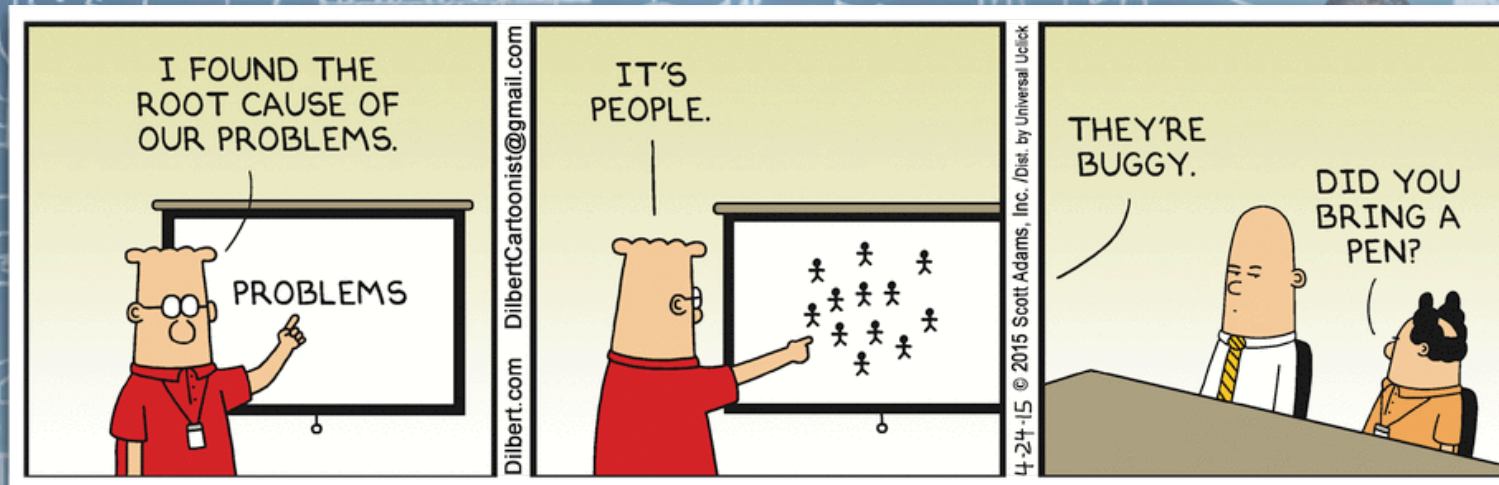


Project Management (PRO)

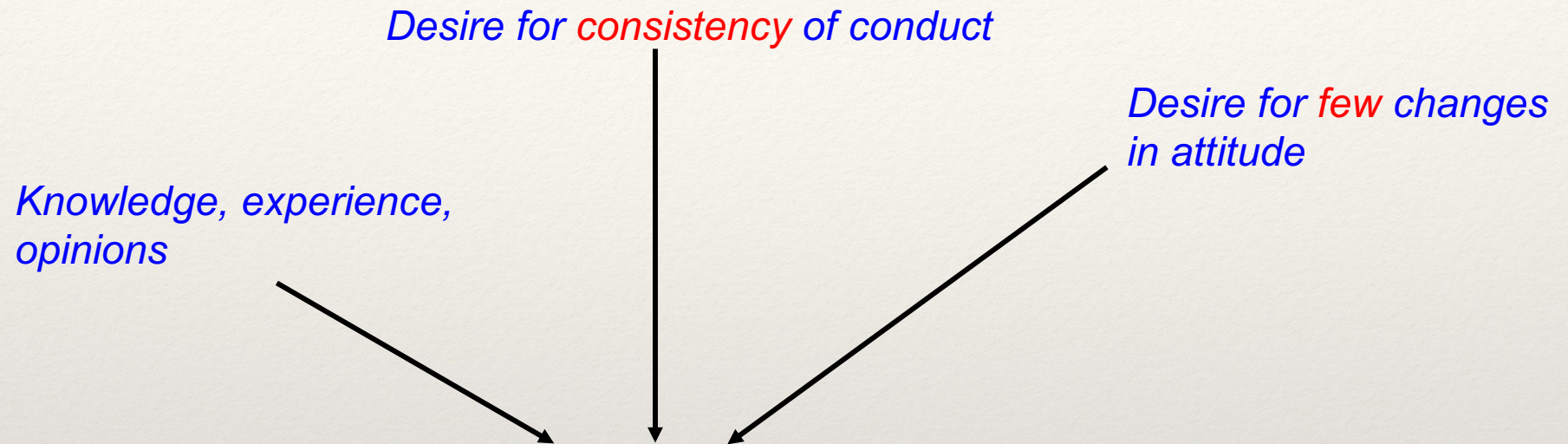
Kandidatekursus CS/INF



Lecture 2: Motivation & Resistance

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Resistance to change



Resistance to change

=>

We use defence mechanisms:

- Selective attention*
- Selective understanding*
- Selective memory*
- Selective exposure*

Exercise 1: Why do you resist change

- ❖ Take a couple of minutes to reflect alone
- ❖ Then talk to the person who you discussed your personality type with
 - ❖ Why (in which situations) do I resist change?
 - ❖ What are my reactions to changes?
 - ❖ Does this match my personality type?
 - ❖ What can I do to reduce my resistance?
- ❖ Important/ Common issues will be discussed in the plenary

❖

Reasons for resistance (1:3)

Economic reasons

- ❖ Fear of losing one's job
- ❖ Fear of degradation or loss of influence
- ❖ Fear of reduced income

❖

Reasons for resistance (2:3)

Personal reasons

- ❖ The change involves criticism of the previous way of doing things
- ❖ Fear of losing expertise
- ❖ Expectations of increased specialisation and consequently monotony of work
- ❖ No inclination to learn new ways of doing things
- ❖ Fear of more or harder work
- ❖ Difficulties of comprehending the new

Reasons for resistance (3:3)

Relational reasons

- ❖ Difficult to adapt to new partners/colleagues
- ❖ Loss of contact with colleagues
- ❖ Aversion to outside interference; or against the person or persons responsible for carrying out changes
- ❖ Lack of opportunity to participate in the restructuring of the work
- ❖ Perception of change as more favourable for the company than for themselves and their colleagues

Symptoms of resistance

- ❖ "It will be a big and disruptive change"
- ❖ "Why should we be guinea pigs?"
- ❖ "It is clear that it is consultants, who only think about making money, that made this"
- ❖ "It will be difficult"
- ❖ "We are too busy already"
- ❖ "In principle, it is ok, but ..."
- ❖ "Has it been proven scientifically?"
- ❖ "We do not have the necessary tools"
- ❖ "Let's set up a committee - or how about a pilot project?"
- ❖ "We are not trained to do this"
- ❖ "It may work for you, but we are a little bit special here"
- ❖ "I don't think that management will back it up"
- ❖ "Is money set aside for this?"
- ❖ "It is not aligned with our vision"
- ❖ "Things are going just fine, why do we have to do something else?"
- ❖ "Don't you think that we are doing things well enough today?"
- ❖ "We must take into account the people who are part of this"
- ❖ ... [Silence]
- ❖ .. [It'll disappear, too] ...

Exercise 2: Your manager considers replacing you

- ❖ Your manager has mentioned that he is considering to take you off the project (which you've worked on for months) and give it to another one in the department.
- ❖ You think you've done a good job in getting the project kicked off, and you want to run the project to the end.
- ❖ How will you handle this situation?

Interpretation of "resistance"?

Do you interpret "resistance" as:

- ❖ A natural reaction to something new and unknown?
- ❖ A symptom of a conflict?

Your reaction will depend on this!

- ❖ Appreciate "resistance" as:
 - ❖ something natural
 - ❖ as an opportunity for learning

❖

Motivation for change

- ❖ Motivation originates within you and has its roots in an unbalance of unfulfilled needs
- ❖ A change may have its origin from outside
 - ❖ but acceptance always has its origin within you

❖

Use incentives as motivators

- ❖ Positive incentives: factors that stimulate and activate human behaviour.
- ❖ Negative incentives: something that we as people want to avoid, escape from
 - ❖ typically because of discomfort, anxiety or fear
- ❖ Therefore use more positive than negative incentives

Positive incentives

- ❖ Food and drink
 - ❖ Stimulants
 - ❖ Sex and sexual affects
 - ❖ Comfort and service
 - ❖ Secured existence
 - ❖ Money or other types of rewards
 - ❖ Status symbols
 - ❖ Title f.ex. at work
 - ❖ Recognition and rewards
 - ❖ Praise and attention
 - ❖ Promises (about future rewards)
 - ❖ Enthusiasm
 - ❖ Information (to receive a reply about ...)
- These five affect us from birth*
- ❖

Negative incentives

- ❖ Pain and punishment
- ❖ Restriction or detainment
- ❖ Aggression and attacks
- ❖ Degradation
- ❖ Humiliation
- ❖ Sarcasm
- ❖ Verbal threats
- ❖ Reproaches
- ❖ Loss of information
(one is deprived of the opportunity to get info)

These five affect us from birth

Methods for Managing Resistance

Method	Application	Technique
Two-way Communication	Used when there is the assumption that information is lacking, is inaccurate, or is being poorly analyzed. Involves listening to employee concerns and providing precise information.	<ul style="list-style-type: none"> • Promote benefits • Provide accurate information • Challenge rumor and speculation • Provide a common vision
Group Participation and Decision Making	Ensures that those affected by the change have input into the design and realization activities. Employee groups take an active role in the implementation process.	<ul style="list-style-type: none"> • Solicit and share information • Provide for shared responsibility • Build relationships • Promote teamwork
Education and Training	Special attention is paid to people's needs and concerns through team building, confidence building, and training to ensure skills are sufficient for alterations in responsibility.	<ul style="list-style-type: none"> • Reduce barriers • Ease adjustment to a new situation • Provide for new skills • Provide coaching and mentoring
Negotiation and Bargaining	Through a process of open discussion, modifications are made to proposed changes. The rate of implementation and issues dealing with employee welfare are usually negotiated.	<ul style="list-style-type: none"> • Create balance and equity • Create a caring environment • Balance individual needs with system needs
Economic Incentives	Some form of compensation is provided to reduce losses that result from the change. Guarantees against the loss of wages and commissions may also be used in this case.	<ul style="list-style-type: none"> • Compensate for economic and social losses • Lessen the feeling of loss by providing a one-time bonus • Use lateral transfers

Adapted from Schultz (2011, pp.84 & 89)

Final tips on resistance to change

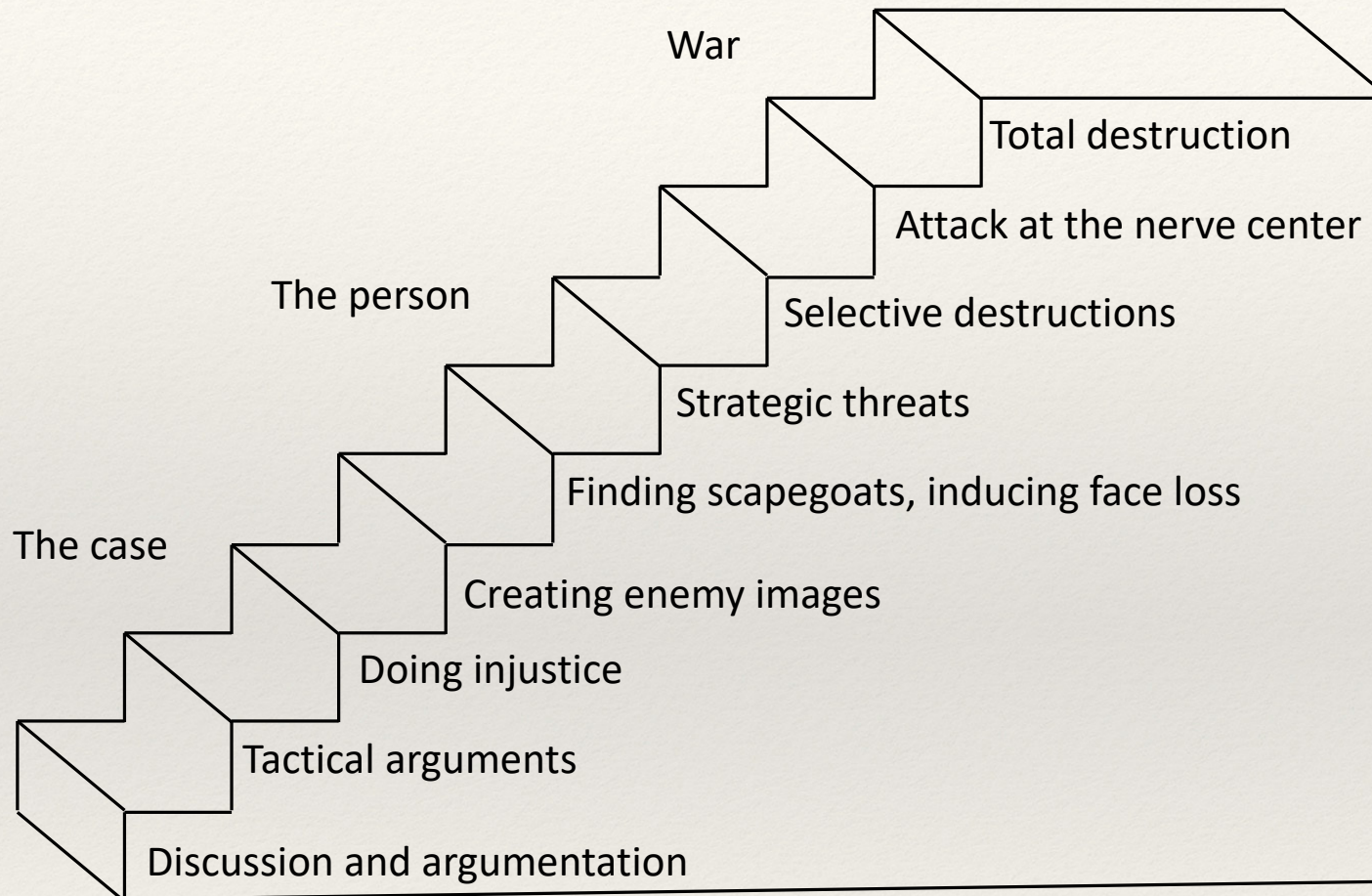
- ❖ To avoid resistance you must be supported by top management, and involve the users in the development
- ❖ Technically well-implemented systems will encounter less resistance than poorly designed systems
 - ❖ Users will oppose systems that are not user-friendly
 - ❖ All things being equal, people will resist change
- ❖ There will always be resistance to change, if the costs outweigh the benefits
 - ❖ always consider the "bother/benefit" ratio – *private addition*

Taken from Markus (1983) - Incredible so little has happened in all these years!

❖

Dealing with conflicts

Conflict staircase



Adapted from Mac, A. & M. Ejlskov: Projektkompetence (2009:111)

Escalation – de-escalation

Escalation of conflicts

- ❖ I want my right
- ❖ Go after the person
- ❖ "you"
- ❖ See the faults of others
- ❖ Look back
- ❖ Guilt
- ❖ Attack
- ❖ Condemn and belittle
- ❖ Tell the others
- ❖ Push demands
- ❖ Generalize
- ❖ Yell and interrupt
- ❖ Repelling body language...

De-escalation of conflicts

- ❖ Focus on the issue
- ❖ Seek solutions
- ❖ "I"
- ❖ See the others' view
- ❖ Look forward
- ❖ Community
- ❖ Ask for
- ❖ Take responsibility
- ❖ Wish
- ❖ Be concrete
- ❖ Be specific
- ❖ Speak calmly and listen
- ❖ Accommodating body language...

The project manager's responsibility

- ❖ It is the responsibility of the project manager to manage and control conflicts in and around the project:
 - ❖ Open up for discussion
 - ❖ Encourage objectivity
 - ❖ Stop personification
 - ❖ Act timely to prevent
 - ❖ Recognise the need for resolution
- ❖ Conflict handling:
 - ❖ What is the conflict about?
 - ❖ Why do you disagree?
 - ❖ Where are we in the development from latent to open conflict?