

Thursday, July 22, 2004

BUSINESS: Change Management (06)

Handling emotions and resistance

Work with resistant, not against it!

- Most people react to change **emotionally** and resist it
 - Reasons: fundamental change processes affect the **basic needs** of employees
 - recognition and esteem
 - security
 - stability and safety
 - work that makes sense
 - possibility of proposing and experiencing one's own idea
 - possibility of living up to one's own image
 - The **connected emotions** create opposition to the change
- Four basic principles could be applied to handle emotions and resistance:

1. There are no change without resistance

- if there is no sign of resistance during change, then nobody believes that it will ever take place
- therefore: it is not resistance, but the lack thereof that should be the cause for concern

2. Work with resistance, not against it

- take off pressure: give resistance some room
- put feelers out: enter into dialogue, look for causes

3. Trust, fairness and security are the decisive values that break down resistance

- the reasons behind resistance are emotional
- resistance always includes a coded message

4. Re-negotiate the "psychological contract"

- increase pressure will only lead to more counter-pressure
- include time-to-think go over it all again