



Managing Resistance to Change in the Face of Innovation

NATO BILC Professional Development Seminar
Prague ♦ 2024

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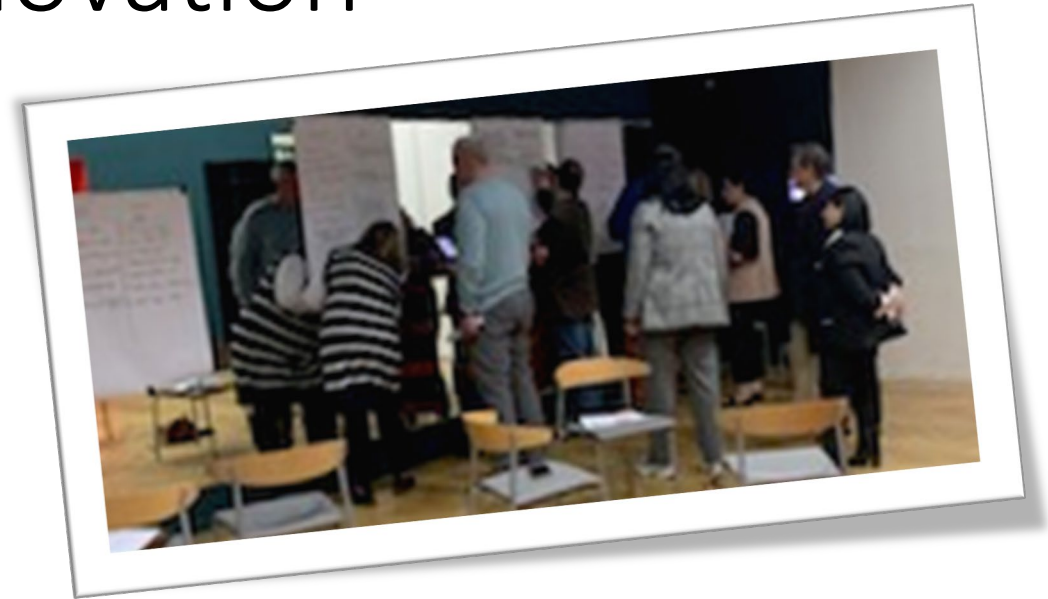




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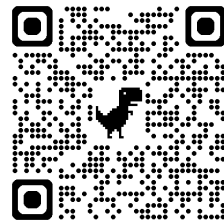
SHARED REASONS WHY PEOPLE RESIST CHANGE

- Excess Uncertainty
- Sudden Decisions
- Overwhelming Differences
- Loss of Face
- Concerns About Competence
- More Work
- Ripple Effects
- Past Resentments
- Real Threats to Job Security





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SOME CHANGE MANAGEMENT MODELS

- Lewin's Change Management Model
<https://whatfix.com/blog/lewins-change-model/>
- ADKAR Model
<https://whatfix.com/blog/adkar-model-what-is-it-and-how-to-use-it/>
- Kotter's 8-Step Process
<https://whatfix.com/blog/kotters-8-step-change-model/>
- McKinsey 7-S Model
<https://whatfix.com/blog/mckinsey-7s-model/>
- Bridges' Transition Model
<https://whatfix.com/blog/bridges-transition-model/>
- The Satir Change Model
<https://whatfix.com/blog/satir-change-model/>

(There are many more models. These are not "one size fits all." The models discussed provide guidance for planning and are representative of widely-used models.)





- ✓ sticking to the old time-tested ways & means
- ✓ novelty involves learning (difficult)
- ✓ transition takes time
- ✓ stepping out of your comfort zone
- ✓ focusing on the negative side (= fear of failure)
- ✓ the snowball effect
- ✓ analysis of the situation
- ✓ upskilling of employees (workshops, exercises etc.)
- ✓ appropriate communication throughout the process & regular feedback
- ✓ addressing employees' concerns with honesty & transparency
- ✓ rewarding 'early adopters'

- COST
- UNKNOWN REASON
- UNPREDICTABLE RESULT
- CHANGE = REDUNDANCY
- CHANGE FOR THE SAKE OF CHANGE
- TEAM RESISTANCE
- LEAVING COMFORT ZONE
- LACK OF GUIDANCE / EXPERIENCE

INDIVIDUALS CHANGE ⇒ ORGANIZATION CHANGES

ADKAR

AWARENESS
DESIRE
KNOWLEDGE
ABILITY
REINFORCEMENT

Reasons for resistance	Solution?
1. Fear of unknown	1. Create sense of urgency
2. Saturation of change	2. Form a guiding coalition
3. Don't want to change routine	3. Build a strategic vision
4. Loss of status/self-worth	4. Enlist change agents
5. Don't understand why	5. Remove barriers to change
6. Passing fad [military disease!]	6. Generate short-term wins
	7. Sustain change as continuous process
	8. Institute change in DNA

Why not! 7-S (10-S)

1) SKILLS	1) Strategy - Mission Statement
2) NO INCENTIVE	2) Structure - Who does what (ORG CHART)
3) TOO OLD TO CHANGE	3) Systems - Internal SOP (what tasks)
4) "PASSING FAD"	4) Shared Values - adaptability by all
5) LAZY	5) Style - Top Down vs. Bottom Up
6) "IF IT AINT BROKE, DONT FIX IT!!!"	6) Staff - How does it affect the workforce? Reward + motivation
7) COST	7) SKILLS - Bridging skill gaps - training for inexperienced staff

SATISFACTION SIZE SURVIVABILITY

Reasons for resistance

→ communication
→ education
→ acculturation
→ feedback
→ onboarding

Solutions to resistance

Bridges Transition Model:

- Ending Stage → grief
- Neutral zone → support
- New beginning → building

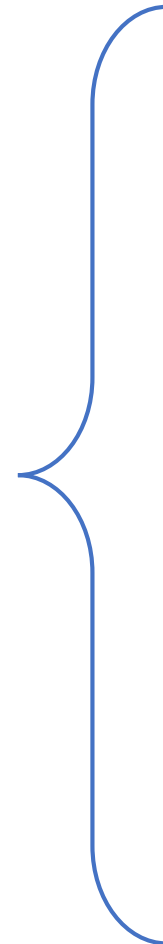
↓ Stability
↓ New normal.

Reasons	Satir
Reward? Breaking routine *Not broken, why fix it? Fear of the unknown Skills Time/Extra work Lack of ownership *Why change Stagnation/Stuck ← Length of career	1) Late Status Quo ↳ skeptical about change
	2) Resistance ↳ communicate change
	3) Chaos ↳ initially 'messy' ↳ more training ↳ communication
	4) Integration ↳ impact of change evident ↳ 'aha' moment
	5) New Status Quo ↳ changes not 'visible' ↳ Battle rhythm ↳ not end point ↳ continuous cycle



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Some strategies that resonated with various workshop participants...



Communicate

Get Expertise (know-how)

Communicate

Build a coalition

Communicate

Generate small wins

Communicate

Formalize (Codify) it

Communicate





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