



SCAN FOR SPEED BUMPS

If true engagement is what you're after, you must help people embrace change because they see the light, not because they feel the heat.

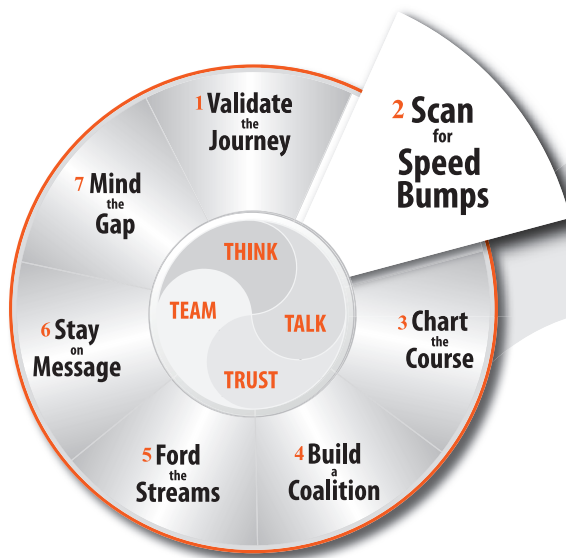


TUTORIAL

Key Points:

- Perspective on Resistance
- Managing Resistance Effectively
- Working with Early Warning Signs





● PRINCIPLE:

Resistance is not necessarily a sign of disloyalty or of “not being a team player.” Resistance can actually be a gift.

● TASK:

Identify and manage resistance to your change effort. Use a range of tools to gather pertinent, reliable data.

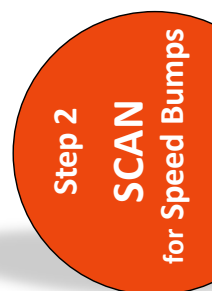
Step 2
SCAN
for Speed Bumps

NOTES



Jot down some of your key take-aways from the **Scan for Speed Bumps** tutorial.

Perspective on Resistance:



Conversations:

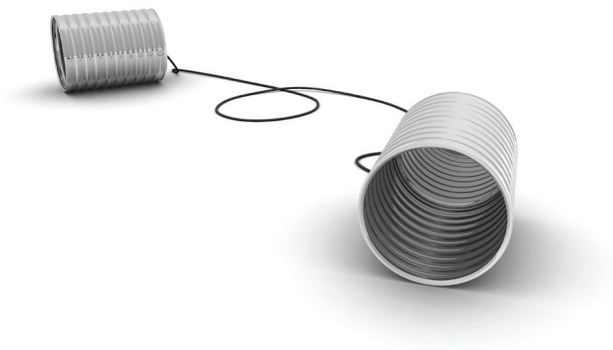
One-One Interviews:

Focus Group Interviews:



Surveys:

360-degree Feedback:



KEY POINTS ON MANAGING RESISTANCE

- Resistance is predictable and must be managed
- Without End User acceptance, any process improvement is doomed to failure
- Some of the reasons people may resist change:
 - belief that the change initiative is a temporary fad
 - belief that fellow employees or managers are incompetent
 - loss of authority or control
 - loss of status or social standing
 - lack of faith in their ability to learn new skills
 - feeling of change overload (too much too soon)
 - lack of trust in or dislike of managers
 - loss of job security
 - loss of family or personal time
 - feeling that the organization is not entitled to the extra effort
 - fear (of failure, of personal incompetence)
- Key factors – awareness, willingness, ability, disruption, trust, motivation





SCAN FOR SPEED BUMPS ACTIVITY

Challenges during the change process occur when resistance is not identified and effectively managed.

This activity is designed to help you discover the dangers of misunderstanding or mishandling resistance. It will also encourage you to use a range of data-gathering tools that facilitate effective communication and coalition-building.

Instructions:

1. Consider a less-than-successful change effort in an organization where you worked.
2. Complete Section One, considering how the early warning signs of resistance to change were at play in this situation.
3. Complete Section Two, thinking about the same change effort as in Section One. Scan the change for speed bumps as a reaction to the early warning signs.
4. Discuss your results with your colleagues.



SECTION ONE – Early Warning Signs of Resistance to Change

Be especially honest with yourself in answering these questions. Is it possible that you were part of the resistance issue yourself?

Confusion: In what ways did people indicate confusion about the change? What kinds of questions were they asking?

Silence: Who was silent? What do you suspect were some of their unasked questions?

Easy Agreement: Who seemed to “get on board” with the change early? What did you notice later that might indicate they were not totally committed?



Denial: What were some of the things you heard people say that indicated they simply denied the need for the change?

Malicious Compliance: Did you notice any forms of malicious compliance? What did it look like?

Sabotage: Sometimes “bureaucracy” or “culture” are used as an excuse for slow adoption of change. Did you suspect any of that was going on? What?

Diversion: What sort of “Yeah, but” behavior did you notice?



SECTION TWO – Scanning for Speed Bumps

Now think about that same change effort. How could that change effort have benefitted from more effective use of the following data-gathering tools?

Conversations:

One-on-one interviews:

Focus group discussions:



Surveys:

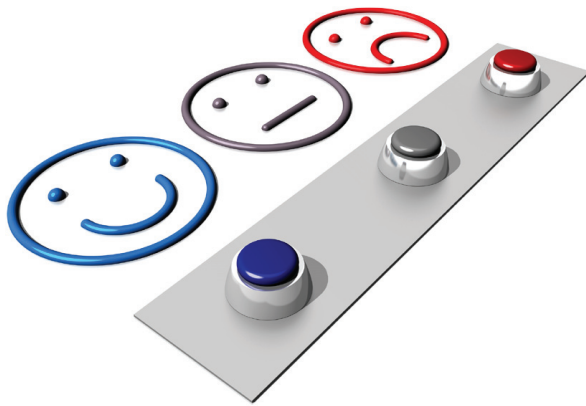
360-degree feedback:



Final Step

Now discuss your results with your colleagues.







SCAN FOR SPEED BUMPS

Protocol Checklist

Instructions: Read each statement and decide how accurately it describes your organization's adherence to the **SCAN FOR SPEED BUMPS** principles described in this chapter:

- (0 points) We never or rarely do this
- (1 point) We sometimes do this
- (2 points) We regularly do this
- (3 points) We always or almost always do this

Place the **point value** of your response choice beside each statement.

- _____ 1. Our organization treats resistance to change as an opportunity to learn, discover, and clarify rather than as “bad behavior” to be corrected.
- _____ 2. To help us Scan for Speed Bumps, we use one-on-one interviews with a broad cross-section of our people.
- _____ 3. To help us Scan for Speed Bumps, we conduct focus group interviews with people who are most likely to offer their candid, unvarnished opinions.
- _____ 4. To help us Scan for Speed Bumps, we carefully examine our people's underlying assumptions, not just their attitudes and observable behaviors.
- _____ 5. To help us Scan for Speed Bumps, we use a 360-degree feedback instrument that's specifically tailored to the issues most pertinent to our organization's change effort.
- _____ **Total Number of Points**



Interpreting Your Scores

- 0-5:** You're running the risk of coming across as not caring about the concerns people may have about your change effort. Moreover, you may be mistaking silence for agreement. Be careful not to make assumptions about how your change plans are being perceived by the people you want to influence. To do so can spell big trouble.
- 6-10:** Your organization is apparently doing some diagnostic work with your target audience. Be sure that the diagnostics are strategic and integrated – that they're all part of a carefully crafted change plan and that the tools you're using (interviews, focus groups, surveys, etc.) are coordinated and mutually-reinforcing. And remember that diagnostics should not be limited to a single iteration. Not all speed bumps (points of resistance) are immediately apparent.
- 11-15:** Excellent. Your organization is listening to the people who can make or break the success of your change initiative. Strengthen your Scan for Speed Bumps efforts by employing a range of listening tools. Respond explicitly to people's concerns and solicit their ideas on how to improve your change plan. With appropriate treatment, some of the most vocal naysayers can become some of your strongest advocates.

