Course Highlights

Even under the best of circumstances, nearly 70% of all change initiatives fail (Blanchard 2008). Why? The number reason is that leaders don’t involve or address the concerns of the people affected by the change.

To counteract this, three strategies are recommended in Accelerate’s “Managing Change: Dealing with Resistance to Change” module to develop trust and encourage buy-in to workplace change:

1. Generating open communication

Employees are more likely to accept change when they understand it. So you’ll be most effective when you provide information up-front about any change effort. Sharing the rationale behind change & its effects can also help you build trust.

2. Gaining employee involvement

Encourage a two way dialogue when discussing change with employees by asking for ideas, stimulating discussions and actively listening to feedback. Engaging them in the process of how best to make change happen will increase their likelihood of being active participants.

3. Leveraging respected change agents

Change agents are individuals who don’t necessarily have the direct authority to change things, but they do have the power to influence and motivate others. Gaining the support of these individuals will help to make the case for change more compelling.
When you’re dealing with resistance to change, keep in mind that it’s typically not a personal attack. Employees are rejecting the process, not you. So it may be helpful to check out other Managing Change modules in Accelerate. This course offers robust learning tools for working through the whole change process including:

• **Understanding Change** (can we do a rollover course description for each module?) If so:

  This course outlines what is meant by change, as well as the importance and benefits of implementing change within an organization. It also details the three different types of organizational change: strategic adjustments, strategic reorientation, and transformational change. Finally, this course covers different practical approaches for managing organizational change, taking into account factors such as the time allotted for the change, the expected degree of change, and the potential resistance to change within the organization.

• **Dealing with Resistance to Change**

  This course outlines these aspects of overcoming resistance to change. It surveys the active and passive symptoms of resistance to change, goes deeper to explore the emotional and thought-based causes of these symptoms, and provides strategies for dealing with root causes through direct conversations with employees.

• **Sustaining Organizational Change**

  This course covers methods for building and cultivating a culture that effectively sustains organizational change. Specifically, this course introduces techniques for creating a collaborative team environment, as well as strategies for getting employee feedback after change. Finally, techniques for managing and sustaining performance after change initiatives are covered, including the important steps of rewarding ongoing learning and improvement, and providing feedback based on strong performance standards.

• **Building Positive Support for Change**

  In this course, you’ll learn about the importance of building a motivating atmosphere that supports organizational change, and the importance of creating short-term wins and vision. The course
Overcoming Resistance to Change

highlights techniques for listening to your employees during change initiatives such as encouraging open communication, listening to employees' feelings, checking for understanding, and taking employee input into consideration. The course also covers actions you can take to support individuals through change initiatives, including coaching for change, making sure employees are empowered with the critical knowledge and skills necessary, considering individual characteristics of your employees, and being flexible.

Many job aids and skill briefs are also available within this course for “easy to scan” tips and techniques.

Accelerate books24x7 Recommendations


Managing Transitions: Making the Most of Change, 2nd edition (Bridges, 2003)

Covert Processes at Work: Managing the Five Hidden Dimensions of Organizational Change (Marshak, 2006)

Plus many more! Accelerate books24x7 are updated weekly so continue to check it to see the latest e-books on this topic!