



Breakfast Leadership "A/B" Series
Session #8 • Wednesday May 12th, 2020
Employee Resistance & Pushback

- 1) What challenges are you facing with employee resistance to change and pushback?
Do you see resistance to change more in your new or long-term employees?**

- 2) How might you use...**
 - a) 8 Reasons Why People Resist Change 2
 - b) Strategies for Managing Employees Who Resist Change 3
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8 Reasons Why People Resist Change

Loss of Status or Job Security

- In an organizational setting, employees, peers, and managers will resist administrative and technological changes that result in their role being eliminated or reduced
- Without a thoughtful change strategy to address resistance to change, you will trigger strong resistance and organizational turnover

Poorly Aligned (Non-Reinforcing) Reward Systems

- Employees will resist change when they do not see any rewards
- Ask yourself the question: Where is the reward to employees for implementing your change?
- Without a reward, there is no motivation for your team to support your change over the long term

Surprise and Fear of the Unknown

- The less your team members know about the change and its impact on them, the more fearful they will become
- Leading change also requires not springing surprises on the organization! Your organization needs to be prepared for the change
- Make sure there is two-way communication between you and your employees

Peer Pressure

- Organizational stakeholders will resist change to protect the interests of a group
- If your change effort threatens these workplace social bonds, some of your team members may resist your change effort

Climate of Mistrust

- Meaningful organizational change does not occur in a climate of mistrust
- If you are trying to implement your change effort in an environment where most of the people working with you mistrust each other, you'll have limited success

Organizational Politics

- Some resist change as a political strategy to "prove" that the decision is wrong
- They may also resist to show that the person leading the change is not up to the task.

Fear of Failure

- Sweeping changes on the job can cause your team members to doubt their capabilities to perform their duties
- Your team members may be resisting these changes because they are worried that they cannot adapt to new work requirements

Faulty Implementation Approach

- Sometimes it is not what a leader does, but it is how s/he does it that creates resistance to change!
- Undue resistance can occur because changes are introduced in an insensitive manner or at an awkward time

Strategies for Managing Employees Who Resist Change

Inspire with Vision

- Paint a vivid picture of the post-change workplace, including details for how employees will benefit personally and how others on the team will benefit
- Describe why the change matters

Provide Affirmation

- Notice when change-resistant employees take small steps in a new direction and affirm them for their efforts to grow

Respond Calmly to Mistakes

- Let your people know that mistakes will happen, and that's OK
- Mistakes and failure are a necessary part of learning and growing

Tie Job Performance to Collaboration

- Provide frequent feedback regarding collaborative behaviors and make being a team player part of job performance evaluations

Share Progress

- Point out the impact individual growth is having on the team and the company

Encourage Emotional Awareness

- Give employees a chance to reflect on the positive emotion that comes with facing fear, tackling a difficult challenge, or learning something new



How to Keep Long-Term Employees from Becoming Change Resisters

Move Their Seat

- As companies evolve and grow, long-term employees can become territorial and inflexible when not challenged to grow with new skills, responsibilities, projects and work content
- Sometimes it's easier to allow long-term employees to "do their thing" than push them to change
- This of it as "compromise"

Never Maintenance Free

- For leaders, it's easy to focus on newbies, driving revenues, operations and projects ... all while believing that your long-term employees have just kept cranking away
- In reality, long-term employees can feel unappreciated, neglected and resentful
- That's when they withdraw, become indifferent and inflexible
- No employee is maintenance free – especially your long-term employees

Same Page - Same Rules

- The moment you allow long-term employees to play by a different set of rules than the rest of the team, you create a toxic double standard that compromises your company's culture
- Long-term employees are role models, mentors and protectors of the company culture

Achieving Full Potential

- No-compromise leadership is not only about achieving your full potential as a leader, it's about coaching and mentoring employees to achieve theirs – especially your long-term employees
- They need to see and know that leadership is committed to their personal development and growth
- This is what turns a change resister into a change agent and champion for the company's vision of innovation and excellence

Boundaries

- When the lines between personal and business become blurred, communication and conversation likewise become strained
- This doesn't mean you can't have a friendship with an employee – it simply means that boundaries need to be established and understood to maintain the employee/employer relationship

Honor the Relationship

- Long-term employees devote years to your company and your vision
- Like any long-term relationship, making it last takes work by both sides. But it begins with you, the leader. You must honor and respect years of devoted service.



Helping People Take Responsibility

Start by Talking

- Your first step is to talk to the individuals concerned. Find out if there are circumstances that are contributing to the situation, or if there are problems that you can deal with
- Then provide **feedback**, so that the individuals know that their behavior needs to change

Ensure Adequate Resources

- A sensible early action is to ensure that your people have the **resources they need to do their job**. This might include providing training, equipment, access to **mentors** and **coaches**, and suchlike

Communicate Roles, Responsibilities, and Objectives

- Make sure that you have an up-to-date **job description** for each team member, and be as detailed as possible about every responsibility that they have
- Sometimes, employees can't see how their efforts tie into the "bigger picture." So, make sure that they understand how their work ties into the larger **goals of the organization**

Re-Engage People

- Your people will be more engaged if their work aligns with their **values**.
- Meet with them to find out what these are. Then, illustrate how their daily tasks and responsibilities align with those values
- Team members could also be disengaged or dissatisfied because they're not in the right role. Take some time to discover their strengths and weaknesses, and analyze whether or not they're using their strengths

Help People To Take Control

- People who believe that outside forces constantly influence their life are said to have an "external locus of control," while those who believe that their actions shape events, have an internal one
- If you discover that people have an external locus of control, help them overcome this. Set modest goals so that they can achieve some **quick wins**; and then help them **build their self-confidence**

Give Plenty of Praise

- be sure to give your people plenty of praise when they do take responsibility
- Help them improve by providing them with consistent, effective, fair feedback.



Breakfast Leadership Series: 2020-2021

Information

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Upcoming Dates			
	Month	Time	Tuesday Date
	October	8:00 – 9:30 AM	13
	November	8:00 – 9:30 AM	17
	December	8:00 – 9:30 AM	15
	January	8:00 – 9:30 AM	12
	February	8:00 – 9:30 AM	16
	March	8:00 – 9:30 AM	16
	April	8:00 – 9:30 AM	13
	May	8:00 – 9:30 AM	11
	June	8:00 – 9:30 AM	15



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Breakfast Leadership Series
Session #8: Wednesday May 12th, 2020
8:00 to 9:30 AM @ Zoom Meeting
Evaluation

Please click on the link below to take the session evaluation:

<http://survey.constantcontact.com/survey/a07ehp3icefkm5ha0rh/start>

Thank you!