



# SAP User Groups X SAP Change Enablement Team

## Understanding and being aware of Resistance to Change

*Jacob A. Hornberger, Change Enablement Associate, Customer Success, CE&X, Copenhagen - DK*



# Change Resistance can be ...



**Subconscious force  
& behavioral intention**



**Fear of change  
& negative attitude or response**



**Ambivalent response  
& inner conflict**



**Social inertia  
& complacency**

**Change gets  
introduced**

The diagram consists of a large, downward-pointing triangle with a black outline. The text "Change gets introduced" is centered within the triangle in a bold, black, sans-serif font.

1

**Unconscious  
reaction**

**Knowledge Stage**

1

Unconscious  
reaction



Knowledge Stage

Change gets  
introduced



**Passive Change Resistance**

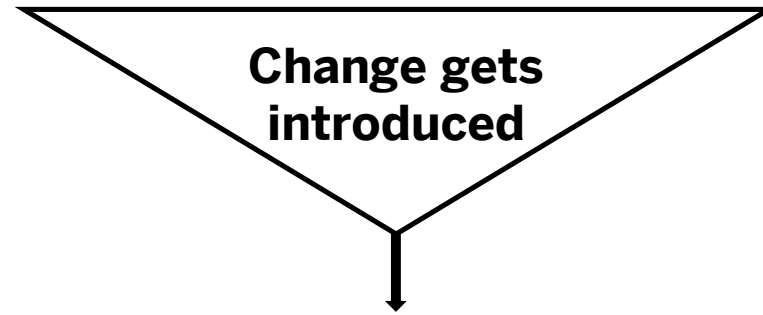
*adopter-specific factors*

*situation-specific factors*

1

Unconscious  
reaction

Knowledge Stage

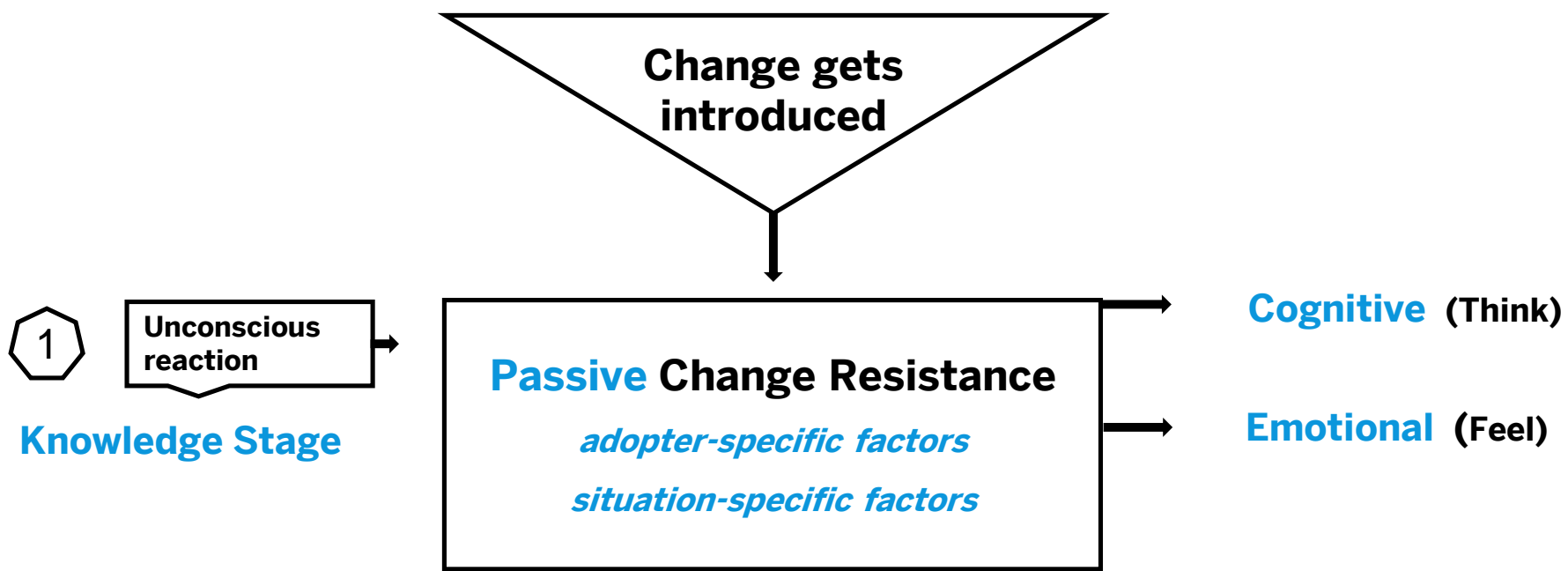


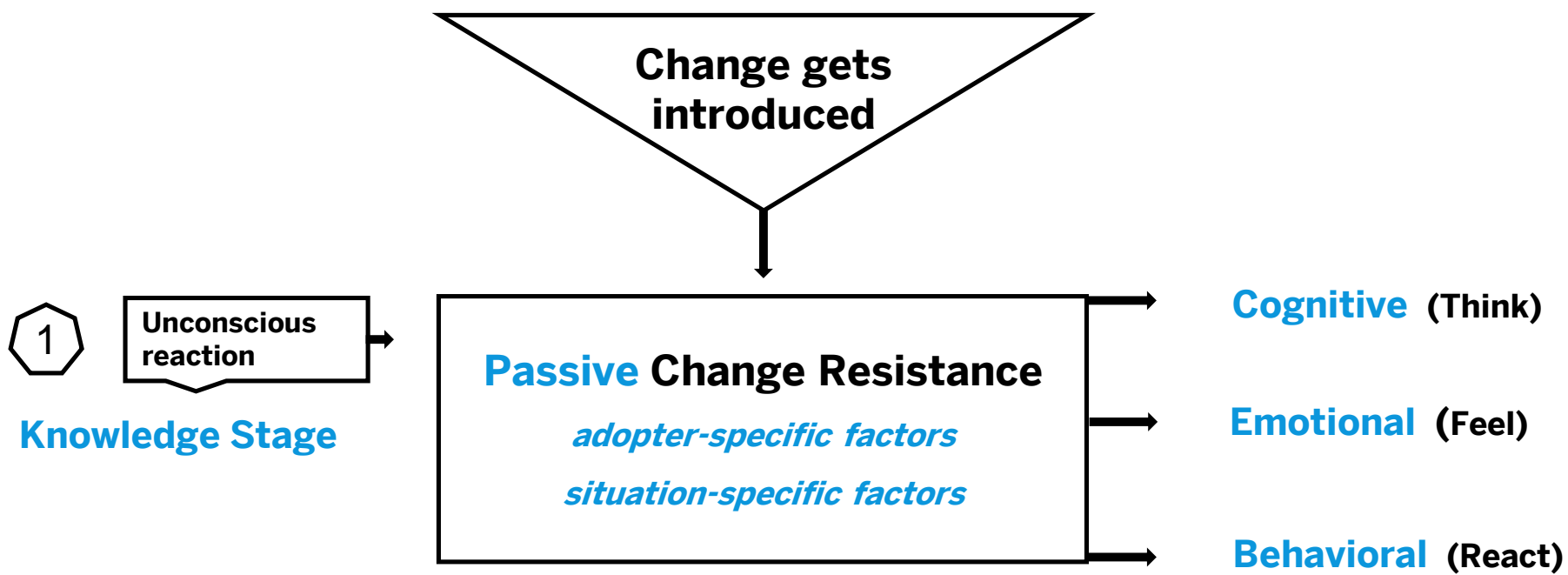
**Passive** Change Resistance

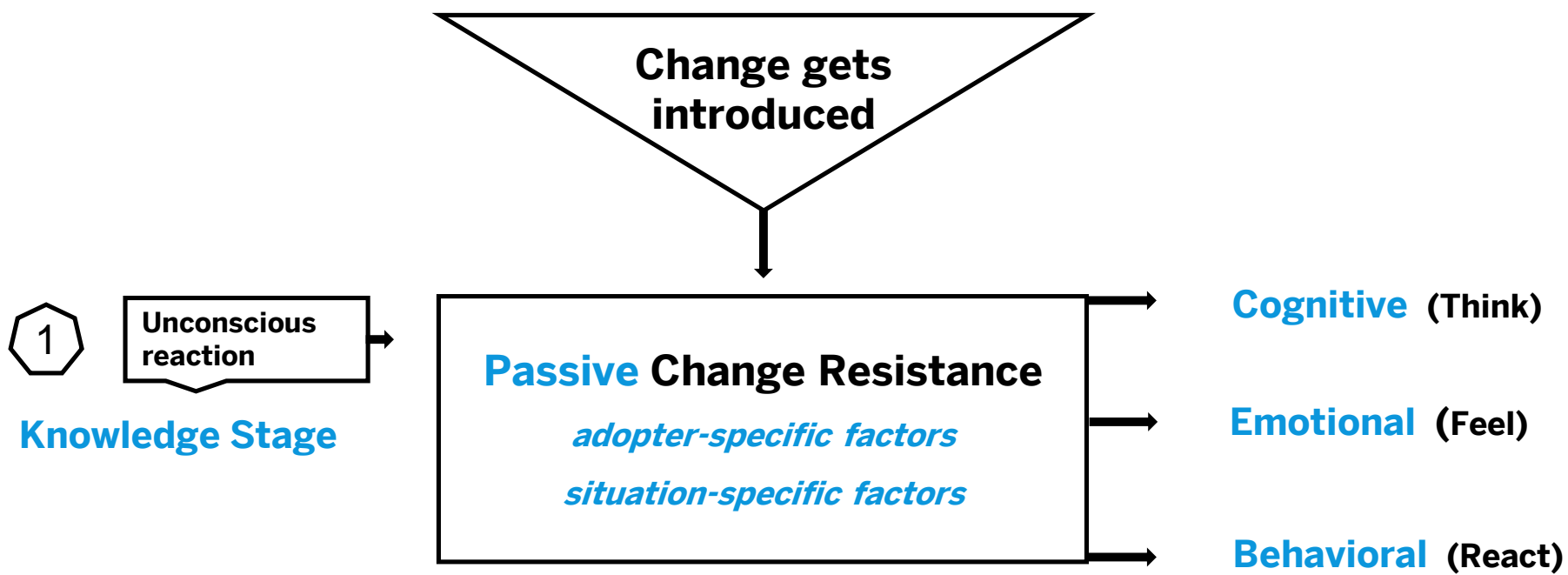
*adopter-specific factors*

*situation-specific factors*

Cognitive (Think)









# The bigger context: Immunity to Change

INTENTION



# The bigger context: Immunity to Change

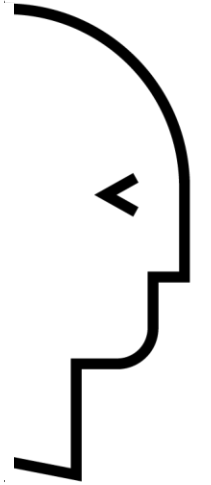


**ACTION**

# The bigger context: Immunity to Change



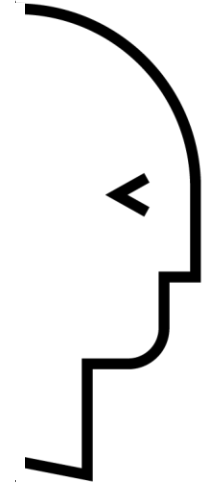
**What is in the way?**



# The bigger context: Immunity to Change



**The Intention Behavior Gap  
& Immunity to Change**



# Immunity to Change vs Resistance to Change



## Inclination to Resist Changes

*change-related personality traits  
cognitive bias*

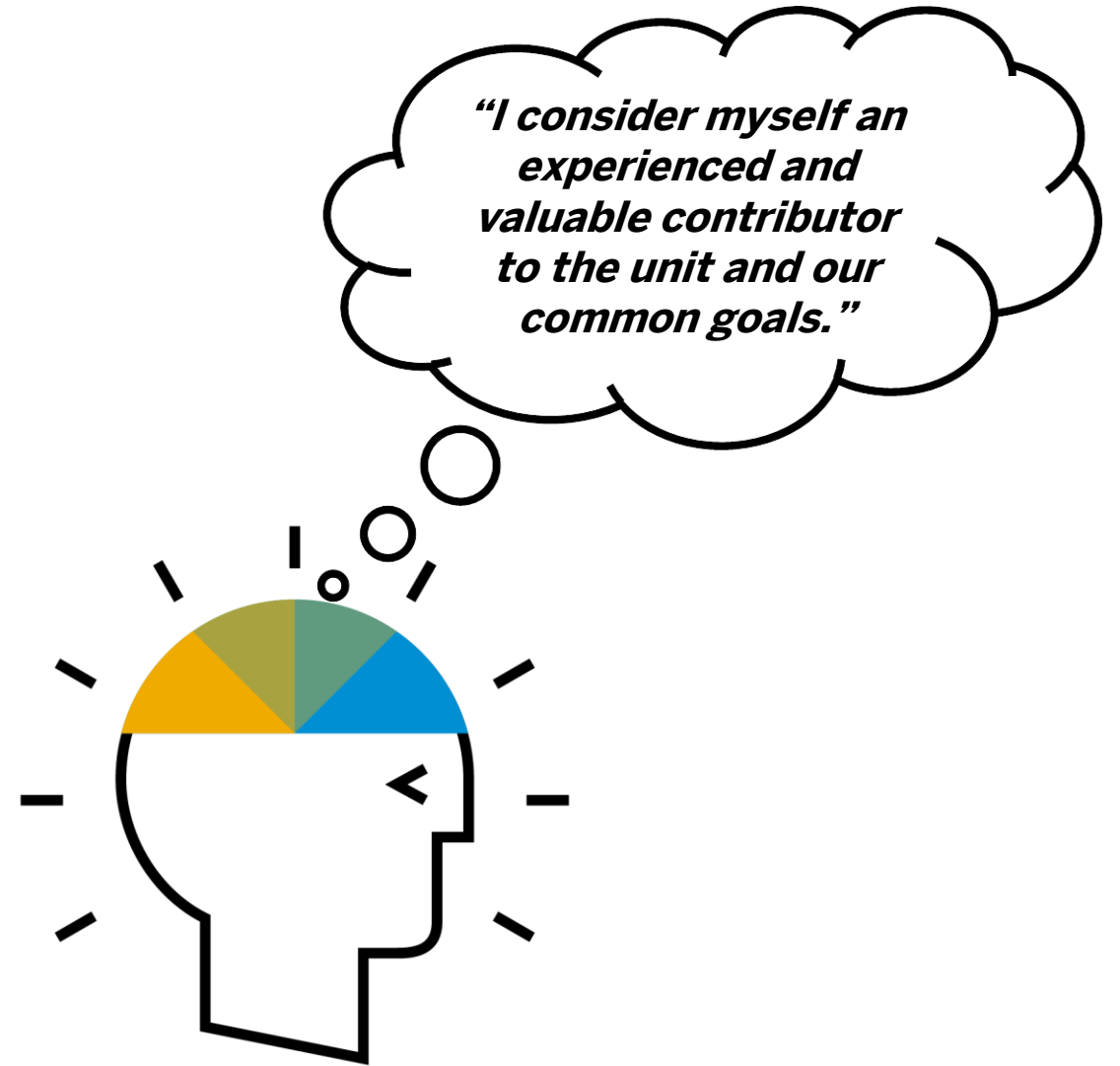
*Reluctance to perceived loss of control*

*Self-efficacy*

*Routine-seeking*

*Short-term-focus*

*Risk-aversion*





# Status Quo Satisfaction

*situation-specific  
emotional reaction*

*Complacency*

*Change as a stressor*

*Equilibrium to stay at as-is*

*Emotional attachment*

*Loss aversion*



# Passive Resistance Misuse

*Hidden opposition*

*Passion directed elsewhere*

*Inaction*

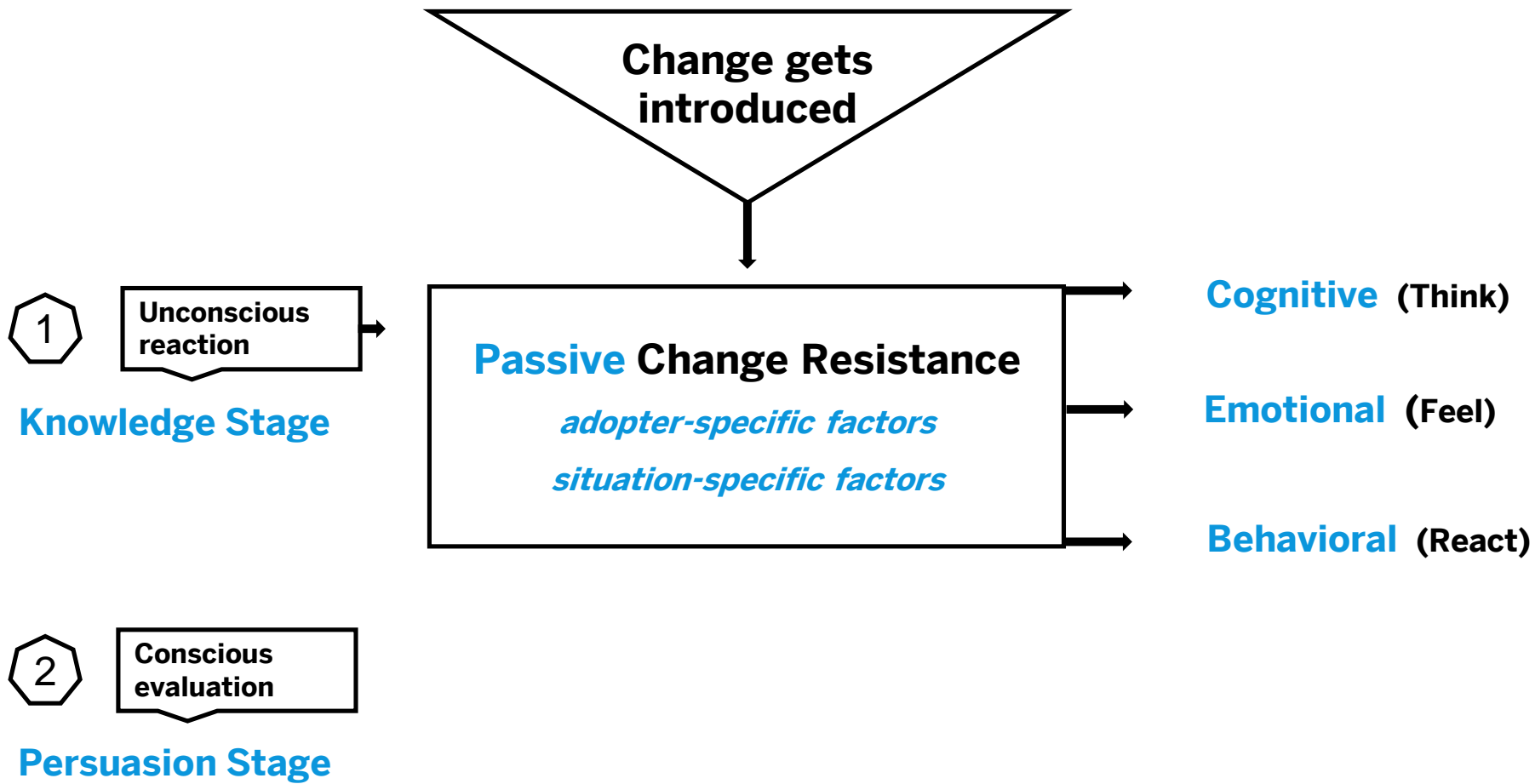
*Delay tactics*

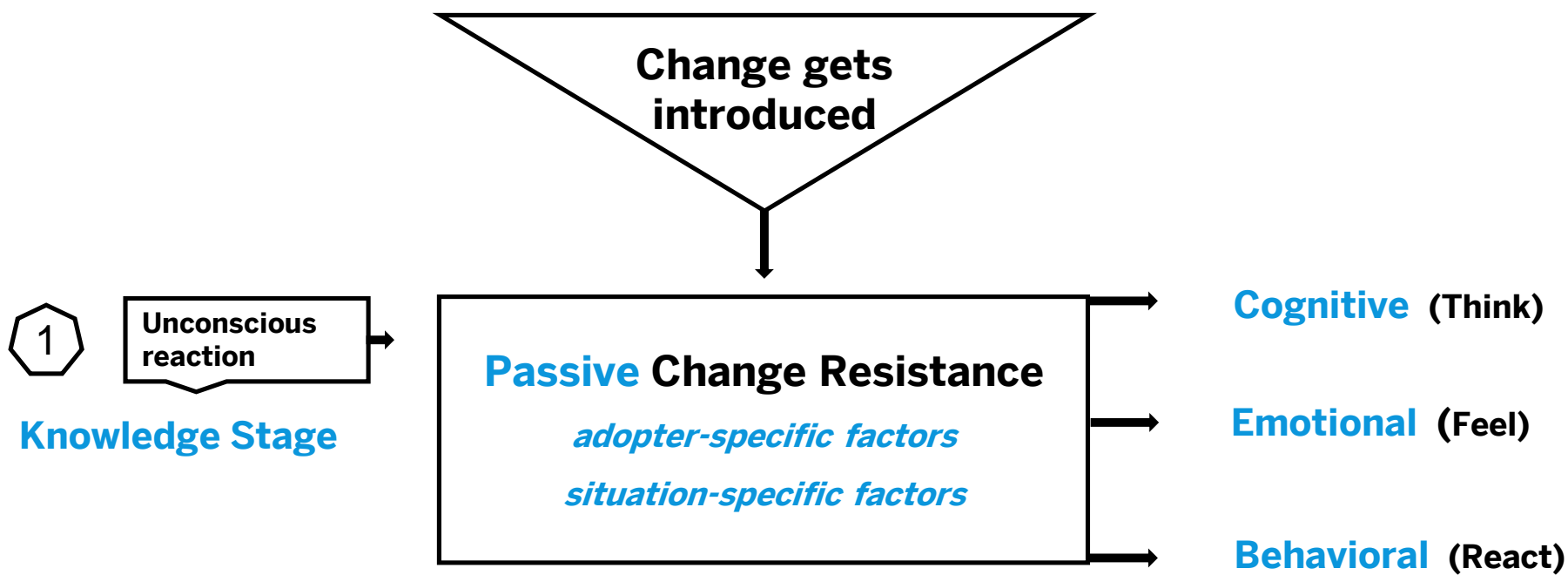
*Public pretence to endorse, hidden resistance*

*Lack of team support and collaboration*

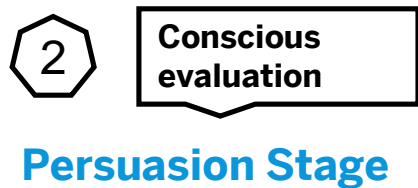
*"I do not know why but I am less engaged in my work and/or with my colleagues."*







Go to [www.menti.com](https://www.menti.com) and use the code 92 96 68 1

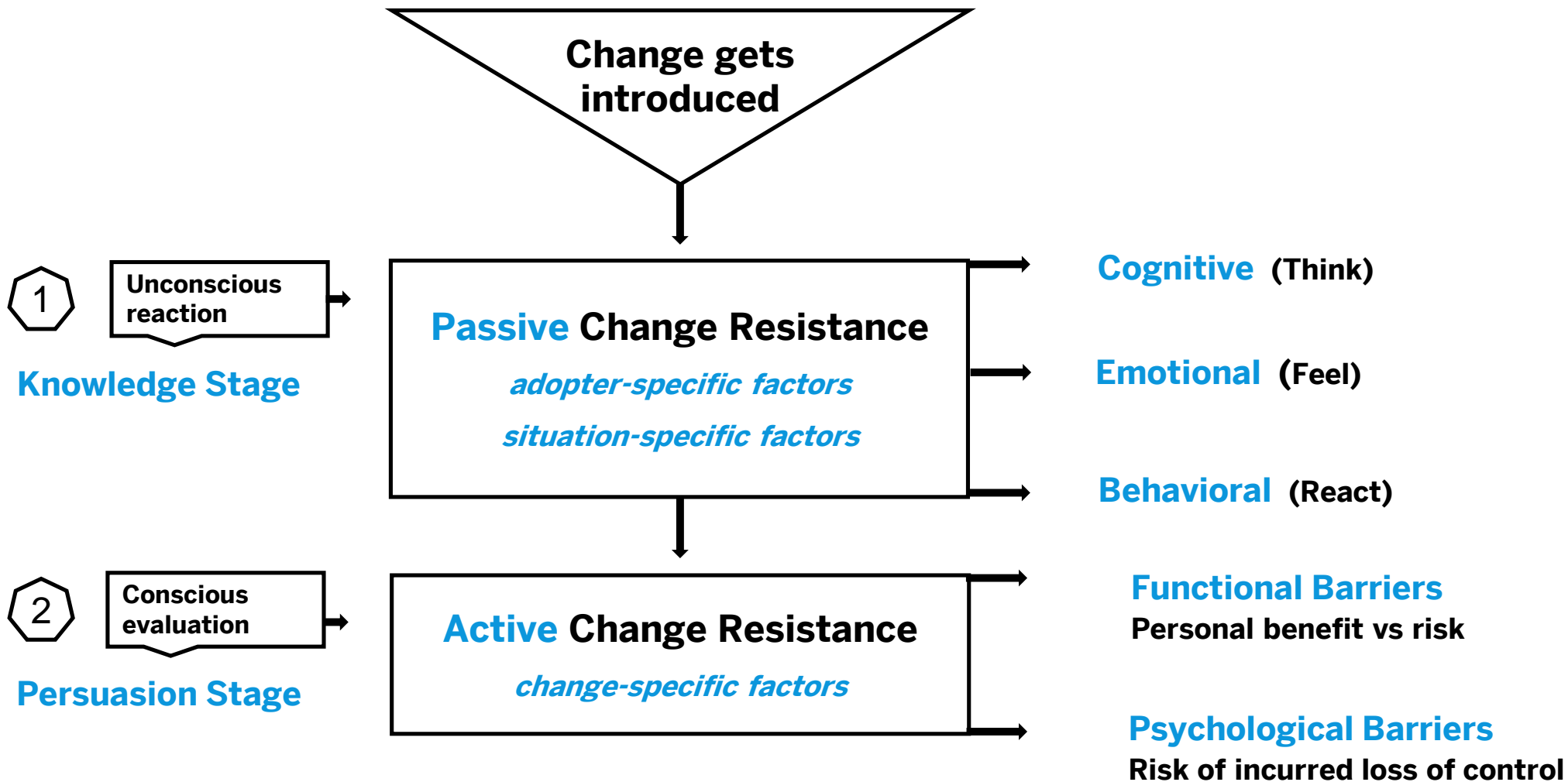


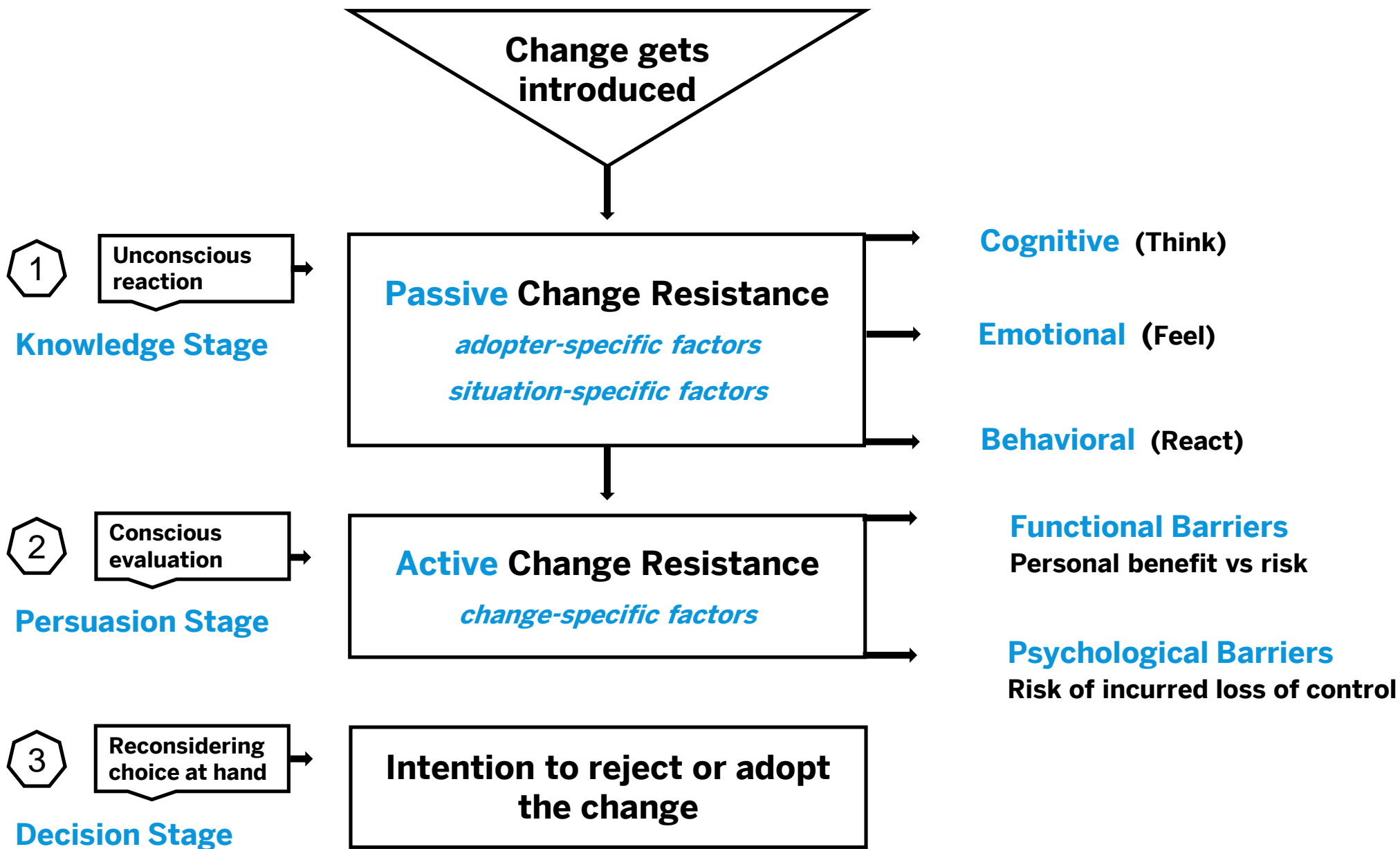
**Remember that change from earlier: How did you evaluate personal benefit vs risk?**

THE BEST RUN SAP

Exciting change and the personal benefit was huge compared to the risk	Change of routine, boring tasks?	Getting the best from an unstoppable situation
I didn't saw the benefit and saw the risk to stay at home for indefinite time.	Best opportunities	Considered all options and which would be the best for me (and my family)
Accept reality, think of advantages	Evaluate all the pro's 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
Evaluate the pro's and con's for myself		

Press ENTER to pause scroll







# Passive Change Resistance

Unconscious Reaction

**Frequency and  
Timing**

**Quantitative Measures  
(KPIs and Results)**

**Self-Efficacy**

**Satisfaction  
causes „Only a Hype“  
mindset**

# Active Change Resistance

Conscious Decision

**Preparation**

**Time**

**Complexity**

**“Change Resistance can be moderated  
by the way it is managed”**

**Bernard Burnes**  
***Stirling Management School, University of Stirling, UK (2014)***

# Changing Our Mindset

A self-reflection approach for success in overcoming immunity to change.



# **PASSIVE CHANGE RESISTANCE.**

**Unconscious  
Reaction**

**Adapting behavioral patterns & breaking out of old beliefs with the highest focus on self-awareness & courage**

**Enabling a cultural change by embracing failure; allowing time for exploration and stimulating life-long learning**

**Inspiring Leadership focused on intrinsic motivation while integrating purpose in every decision**

# **ACTIVE CHANGE RESISTANCE.**

**Conscious  
Decision**

**Celebrating success and reward impacted change contributors**

**Identifying resistances and confronting directly by equipping managers to address resistances**

**Involving resisters in project or solution design**

# **PASSIVE CHANGE RESISTANCE.**

**Unconscious  
Reaction**

**Adapting behavioral patterns & breaking out of old beliefs with the highest focus on self-awareness & courage**

**Enabling a cultural change by embracing failure; allowing time for exploration and stimulating life-long learning**

**Inspiring Leadership focused on intrinsic motivation while integrating purpose in every decision**

# **ACTIVE CHANGE RESISTANCE.**

**Conscious  
Decision**

**Celebrating success and reward impacted change contributors**

**Identifying resistances and confronting directly by equipping managers to address resistances**

**Involving resisters in project or solution design**

# FAILURE CULTURE.

Organize **internal events to share stories** of professional failures & what you have learned from them

- generates culture of inclusion & transparency in teams
- eliminates the feeling of hierarchy
- facilitates bottom-up innovation
- shares knowledge in an engaging and personal way to help prevent future mistakes

make sure the atmosphere is as **psychological safe** as possible to embrace honest dialogue and learnings

**"Screw Up" Nights** @SAP in WDF as inspiration  
**"FuckUp"** Movement globally as role model

should become a **cultural movement** across the organization and its silos

**Managers should take the lead** in introducing their "Failure of the Month" in e.g. Team Meetings to show that speaking about failure is no longer a taboo



# Thank you.



Contact information

**Jacob Amadeus Hornberger**

*SAP Customer Success – CE&X Change Management  
Change Enablement Associate – Copenhagen - DK*

[jacob.hornberger@sap.com](mailto:jacob.hornberger@sap.com)