

## TOOL DESCRIPTION

# Dealing with Resistance



## The Dealing with Resistance tool enables you to address resistance constructively.

In the pursuit of security and stability, both individuals and organizations inevitably encounter resistance in times of change. It is imperative to navigate this resistance constructively to ensure successful transitions.




### Various factors contribute to resistance, three of them stand out:

1. Addressing factual concerns: Stakeholders may highlight serious drawbacks or risks associated with the changes that have been previously overlooked.
2. Dealing with fears: Individuals often harbor fears related to potential job loss, identity crisis, competency doubts, loss of social status and more.
3. Managing unspoken personal interests: People might resist change due to their concerns over losing privileges, personal benefits or positions of power as a result of the impending change.

Each of these factors requires a distinct approach, and they should ideally be dealt with in the following sequence: first, address factual concerns; second, acknowledge and allay people's fears; and, third, discuss and mitigate personal interests. By following this structured approach, stakeholders can effectively manage and overcome resistance in transitional phases.

<b>Duration</b> throughout the whole change process	<b>Participants</b> unspecified	<b>Facilitation</b> no special material needed
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# Dealing with Resistance | Interventions

<b>Discuss objections</b> 	<b>Handle fears</b> 	<b>Negotiate (unspoken) personal interests</b> 
<p>This step involves discussing objections, focusing on serious disadvantages or risks associated with the new idea that may have been overlooked. The emphasis is placed on taking such information seriously and on considering its value with regard to the solution.</p> <p>How? Invite relevant stakeholders to take part in discussions, and possibly in sounding board workshops, to explore ways to integrate these insights as a crucial part of the solution. Although the project team is not obligated to integrate each and every idea, stakeholders often are satisfied when they are given the chance to address these topics.</p>	<p>This step involves addressing existing fears during change, such as job loss, identity crisis, competency doubts or loss of social status.</p> <p>How? It is important to gain the trust of stakeholders so that they share their fears openly. If they do so, open and clear communication is key, emphasizing active listening and understanding without trying to convince them of anything. Addressing fears takes time, and it makes no sense at all to put pressure on people who express fear. Instead, we recommend acknowledging the actual existence of fears, discuss solutions and offer ongoing support like training. A helpful tool for identifying possible fears is the SCARF Model (see Tool “Impulses for Development Based on SCARF”).</p>	<p>This phase is dedicated to addressing the unspoken personal interests that could be impacted by the impending change.</p> <p>How? It is essential that stakeholders are willing to engage in open discussions regarding the personal privileges and advantages they fear losing. Once these concerns are brought to light, negotiations should ensue to determine what can potentially be preserved, what benefits can be re-imagined in a different way for the stakeholder, and what aspects will cease to exist as the change occurs. Clear decisions must be made and effectively communicated by the end of this stage. It is crucial to recognize that not every negotiation will result in complete satisfaction for all parties involved. It is important to acknowledge and accept that some stakeholders may not be entirely content with the outcomes. Understanding and managing these expectations is the key to navigating through this phase of negotiations smoothly.</p>