Resistance & Risk Analysis

WHY USE THIS TOOL:
Is the glass half-full? Or half-empty? There's a lot of ways to look at your upcoming business transformation and, trust us, you'll hear 'em all. Use this tool to pre-empt possible resistances.

HOW TO USE THIS TOOL:
Allot 90 minutes. Gather project team members (and/or those most knowledgeable about the upcoming change) in person or via telephone. Collaborate to complete the document to the best of your knowledge or ability.

Resistances: What?

AUDIENCES:	RESISTANCES: What are some possible resistances that employees might have to your project?
Affected Function or Department Leaders:	List resistances here…
Affected Function or Department Employees:	List resistances here…
Senior Leaders:	List resistances here…
Managers:	List resistances here…
Employees (Office):	List resistances here…
Employees (Field):	List resistances here…
Employees (Plant):	List resistances here…
External Channel Partners:	List resistances here…
External Vendors:	List resistances here…
External Customers:	List resistances here…
Other?	List resistances here…

Reasons: Why?

AUDIENCES:	REASONS: Are these resistances based in fact? Or rumor? Why would someone feel this way?
Affected Function or Department Leaders:	List reasons here…
Affected Function or Department Employees:	List reasons here…
Senior Leaders:	List reasons here…
Managers:	List reasons here…
Employees (Office):	List reasons here…
Employees (Field):	List reasons here…
Employees (Plant):	List reasons here…
External Channel Partners:	List reasons here…
External Vendors:	List reasons here…
External Customers:	List reasons here…
Other?	List reasons here…

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Resistors: Who?

AUDIENCES:	RANK: Gauge each affected Audience (1 = least resistance / 10 = most resistance)	NAMING YOUR RESISTORS: List names of people or groups who are known resistors for this change; note where they are located, who they report to, who reports to them, their level of influence.
Affected Function or Department Leaders:	Insert number here…	List names / locations here…
Affected Function or Department Employees:	Insert number here…	List names / locations here…
Senior Leaders:	Insert number here…	List names / locations here…
Managers:	Insert number here…	List names / locations here…
Employees (Office):	Insert number here…	List names / locations here…
Employees (Field):	Insert number here…	List names / locations here…
Employees (Plant):	Insert number here…	List names / locations here…
External Channel Partners:	Insert number here…	List names / locations here…
External Vendors:	Insert number here…	List names / locations here…
External Customers:	Insert number here…	List names / locations here…
Other?	Insert number here…	List names / locations here…

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How do you deal with resistance?

STRATEGY: Describe how your organization currently deals with resistors and / or renegade employees…

- List strategies here…

PAST EVIDENCE: Are there past, failed implementations that might cause doubt among employees? List them here:

- List past struggles here…

FUTURE PLAN: How can you engage Resistors in a new way moving forward?

- List ideas here… Assign ideas and strategies to speicifc names you listed out on slide 4 to get into action!

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Risks: What will they be?

AUDIENCES:	RISKS: If resistances are NOT dealt with by audience group, will your project be at risk? How?
Affected Function or Department Leaders:	If this audience resists your project, list possible risks here…
Affected Function or Department Employees:	If this audience resists your project, list possible risks here…
Senior Leaders:	If this audience resists your project, list possible risks here…
Managers:	If this audience resists your project, list possible risks here…
Employees (Office):	If this audience resists your project, list possible risks here…
Employees (Field):	If this audience resists your project, list possible risks here…
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External Channel Partners:	If this audience resists your project, list possible risks here…
External Vendors:	If this audience resists your project, list possible risks here…
External Customers:	If this audience resists your project, list possible risks here…
Other?	If this audience resists your project, list possible risks here…

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