Excerpts from Change Resistance Assessment Learning Guide
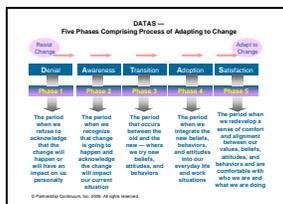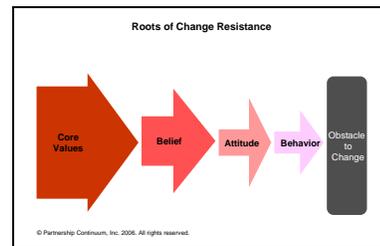
To help you understand how the change process impacts you, we begin by thinking about the set of personal values that are a part of who you are. Encoded within each of us—in both our personal and professional lives—are core values, beliefs, and attitudes that unconsciously impact our behavior. Our behavior is the external expression of these values, beliefs, and attitudes—it is the public face we show others.

During a change process, a conflict may occur between the change event and one's personal values. This can be one of the core reasons for resistance to change. When organizational change occurs, the change that is introduced may conflict with one's personal value structure. This will naturally cause an individual to resist the change. By contrast, when the change reinforces one's values, the individual naturally embraces the change.

When something happens that triggers change for the partnership, an individual's values can impact and influence the partnership in either a negative or positive way. The individual will either resist the change, thus impacting the ability of the partnership to move forward and achieve its objectives, or will adapt to the change and be instrumental in helping the partnership to manage the change.

Although willingness to change is assumed from the outset of a partnership, this willingness gets tested throughout the relationship. When partnerships fail, often it isn't because the task was too difficult but, rather, because the partners couldn't change to advance forward.

Roots of Change Resistance

Core Values → Belief → Attitude → Behavior → Obstacle to Change

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DATAS —
Five Phases Comprising Process of Adapting to Change

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There are two approaches to overcoming challenges from threatening changes:

- Managing change for an individual, for the benefit of protecting that person's personal values (needs)
- Managing change for the benefit of a partnership

Both approaches involve an awareness of needs and the ability to be creative in how they are satisfied. But these two approaches involve different strategies. **. . .**

Strategy to Protect Your Security. If you are in a partnership where you feel your future **security** is at risk, it is important to manage your anxiety. Taking careful stock of your **. . .**

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Value/Obstacle to Change: Control

People who put a high value on control can find changes very challenging. Change, by its very nature, can create chaos, the antithesis of control. Control is both internal and external to us.

When change occurs, we may have difficulty controlling our own reactions to the event. Perhaps we will feel angry, happy, depressed, or anxious. This would be an example of internal control. Or, perhaps we will lose control of what happens around us during the event. We may lose control of our ability to operate a system program, perform an operational process, or command individuals within an organization. This would be an example of external control.

. . .

By definition, in a partnership, change requires individuals relinquishing some amount of control to achieve the full potential of the partnership.

<u>If you scored high on this value</u>, you have a high value of control. It is important for you to have **. . .**

CASE STUDY
**Situation: Perceived Threat to
The Familiar**

John is a programmer at a large international corporation. He has worked for this company for 10 years and receives excellent job appraisals. He is known by his boss and peers for his ability to quickly fix programming errors.

He heard his company was going to switch to a new system, one that used a programming language with which John was unfamiliar. He started to become fearful that he would not be able to learn the new language. He became fearful he would lose his job and started looking for other employment on the side.

Over a course of time, John's boss noticed a change in his behavior.
. . .

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(3) Now let's look at how your personal values impact your behavior regarding change.

Select your highest value:
. . .

Therefore, I believe that:

One attitude that could result because of this belief for me is:

. . .

One potential consequence based on this value is:

. . .

(C) Leaders/Executives' Strategies for Managing Resistance to Change

As a manager, supervisor, team leader, or corporate executive, you need to not only create change but also manage it. Understanding why people resist change is a critical step toward helping them overcome their fear and anxiety. **. . .**

Once you understand their stressors that cause change resistance, try the appropriate remedies below:

- **. . .**

Part II

Compare your Current Situation (in Part I above) to your Future State. In the columns below, write down what you need to do to accomplish the activities in the Transition phase (from Part I).

What	Who	When	Where
1.	1.	1.	1.
2.	2.	2.	2.