

Managing Resistance

A series of change management worksheets provided courtesy of Ridge Training



The following worksheets will help you manage resistance by better understanding key employees' commitment and frames of reference regarding a specific change initiative.

Commitment Analysis

The process begins with a Commitment Analysis. Since commitment is the goal of resistance management, it's helpful to have a "commitment portrait" for the key players that essential to the success of the project. This worksheet will help you gauge your people's current level of commitment as well as where it needs to be for the change process to succeed.

Endings and Losses Scorecard

The second worksheet will help you identify the endings and losses for each of these stakeholders. Endings and losses fuel resistance and prevent the expression of the commitment you need. Knowing what's at stake can help you be responsive to the needs of those whom you lead.

Communication Plan

The final worksheet is a communication guide that will help you tailor your change-based communication to address their needs and boost their commitment.

We hope you find these useful in managing the human side of change.

Worksheet 1: Commitment Analysis

Goal:

To develop a “commitment portrait” for the key players that essential to the success of the project.

Overview:

First read the commitment descriptions, then follow the guidelines below for completing the commitment analysis.

Commitment Descriptions

“Work Against”: People at this level of commitment want the change to fail. They may not actively sabotage it, but they won’t do anything to advance its success.

“Let It Happen”: People at this level of commitment are in “wait and see” mode. They won’t fight against the change, but they won’t fight for it either.

“Help It Happen”: People at this level of commitment are somewhat committed; they’ll do what’s expected, but won’t (for instance) proactively solve problems that change poses.

“Make It Happen”: People at this level of commitment are true believers; they are active agents of change.

Directions:

1. List the people or groups affected by change down the left hand column of the table below.
2. Put an X in the box where each person or group must be minimally for the change project to succeed.
3. Based on your own sense of how the person/group would react to the planned change, put an O where each stakeholder is now.
4. Where the O and X are in the same box, no further work is necessary.
5. Where O and X are in different boxes, draw an arrow from the X to the O.
6. The arrows indicate the gap between where the stakeholders are and where they eventually must be for the change project to succeed.
7. Make some notes for how you could increase the commitment level, remembering that the first step is often listening to people’s concerns.

Person/Group	Work Against	Let It Happen	Help It Happen	Make It Happen	Ideas to increase commitment

Worksheet 2: Endings and Losses Scorecard

Goal

To understand the hidden impacts of change on your employees

Description

Beneath resistance are the endings and losses that employees experience in the process of change. These are the personal, often hidden costs of change. Some are observable (a transfer to another unit or building, for instance). Others- a person's sense of security, pride, job satisfaction, and/or identity-are hidden. Whether public or private, endings and losses will erode commitment unless and until a person has been able to grieve them.

The chart on the next page will help you identify the endings and losses posed by the change for each of your key stakeholders. By addressing the specific ways in which they're effected by the change, you can find ways to help them be more resourceful in the midst of it.

Directions

Use one worksheet for each of the stakeholders identified in your commitment analysis.

1. Write the name of the person/group, along with their commitment level, in the appropriate space.
2. Write a brief description of what's changing-from their points of view.
3. In the "Endings and Losses" scorecard, add specific endings and losses for this person/group. Then assess the impact that ending will likely have on them. Do they stand to gain or lose? How much? Circle the appropriate number on the chart.
4. Use the questions at the bottom of the page to summarize your analysis and get ready to act on it.

You'll use this information to help craft a communication strategy that acknowledges ways in which the change is impacting them.

Worksheet 2: Endings and Losses Scorecard (continued)

Name of Person/Group: _____

Perceived Commitment Level (circle one):

Work Against • Let It Happen • Help It Happen • Make It Happen

Description of What's Changing: _____

Endings and Losses

Examples include friendships, status, pride, job security, power, etc. List whatever is appropriate for this person or group in the column below:

	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5
	-5	-4	-3	-2	-1	0	1	2	3	4	5

Based on your assessment above,

- What's the (approximate) average score for this person/group?
- How significant of a gain or loss?
- What are the most dramatic endings and losses this person or group is experiencing?
- What, if anything, do they stand to gain?
- What does this tell you about the resistance they may be experiencing?

