When you hear the term ‘change resistance’, what is the first thing that comes to your mind?
Remember when something changed for you in the last 6 months: What was your first unconscious reaction?

- Panic
- Shock
- Reflection
- Finally
- Is this needed?
- Survival
- Anxiety
- Excitement
- Worry
Remember when something changed for you in the last 6 months: What was your first unconscious reaction?

- Walk away from it.
- Irritated
- Fear and the need to escape
- Shock
- Another one
- Fear
- I did not feel comfortable
- I don’t want it to change!
- I am not ready for this. This is not what I planned.
Remember when something changed for you in the last 6 months: What was your first unconscious reaction?

- Uncertainty
  - It was unclear what was going to happen so I was a bit uncertain.

- Anger
  - I felt blocked

- Uncertainty due to job changes
  - Have to work from home because of Corona. I didn’t liked it to stay at home.

- Fear of the unknown
  - Loose of influence

- I need to learn something new again
Remember when something changed for you in the last 6 months: What was your first unconscious reaction?

- What now?
  - help!
  - Unknown

- Curiosity
  - I am happy to do new things and learn new things
  - Overload

- exiting
  - Takes time to adapt
  - yeah, finally!
<table>
<thead>
<tr>
<th>stop and start thinking</th>
<th>I smelled that a lot of problems would come towards me</th>
<th>ConflictsDiscussion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anxious</td>
<td>If I had known before...</td>
<td>happy</td>
</tr>
<tr>
<td>Change</td>
<td>Feelings</td>
<td></td>
</tr>
<tr>
<td>--------</td>
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<td></td>
</tr>
<tr>
<td>Adapt and work with it</td>
<td>Excited</td>
<td></td>
</tr>
<tr>
<td>Happy</td>
<td>Afraid</td>
<td></td>
</tr>
<tr>
<td>Concerned</td>
<td>Angry</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Anxious and uncertain</td>
<td></td>
</tr>
</tbody>
</table>
Remember that change which happened to you in the last 6 months: How did you really feel about it?

<table>
<thead>
<tr>
<th>Excited</th>
<th>Relieved</th>
<th>Determined to make it work, for self and team</th>
</tr>
</thead>
<tbody>
<tr>
<td>energy</td>
<td>Firstly Helpless, until I told myself I cannot change it. Focus on what I can do vs what I cannot</td>
<td>Curious</td>
</tr>
<tr>
<td>Anxious</td>
<td>I was excited but scared of the new responsibilities at the same time</td>
<td>overwhelmed</td>
</tr>
</tbody>
</table>
Remember that change which happened to you in the last 6 months: How did you really feel about it?

- Try to see it as an opportunity
- I felt frustrated that people made the decision for me. Even though I agreed with the outcome, I felt left out.
- Take time to evaluate
- uncertain
- A break from the hectic life and feeling what is important, i.e. health
- New beginning
- Afraid of the change, but somehow happy
- i loved it, we were working so hard to get it realized and finally its there
- After a first moment of uncertainty, I tried to adapt to the new situation in short time, without fear but with trust in the future
Now go back to this change that happened to you in the last 6 months: Do you recall any specific unconscious behavior?

- Inventiveness
- Withdrawal
- Try to evaluate.
- Being reserved at first
- Freeze up
- Angry

- No
- Maybe I was triggered more easily for small things, normally I am more calmed
- Help others in same situation.
Now go back to this change that happened to you in the last 6 months: Do you recall any specific unconscious behavior?

- try to evaluate
- Became distracted and doubting the reason for the change
- try to find gaps or loopholes
- Start planning.
- Focus on daily routine, discipline, things I can control
- push for being ready to change: unconsciously I started to read, look for, study on the new opportunity
- Looking for solutions
- Becoming angry
- I really asked myself what would have been for all of us, what would have happened
Now go back to this change that happened to you in the last 6 months: Do you recall any specific unconscious behavior?

- become too rational
- I wish to have control
- rebellious,
- Getting more involved, increased time with team members
- More focus on family and wellbeing and more focus on myself staying good and healthy
- A lack of energy
- Started to accept it and plan the next steps in mind
- Be more active in sports and more social media contact
- No
Remember that change from earlier: How did you evaluate personal benefit vs risk?

- Exciting change and the personal benefit was huge compared to the risk.
- I didn’t see the benefit and saw the risk to stay at home for indefinite time.
- Accept reality, think of advantages.
- Does it help save time and energy?
- Personally to see that I have to explain everything again and on the other side being again the “key” person in the game.
- Although a risk, if I cannot control or influence it - just accept what comes with it.
- For me in my situation I can handle.
- By: How far and how will the change impact my work?
- Personal benefit was higher than the risk.
Remember that change from earlier: How did you evaluate personal benefit vs risk?

- Evaluate the pro's and con's for myself
- What would happen if I do not embrace the change pros vs cons and what am I afraid of?
- Personal benefit = elevated as I gained more visibility in the team. Risk = Moderated, mainly because my workload increased considerably.

- Is it more fun?
- In that case, I perceived the change as a duty, but also as an opportunity to benefit of increasing the focus on our family life
- Change of routine, boring tasks?

- Right for me/groups further development
- Getting the best from an unstoppable situation
- Considered all options and which would be the best for me (and my family)
Remember that change from earlier: How did you evaluate personal benefit vs risk?

The change was super exciting. There were some risks but generally the excitement overwhelmed the risks.

Felt like I had no choice so looked for the positive

Best opportunities

Evaluate all the pros and cons

The personal benefit outweighed the public risk in some cases and in other cases of thought, the public risk outweighed the personal benefit. It kept changing depending on the situation.

My benefit is in learning something new and gaining something, the risk of losing something is not there.
Which of the following aspects is most likely to trigger a resistance in you?

1st: Frequency & Timing
2nd: Time & Preparation
3rd: Loss-Aversion
4th: Fear & other Emotions
5th: KPI & other Metrics
6th: Routine-seeking
7th: Complexity
8th: Complacency
9th: Self-Efficacy
10th: Cognitive Rigidity
How do you assess the proposed strategic approaches to overcome resistance to change?

- Adapting a behavioral pattern with self-awareness and courage
- Involving resisters in project or solution design to decrease the feeling of forced adoption
- Identifying active resistances and confronting directly
- Celebrating success and reward heavily impacted change champions
- Enabling a cultural change by embracing failure and honest dialogues and communication
- Inspiring leadership focused on intrinsic motivation and the purpose behind the change
Feel free to share your questions with us to get the discussion started

2 questions
1 upvotes
I would like to kindly ask you to provide your feedback on today’s session right here.

Many thanks for the overview! Where to find more details on the psychological aspects, e.g., which are the most effective ways to change the passive resistance?

Very surprised by “FU” movement globally. On the slide, but could be a cultural difference in acceptable “language”...

To approach change management strategy by addressing different levels of resistance, e.g., Unconscious (indirect) vs Conscious (thinking).

About the stages/steps. Yes, it was worth.

how do you figure out how much time you need to reserve for a change. For instance, when specifying a project. Afterwards, it always seems to be too short :-(

it was worth my time and was deeper in detail than I expected.

The webinar really met all the expectations! I think I have understood that you can join the resistance movement in order to drive it to support the change in a different way! I have also learned that a failure is often a component of a success project.

I’m potentially facing a change in my job, so thanks. I’ll keep into account all the perspectives you gave us today.
After this workshop: What are your biggest pain points in facing the immense changes ahead? Which support would you appreciate the most?

- It was really worth joining. It will help me with the change we are in at this moment.
- Any apps or books to read would be greatly appreciated.
- How to develop soft skills to better accept the changes.
- Biggest pain point: Dealing with myself frustration. Support appreciated. Resources and information to help achieve this.
- It gave a clear perspective in how we respond and suggestions in how to deal with it.
- I would love to see some further reading and references.
- A kind of newsletter where specific topics are highlighted.
- I'd really appreciate a strong sponsorship of my Company's board about the incoming challenges.
- Any docs or books are really appreciated.
After this workshop: What are your biggest pain points in facing the immense changes ahead? Which support would you appreciate the most?

- How to deal with colleagues and managers that have a strong resistance to change
- More help material in slides, games etc. would be helpful. Thanks for the session!
- Like Jacob mentioned, changes are brought to us in a higher frequency, for certain organisations this is still hard work in regard to adoption in the organisation...