SAP User Groups X SAP Change Enablement Team

Understanding and being aware of Resistance to Change

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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

Knowledge Stage

1. Unconscious reaction
Change gets introduced

Knowledge Stage

1. Unconscious reaction

Passive Change Resistance

- adopter-specific factors
- situation-specific factors
Knowledge Stage

Unconscious reaction

Passive Change Resistance

- adopter-specific factors
- situation-specific factors

Cognitive (Think)
Knowledge Stage

1. Unconscious reaction

Passive Change Resistance

- adopter-specific factors
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Cognitive (Think)

Emotional (Feel)
Change gets introduced

Knowledge Stage

1. Unconscious reaction

Passive Change Resistance

- **adopter-specific factors**
- **situation-specific factors**

- **Cognitive** (Think)
- **Emotional** (Feel)
- **Behavioral** (React)
Knowledge Stage

Passive Change Resistance

- *adopter-specific factors*
- *situation-specific factors*

Change gets introduced

1. Unconscious reaction

Cognitive (Think)

Emotional ( Feel)

Behavioral (React)
The bigger context: Immunity to Change
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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

We need to understand why we have the commitment "not" to change in order to bridge the gap between intention and action. ("intention-behavior gap")
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

“I consider myself an experienced and valuable contributor to the unit and our common goals.”
Status Quo Satisfaction

situation-specific emotional reaction

Complacency

Change as a stressor

Equilibrium to stay at as-is

Emotional attachment

Loss aversion

"I feel safe and at home where I am right now."
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."
Change gets introduced

1. **Knowledge Stage**
   - Unconscious reaction
   - Passive Change Resistance
     - adopter-specific factors
     - situation-specific factors

2. **Persuasion Stage**
   - Conscious evaluation

**Cognitive** (Think)
**Emotional** (Feel)
**Behavioral** (React)
Change gets introduced

Knowledge Stage

1. Unconscious reaction

Passive Change Resistance

*adopter-specific factors*

*situation-specific factors*

Cognitive (Think)

Emotional (Feel)

Behavioral (React)

Persuasion Stage

2. Conscious evaluation

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
- Evaluate the pros and cons for myself
- Getting the best from an unstoppable situation
- Change of routine, boring tasks?
- Best opportunities
- 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

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Knowledge Stage

Change gets introduced

1. Unconscious reaction

Passive Change Resistance
adopter-specific factors
situation-specific factors

Cognitive (Think)
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Persuasion Stage

2. Conscious evaluation

Active Change Resistance
change-specific factors

Functional Barriers
Personal benefit vs risk

Psychological Barriers
Risk of incurred loss of control
Change gets introduced

Knowledge Stage

1. Unconscious reaction
   - Passive Change Resistance
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   - Cognitive (Think)
   - Emotional (Feel)
   - Behavioral (React)

Persuasion Stage

2. Conscious evaluation
   - Active Change Resistance
     - change-specific factors
   - Functional Barriers
     - Personal benefit vs risk
   - Psychological Barriers
     - Risk of incurred loss of control

Decision Stage

3. Reconsidering choice at hand
   - Intention to reject or adopt the change
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.

My change goal

Current behavior

My fears and motives for resistance

My inner beliefs contributing to my fears

My observations

Validate current beliefs by practicing new beliefs
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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 adress resistances

Involving resistors in project or solution design
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

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