

How to Lead Change When People Push Back

Doing More With Less

Welcome: Lunch and Learn



- Dialogue
- The recording will be available on our website
- Introductions

What is Change Management?

WHERE THEY ARE TODAY

WHERE WE NEED TO BE

**Understand the people & Change
Scope**

Map the terrain

Lead the journey

Their motivations, concerns and
readiness for change

What is changing, who is affected, what
stands in the way

Communicate, support and embed the
new way of working

Common myths

Three things change management is often mistaken for — and what it actually takes.



MYTH

Change management near Go-live

REALITY

Change starts before project, not at deployment.



MYTH

Communications dressed as Change management

REALITY

Comms is one tool; adoption needs behaviour change.



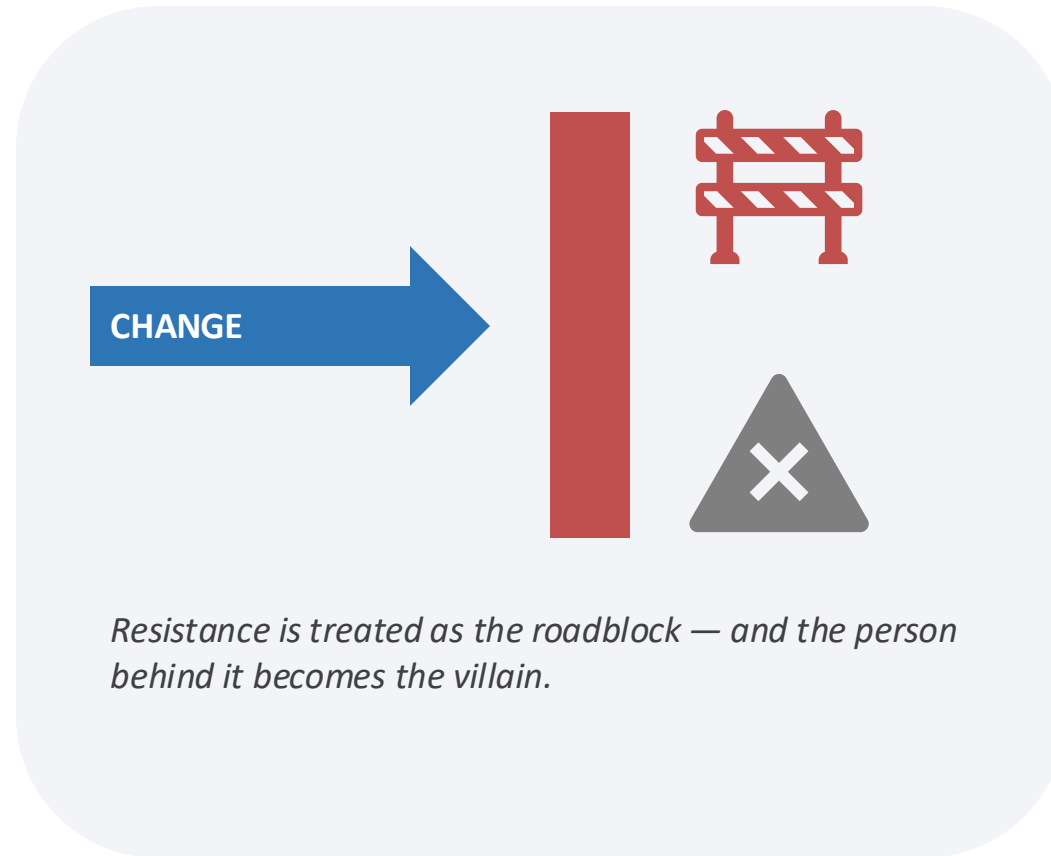
MYTH

Selling change rather than facilitating it

REALITY

People adopt what they help shape.

Change Resistance



Change Resistance is a part of the process

Imagine three scenarios in your project:



No resistance at all

Nobody pushes back — so nobody stress-tests the change.



Resistance at the end

Objections surface after build — rework, delay, cost.



Resistance throughout

Constant scrutiny delivers a far more refined product.

Change Resistance is a good thing



Sooner the better

Surface resistance early, while there is still time to act.



Clearer the better

Specific objections are easier to address than vague unease.



Wider the better

Hearing from more people reveals the real risks to adoption.

Why? Because we can listen, understand and manage — rather than be delusional that people are accepting change.

How to treat Change Resistance?

Resistance is information — invite it, hear it, then act on it.

01



Encourage people to speak

Make it safe to raise doubts, without consequence.

02



Create mechanisms to listen with open mind

Forums, surveys and drop-ins — structured, not ad hoc.

03



Do something with information in hand

Act visibly, and tell people what changed because of them.

Why we resist change?

People rarely resist the change itself — they resist what it costs them.



Unease and extra work

New ways of working mean effort on top of the day job.



Risk

Fear of failing, or of being exposed as not knowing.



Loss

Loss of status, routine, relationships or control.

From change resisters to champions

Champions are earned, one stakeholder group at a time.



Honour Values, not tricks



Transparency



Empathy



Authenticity



TRUST This helps us develop trust. Trust connects people, and people work for a common goal.

Recap:

Six things to take away.



Change management is a holistic discipline — not a thing at the end



It is not communication management



Hearing 'no' is much better than people nodding



Understand our people, our environment and how change affects them



Plan and prepare for each stakeholder group



Live by values to win trust

Closing thoughts

- Change Management is a discipline
- We cannot remove ourselves from people we serve
- It all starts by an honest dialogue- sooner the better

