

# THE EXTRA POINT

BY JERRY ROBERTS



## # 983 Reasons Why People Resist Change – Part 2

Change is all around us. Yesterday, we started with 10 reasons why people resist change. I'm Jerry Roberts, and the second half of that discussion is coming next, on The Extra Point.

Rosabeth Moss-Kanter is a professor at Harvard Business School, and she has outlined 10 reasons why people resist change. You can find the first part of this commentary, with Extra Point #982, at [guamtraining.com](http://guamtraining.com)

1. Loss of control. 2. Excess uncertainty. 3. Surprises. 4. Everything seems different. 5. Loss of face.

6. Concerns about competence. People resist change when it makes them feel stupid. Here's a common example: Until they learn it, software can make people feel stupid. Maybe they'll think their skills have become obsolete, and *obsolete* is a bad part of town to hang out in.

Strategy: Moss-Kanter refers to something she calls "over-investing in structural reassurance." Harvard Business School can charge a lot of money for their training because they use big words like that. What it means is you'll be smart to provide a lot of information, training, mentoring and support, all designed to help ease you into the transition.

7. More work. Change is indeed more work. Not only is the worker expected to keep up with the current workload, but they have to facilitate the change. That's doing two big things at the same time.

That can lead to major stress and overload, and that's if everything goes pretty much as expected. What if you suffer glitches in the middle of the change?

Strategy: Leaders should acknowledge the hard work turned in, and perhaps throw a few extra dollars into providing meals or some other tangible form of recognition. It doesn't

have to be an expensive proposition. People mostly want to see that leadership understands their sacrifices and contributions.

8. Ripple effects. Like tossing a pebble into a pond, changes create ripples in the form of disruptions and trouble for people in other departments, vendors, and customers. This may mean disruptions and trouble for them.

Strategy: Enlarge the circle of stakeholders. If you know people will be or could be affected, include them early on.

9. Past resentments. Like what we mentioned with loss of face yesterday, we don't think about the trouble we could have when we solicit help from people who feel they've been dealt with unfairly in the past. This often blindsides us.

Strategy: If the leader knows where possible resentments may lie, he/she should explore ways to heal the past before exposing the future.

10. Sometimes the threat is real. Change is resisted because change provides pain. When changes take place, jobs can be lost, and that will not be forgotten.

Strategy: If a significant threat is a reality, being honest, transparent, and fair is essential for all concerned. Hiding facts loses trust.

Resistance to change is expected. I hope you've picked up a few ideas the last couple of days, to make it go down easier.

That's the Extra Point. Be responsible and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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