

RESISTANCE REDUCER

Change Strategy Under Consideration:

Effective Resistance Management = Preventing + Reducing + Tolerating

Be candid when completing this tool and try to think of concrete examples when answering the questions. Be careful when noting your ratings; the scale is not the same for all questions.

A. Preventing Resistance: To what degree can you prevent resistance before you start?
Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	To a great extent 5	4	Somewhat 3	2	Not at all 1	
1. Participants' readiness has been analyzed and activities are matched with that. Provision has been made to reanalyze to make midcourse corrections.	5	4	3	2	1	
2. It is recognized that people have different attitudes about change and ways of dealing with it. An effort is made to find out how the individual participants feel about change and develop strategies to make each feel comfortable.	5	4	3	2	1	
3. There are many other changes going on at the same time as this one.	Not at all 5	4	Somewhat 3	2	To a great extent 1	
4. Advantages and disadvantages of the change strategy from participants' points of view are identified up front. Strategies are developed to increase participants' perceived benefits and to decrease the negatives. The leader accepts that participants may buy into the change for reasons other than those that motivate the leader.	To a great extent 5	4	Somewhat 3	2	Not at all 1	
5. When communicating about the change strategy, the leader considers what people will hear as opposed to what he or she thinks is being said.	To a great extent 5	4	Somewhat 3	2	Not at all 1	
6. Participants feel blamed for the need to have change. If they had done their work better, change would not be necessary.	Not at all 5	4	Somewhat 3	2	To a great extent 1	
7. The leader is an active listener. He or she can turn off his or her own opinions and really hear others. The leader paraphrases the speaker often to confirm understanding.	To a great extent 5	4	Somewhat 3	2	Not at all 1	
Resistance Prevention Subtotal (out of 35 possible points)						0
<i>High = 32-35 points Medium = 21-31 points Low = 20 points and below</i>						

B. Minimizing Resistance: To what degree can you reduce resistance as you go along?
Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	To a great extent 5	4	Somewhat 3	2	Not at all 1	
1. There is awareness that resistance comes with the territory in leading change, because participants are likely to experience loss and anxiety. Attempts are made to spot resistance at its earliest stages.	5	4	3	2	1	
2. If some participants agree with the change in public—but talk against it in private—an effort is made to understand and address their points of view.	5	4	3	2	1	
3. Resisters are engaged in collaborative planning for the change strategy, often teaming them with others who are genuine supporters of the change strategy.	To a great extent 5	4	Somewhat 3	2	Not at all 1	
4. If the organization values competition, such tactics are used to motivate, but if there is no such value, competition is not encouraged.	To a great extent 5	4	Somewhat 3	2	Not at all 1	
5. Successes are celebrated with ceremonies and new rituals.	To a great extent 5	4	Somewhat 3	2	Not at all 1	
6. Learning is deliberately incorporated in most activities (even if it is informal or networking).	To a great extent 5	4	Somewhat 3	2	Not at all 1	

	5	4	3	2	1	
7. Participants believe that they are being treated fairly. For example: "negative balance of consequences"—whereby people who do the best job are "rewarded" by getting more to do without additional compensation—is avoided.	To a great extent 5		Somewhat 3		Not at all 1	
Minimizing Resistance Subtotal (out of 35 possible points)						0
<i>High = 32-35 points Medium = 21-31 points Low = 20 points and below</i>						

C. Tolerating Resistance: For the leader: To what degree can you tolerate resistance when it cannot be prevented or minimized?
Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
1. I am totally committed to the change strategy and believe strongly that it will be beneficial. Therefore, I am willing to encounter whatever resistance cannot prevent or minimize.	To a great extent 5		Somewhat 3		Not at all 1	
2. I analyze the political power of those who are resisting to determine if they represent larger constituencies as opposed to individual issues. If resisters are individuals, I am prepared to tolerate their opposition.	To a great extent 5		Somewhat 3		Not at all 1	
3. I avoid conflict at any cost. I like the work environment to be friendly. If there is too much resistance, I will back off.	Not at all 5		Somewhat 3		To a great extent 1	
4. Resources and rewards are awarded on a competitive basis to those who support and further the change strategy if that helps move forward.	To a great extent 5		Somewhat 3		Not at all 1	
5. If people are afraid they will lose their jobs and/or be underqualified for the new change strategy, I am prepared to support their development, but also prepared to encounter resistance from those who will be affected.	To a great extent 5		Somewhat 3		Not at all 1	
6. If organizational values will remain the same or be furthered by the change, I emphasize that. If there is a deliberate attempt to change the values, I am prepared to encounter resistance.	To a great extent 5		Somewhat 3		Not at all 1	
Resistance Tolerance Subtotal (out of 30 possible points)						0
<i>High = 28-30 points Medium = 18-27 points Low = 17 points and below</i>						

TOTAL RESISTANCE RECAP

A. Subscore for Resistance Prevention (out of 35):	0
B. Subscore for Resistance Reducing (out of 35):	0
C. Subscore for Resistance Tolerance (out of 30):	0
TOTAL RESISTANCE REDUCER SCORE (out of 100):	0

High = 88-100; Medium = 87-60; Low = below 60

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