

Resistance Buster: 3Es

Challenge

What's that? There are saboteurs among the ranks? These are not people who are slow to adopt your new business systems and processes, these are folks deliberately resisting and plotting work-arounds of all that's ahead. Worse yet, they have influence in your organization and are not afraid to flaunt it by openly boasting about how they're not going to use the new processes and systems ... or worse! For whatever reasons, they've separated themselves from all that's ahead. It's your job to guide them back on path!

How to Use This Tool

Individually, with your team or a larger group, go through this process to courageously call out saboteurs, create an open space to discover what you can learn from them and kick up the momentum with your change communications and process!

1. EMULATE

"Everything that irritates us about others can lead us to an understanding of ourselves."

– CG. Jung

1. List all of the beliefs, perspectives and stories your strongest saboteurs are spewing.
2. Now, take a moment to see if there is anything that you, yourself, may agree with in any way. In other words, take an honest look in the mirror and review your *own* behavior.
3. Ask yourself, "What kind of behavior have I been emulating? Do I share any of their resistances? If so, what can I do to emulate more constructive behavior?"
4. Finally, turn your focus on ensuring that you are emulating the behavior that you expect from others.

2. EDUCATE

"More the knowledge, less the ego. Lesser the knowledge, more the ego."

– Albert Einstein

1. Working from the above list, GROUP THE RESISTANCES into these categories:
 - a. Technology
 - b. Process
 - c. Culture
 - d. Personal
2. Now develop SPECIFIC COUNTER POINTS OR STRATEGIES to each resistance in each category and gather learning materials to share. Ideas include:
 - a. strategic business statements / future vision statements
 - b. case studies inside / outside of your industry
 - c. facts, figures, indisputable data!
 - d. a core set of infographics, charts, graphics, etc. to contrast, compare and deliver empirical clarity to the as-is vs. future state

3. ERADICATE

"Though no one can go back and make a brand-new start, anyone can start from now and make a brand-new ending." – Carl Bard

1. Be frank in all of your communications, commit to the change-case you developed above, explain that change is journey not a destination, unleash your change agents, march forward!

