

# Handling Resistance to Change in Service Teams



## KEY LEARNINGS: HANDLING RESISTANCE TO CHANGE IN SERVICE TEAMS

### Overcoming Resistance to 5S Implementation in Service Environments

- **Objective:** Address common objections to 5S, build team buy-in, and turn resistance into support.
- **Goal:** Foster a shared understanding of the value of 5S and encourage active participation from all levels of the organization.

### Common Reasons for Resistance to 5S

1. **Questioning Value:** Skepticism about the importance of organization and orderliness.
2. **Top Management Reluctance:** Leaders delegating responsibility for 5S or undervaluing its significance.
3. **Inevitability of Dirt:** Belief that messiness will always return, so cleaning is futile.
4. **Misunderstanding Productivity:** Confusion between activity (motion) and actual productivity.
5. **Trivializing Issues:** Dismissing visible disorganization as minor problems.
6. **Superficial Implementation:** Misconception that 5S is a one-time activity.
7. **Comfort in Chaos:** Claiming familiarity with personal clutter as efficient.
8. **Dismissal of Past Efforts:** Assuming past 5S efforts negate the need for current action.
9. **Perceived Factory Relevance:** Belief that 5S is only applicable in factories, not offices or service settings.
10. **Busy Excuses:** Claiming there's no time for organization amidst heavy workloads.
11. **Authority Challenges:** Resistance to being told how to work or organize.
12. **Profit-Driven Mindset:** Argument that a profitable company doesn't need 5S.

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### Strategies to Address Resistance

#### 1. Address the "Why":

- Explain the tangible benefits of 5S with relatable examples (e.g., faster customer response times due to organized workspaces).

#### 2. Lead by Example:

- Show leadership involvement in 5S practices to demonstrate its importance.
- Example: Organize a “5S Day” where executives participate alongside staff.

#### 3. Emphasize Long-Term Benefits:

- Highlight how daily 5S habits prevent chaos, save time, and reduce stress.
- Example: Compare daily room cleaning in a hotel to maintaining an organized workspace.

#### 4. Show the Connection to Performance:

- Share success stories from similar organizations to illustrate productivity improvements.
- Example: A medical clinic reduced patient wait times by organizing files and processes.

#### 5. Tackle the "Too Busy" Excuse:

- Conduct a time audit to show how much time is wasted searching for items or addressing inefficiencies.
- Example: A shipping department saved hours daily by reorganizing packing materials.

#### 6. Involve the Team:

- Organize brainstorming sessions to gather ideas on applying 5S to daily tasks.
- Empower employees to take ownership of 5S improvements.

### Benefits of Overcoming Resistance

- **Increased Team Buy-In:** Employees are more likely to support changes when they understand the benefits and feel involved.
- **Improved Efficiency:** Addressing objections helps remove barriers to successful 5S implementation.
- **Sustained Progress:** Encouraging participation ensures long-term adherence to 5S principles.

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### Key Takeaways

- Resistance to 5S is natural but can be mitigated through communication, leadership, and involvement.
- Address objections with clear examples, relatable benefits, and practical solutions.
- Build a culture where 5S is valued and understood as a tool for efficiency, productivity, and long-term success.