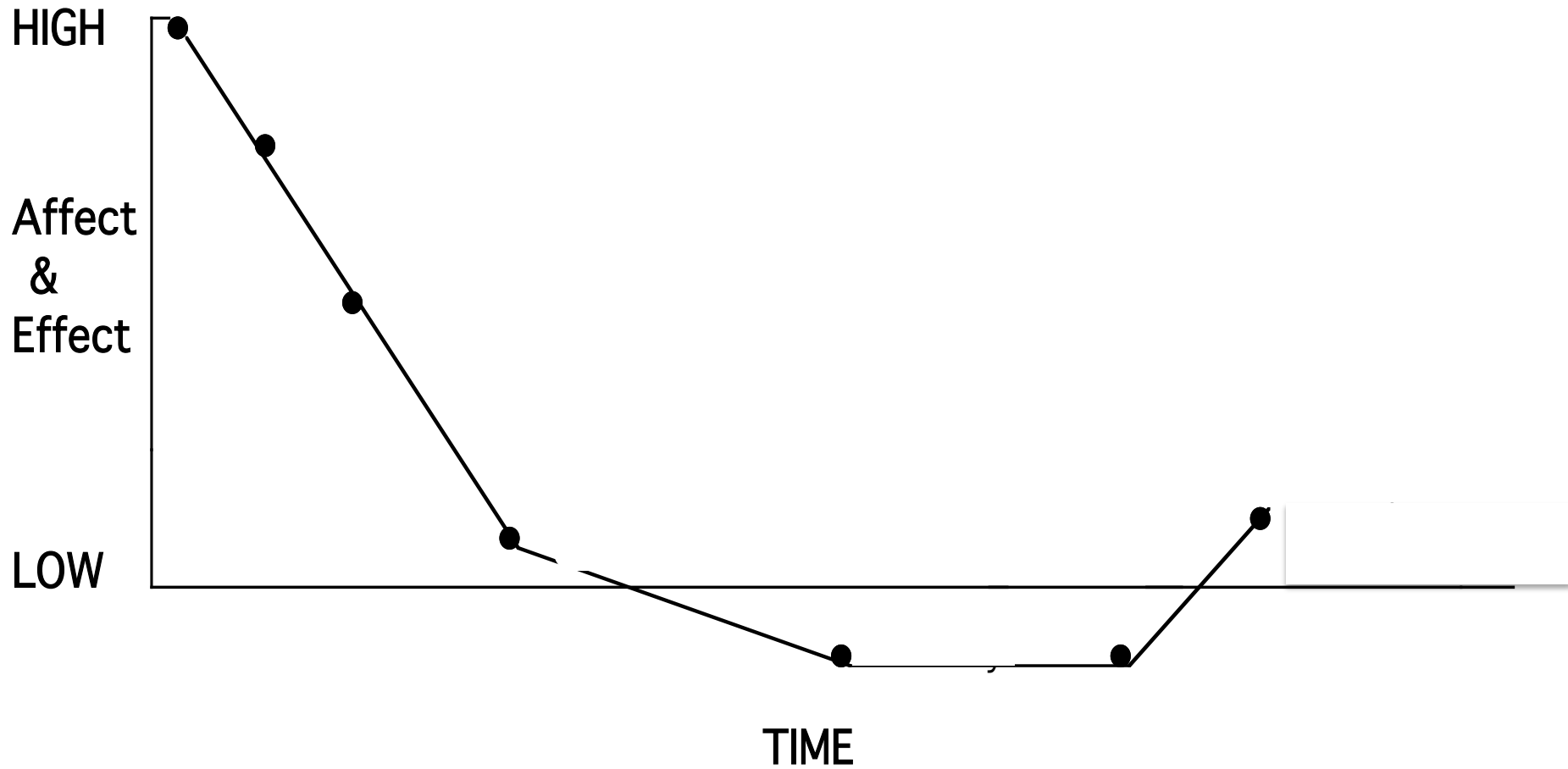
**Transition** ~~Change~~ is a process,  
not an event.

***Same goes for the resistance***

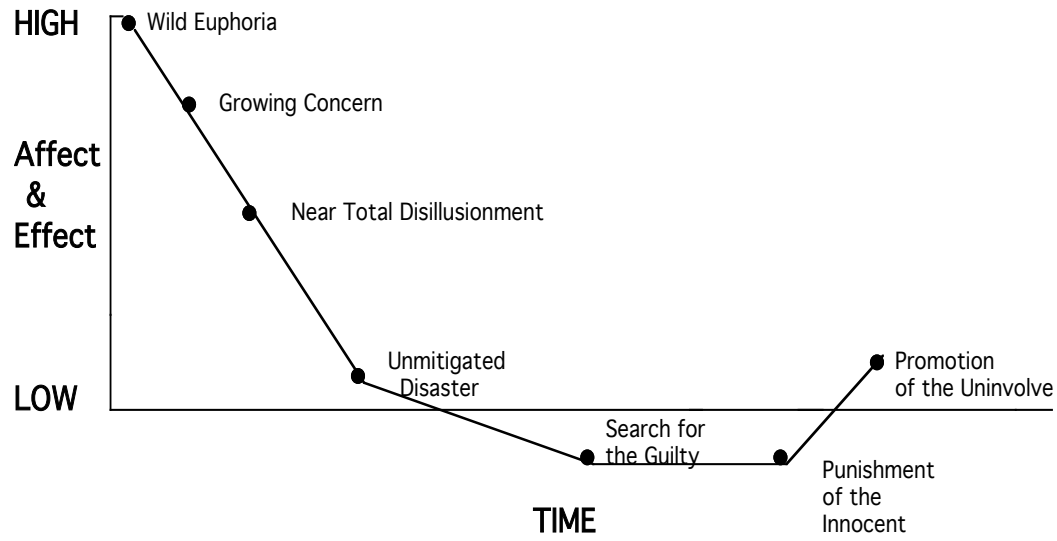
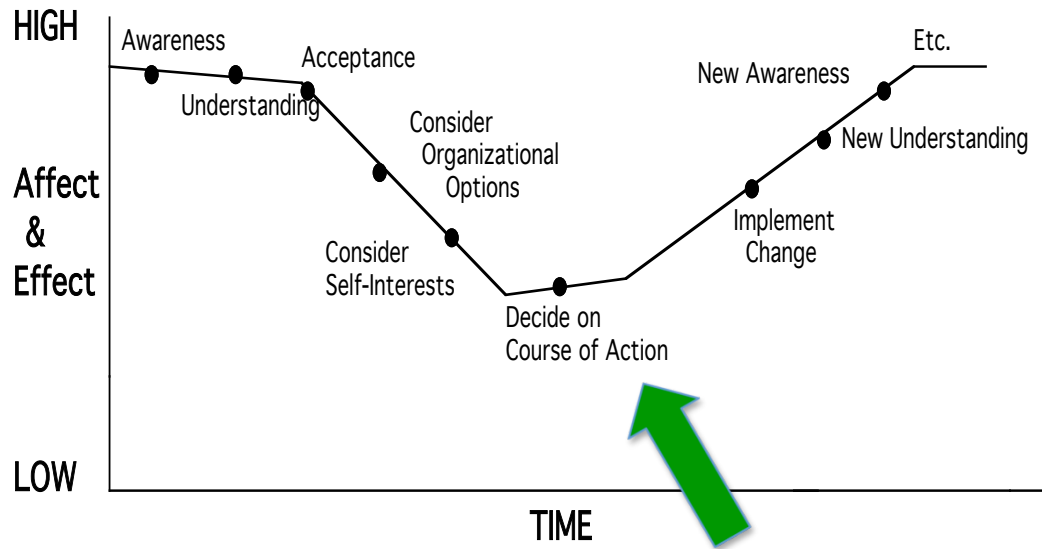








"The way to get started is to quit talking and begin doing."  
 walt Disney









# The Law of Inertia



# OVERCOMING THE RESISTANCE ...



# OVERCOMING THE RESISTANCE ... **WHY** **SHOULD THEY C-A-R-E?**



PERSEVERANCE IS NOT A  
LONG RACE IT IS MANY  
SHORT RACES ONE AFTER THE  
OTHER.

~ Walter Elliot





"We know that communication is a problem, but the company is not going to discuss it with the employees."

***“ISN’T IT OBVIOUS?”***

***“DO I REALLY NEED TO EXPLAIN THIS  
TO YOU?”***

***“WHY DON’T THEY GET IT?”***



C

A

R

E







## COMMUNICATE/CONNECT

- SAY IT
- SAY IT often
- SAY IT yourself
- Anchor the Message
- SAY IT in their words



*“It is more fun to talk to someone who  
doesn’t use long, difficult words but  
rather short easy words like  
**‘What about lunch?’ ”***



~ Winnie the Pooh

# Yeah ... but ...

- EMOTIONAL CONNECTION TO OLD WAYS
- CHANGING IS NOT RATIONAL
- ***“WHY SHOULD I EVEN CARE?”***





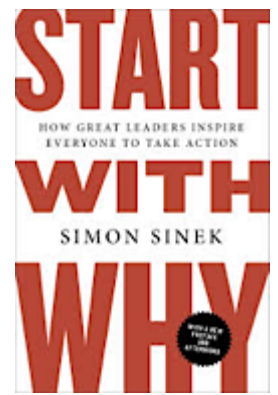
***“We have to grasp not only the Know-How but also the Know-Why.”***

~ Shigeo Shingo

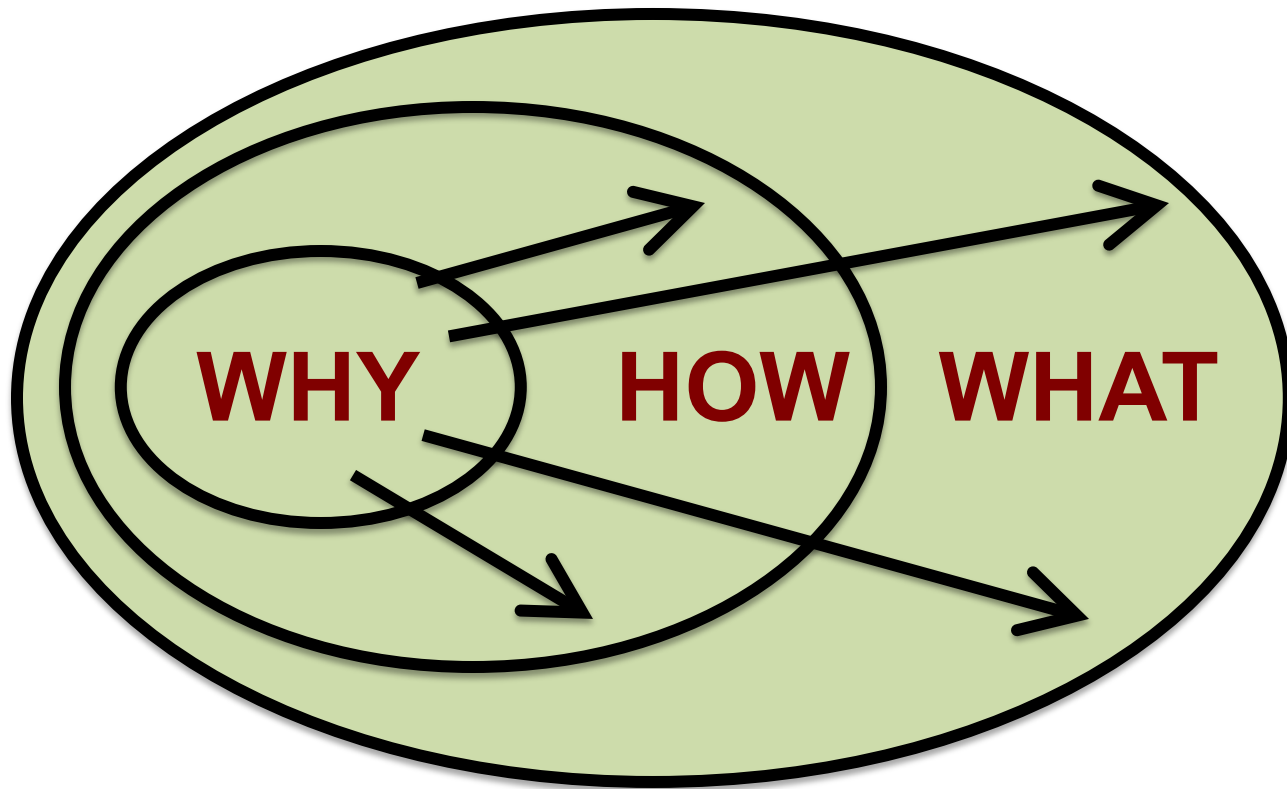


## COMMUNICATE/CONNECT

- Quantitatively share why future state is desirable
  - **And why the present is risky**
- Share benchmark info → Provide a role model
- Explain the plan to get there



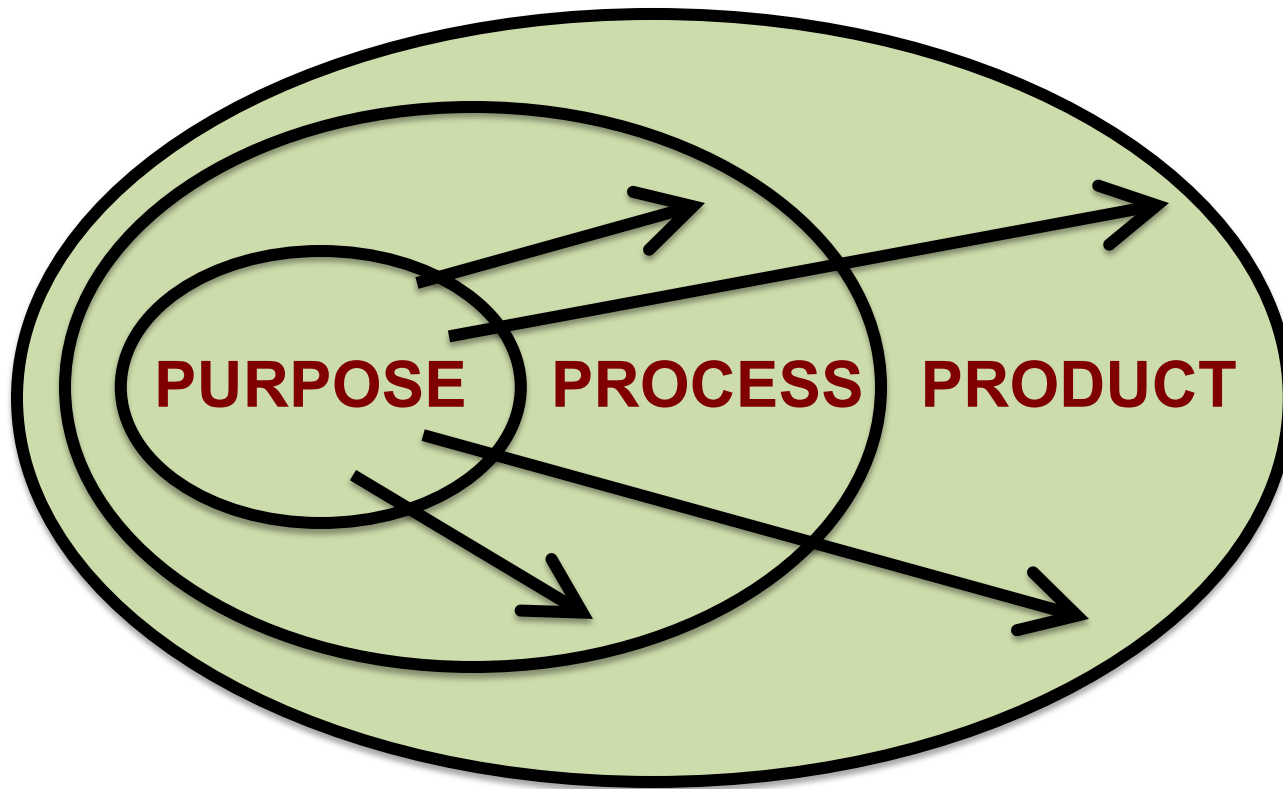
# COMMUNICATE/CONNECT







# COMMUNICATE/CONNECT



# WHY?

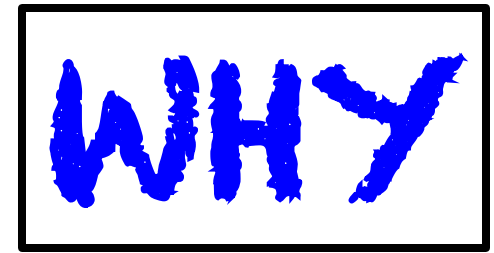
- Because ...
- In light of ...
- In support of ...
- If we don't ...

**CUT THROUGH THE CRAP!!**

***“When the WHY gets stronger  
the HOW gets easier”***



~ Jim Rohn



Team Members

vs.

Employees

Changes in thinking  
happen before  
changes in doing

**SUCCESS** ← *HOW MUCH YOU CARE*





**C** OMMUNICATE / **C** ONNECT

- **C** LEAN AND **C** LEAR

**A**

**R**

**E**

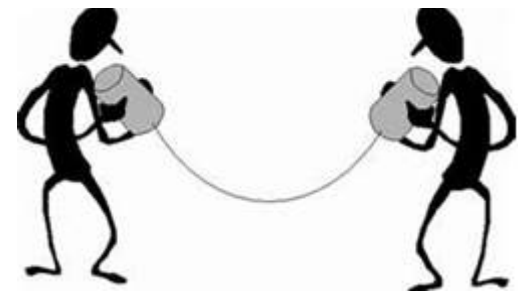




***“WHY DIDN’T ANYONE ASK MY OPINION?”***

***“WHY WASN’T I CONSULTED?”***

***“SHOULDN’T I KNOW WHAT’S GOING ON?”***



# LOSS OF ...

... JOB

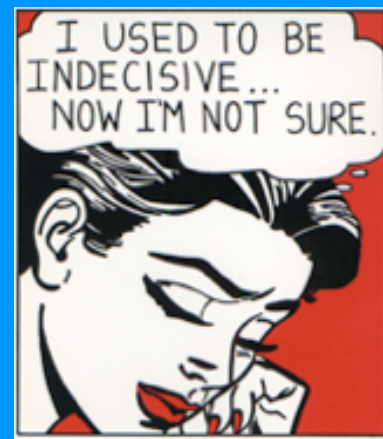
... CONTROL

... POWER

... SECURITY

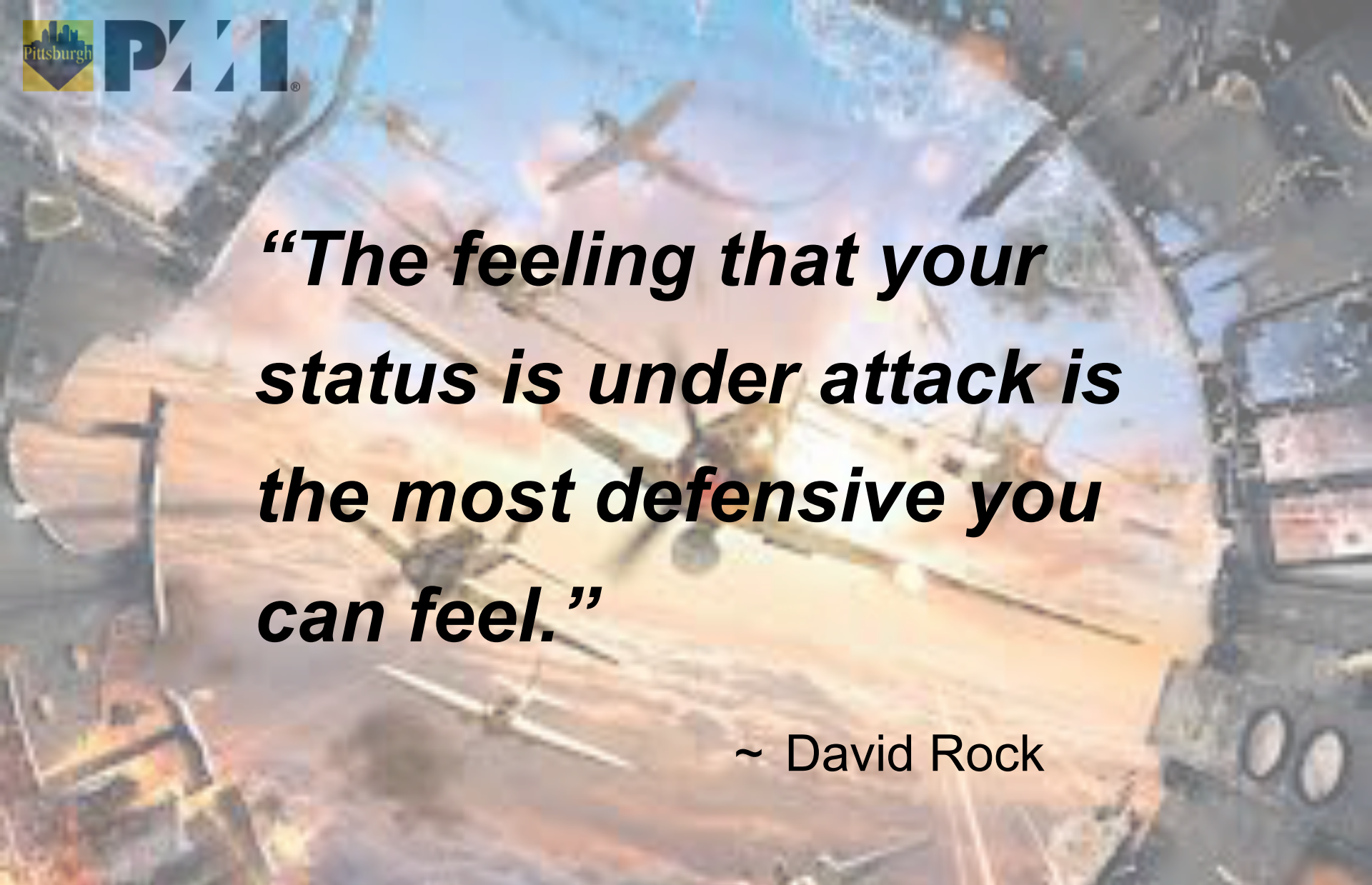
... MENTAL SAFETY NETS





- AREN'T SURE IF **THEY** CAN MAKE THE CHANGE
- FEAR **THEY** WON'T SUCCEED
- BELIEVE THINGS MIGHT GET WORSE



An aerial photograph showing a city during a bombing raid. Several large, multi-engine bombers are visible in the sky, dropping bombs on the city below. The city is filled with buildings and streets, and the overall scene is one of chaos and destruction.

***“The feeling that your status is under attack is the most defensive you can feel.”***

~ David Rock



# C OMMUNICATE / C ONNECT

A

R

E





# Dealing with Change and Uncertainty...

**FREEZE?**

***IGNORE IT?***

**OVER ANALYZE?**

**ACTION?**

what's  
your  
story ?



## ASSESS THEIR NEEDS

- Listen with empathy
  - Discover the origin of their resistance
    - Intellectual, Emotional, Behavioral
  - Allow **UNDISCUSSABLES** to be **DISCUSSABLE**
    - Let them “vent” it out!

*“Listening is not waiting your  
turn to speak.”*

**I'M RIGHT.  
YOU'RE WRONG.  
NEXT!**





## ASSESS THEIR NEEDS

- Listen with empathy
  - Discover the origin of their resistance
    - Intellectual, Emotional, Behavioral
  - Allow UNDISCUSSABLES to be DISCUSSABLE
    - Let them “vent” it out!
- Ensure **everyone** sticks to data and facts
  - Provide clarity on what is changing

*WHAT is it going to take for  
you to be successful?*







*Chin Beard Wisdom*

*Failure can have more  
to do with lack of  
alignment than  
strength of vision or  
efficiency of  
execution.*

**SUCCESS** ← *HOW MUCH YOU CARE*



**C** OMMUNICATE/**C**ONNECT

**A** SSESS THEIR PERSONAL NEEDS

- **A**SK QUESTIONS

**R**

**E**

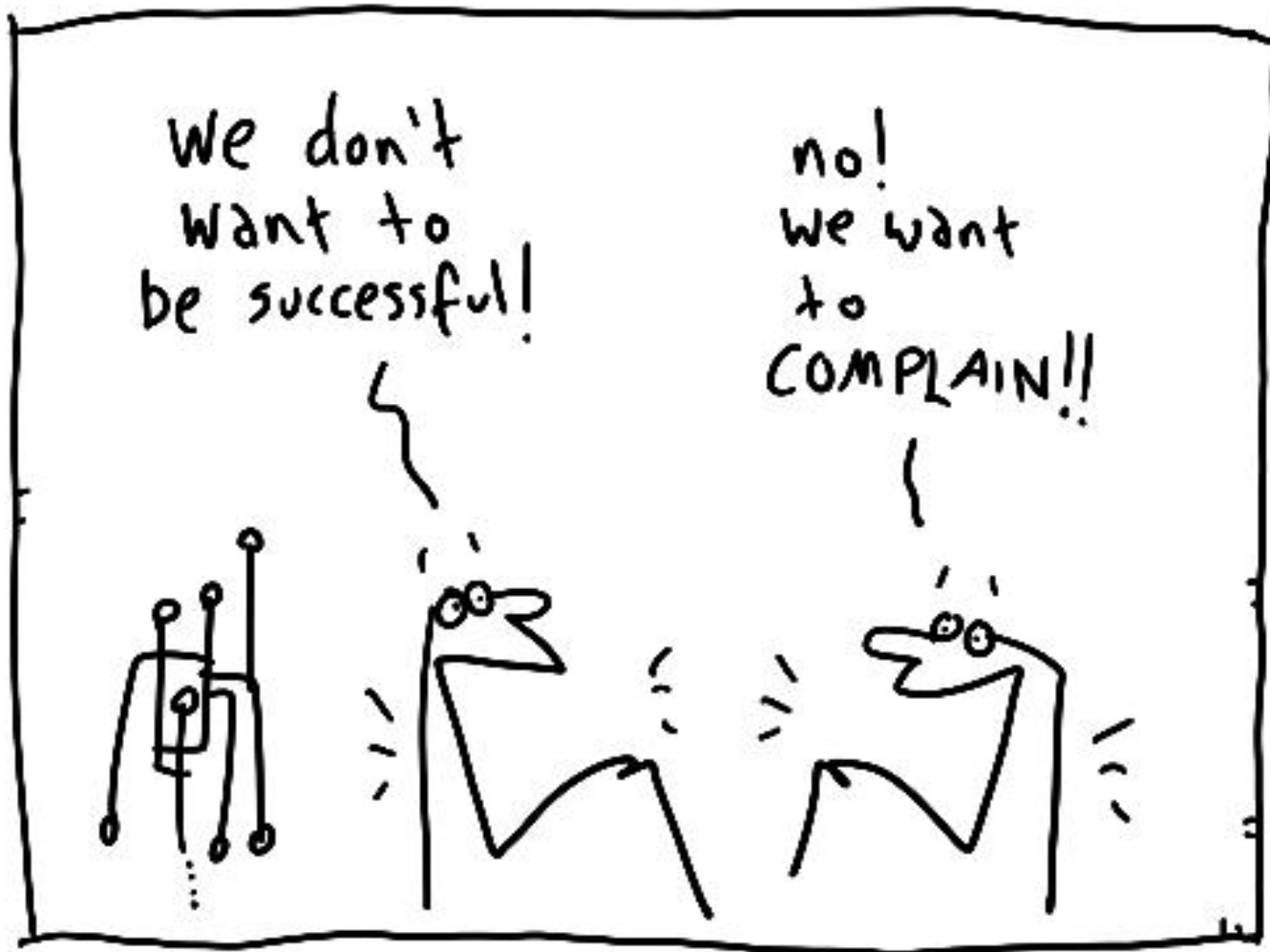






- DON'T BELIEVE YOU OR ORGANIZATION CAN MAKE CHANGE POSSIBLE
- MIGHT KNOW ATTEMPTS FAILED IN THE PAST
- ***“ISN'T THAT GONNA BE HARD?”***
- ***“THAT'S NOT WHAT I WOULD DO!”***





**C** OMMUNICATE / **C** ONNECT

**A** SSESS THEIR PERSONAL NEEDS

**R**

**E**



Physically

Emotionally



## RECRUIT THEM PHYSICALLY

- Give them a role on project
  - **Invite** them → don't tell them
- Don't assume they are too busy
- Create an ambassador for their team





## RECRUIT THEM EMOTIONALLY

- Ask for solutions → Ask their opinions
  - *Tell me more ...*
- Acknowledge their presence
- Let them know when they are winning!
- Achieve quick wins and celebrate ...

*ridiculously*

# They Get It!!



**SUCCESS** ← *HOW MUCH YOU CARE*



**C** OMMUNICATE/**C**ONNECT

**A** SSESS THEIR PERSONAL NEEDS

**R** ECRUIT THEM TO HELP

- **R**EWARD THE DESIRED BEHAVIORS

**E**





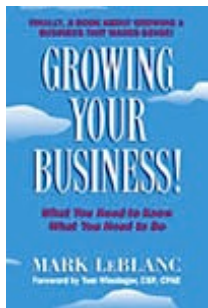
– ***“I DON’T TRUST THOSE GUYS”***

– ***“THIS MUST BE SOMEONE’S PET PROJECT”***

– ***“WHY SHOULD I BELIEVE YOU?”***

– INTELLECTUAL DOUBTS ARRIVE

***“People are persuaded more by the  
depth of your conviction than any  
logic you present to them.”***



*~ Mark LeBlanc*



**C** OMMUNICATE / **C** ONNECT

**A** SSESS THEIR PERSONAL NEEDS

**R** ECRUIT THEM TO HELP

**E**



## **EXHIBIT THE DESIRED BEHAVIORS**

- Be a role model
- Have a plan!
- Provide recognition
  - Enable quick wins with publicity
- Ensure understanding of your expectations

## **EXHIBIT THE DESIRED BEHAVIORS**

- Manage less than desired behaviors
- **Do the little things really well**
  - Be on time
  - Complete your commitments
  - Stay in control
  - Act with a sense of urgency
  - Say “thank you” often and with meaning

***“Behave your way ... don’t talk your way ... into successful transformation.”***



~ Unknown



# CHANGE TAKES COURAGE

**C** OMMUNICATE/**C**ONNECT

**A** SSESS THEIR PERSONAL NEEDS

**R** ECRUIT THEM TO HELP

**E** XHIBIT THE DESIRED BEHAVIORS

- **E**XAMPLE TO FOLLOW





**[www.KiwiLive.com](http://www.KiwiLive.com)**

**kiwi-amazing**





*PEOPLE MUST  
BELIEVE BEFORE  
THEY CAN  
ACHIEVE*

*Chin Beard Wisdom*

# Let Them





*“You do not lead by hitting people  
over the head – that’s **assault**,  
not **leadership!**”*

~ Dwight Eisenhower



**COMMUNICATE "WHY"**

**ASSESS THEIR PERSONAL NEEDS**

**RECRUIT THEM TO HELP**

**EXHIBIT THE DESIRED BEHAVIOR**

*Why should they care?*



*Chin Beard Wisdom*

*People will care as  
a result of the  
experience you  
**permit** them to  
receive*







# Eric Kulikowski

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