

Attachment: < Overcoming Resistance >

Number of methodological Tool	EUPANEXT_LO_168_M_001_Att_1
Work Area Code and Title	21 INNOVATION AND CHANGE
Unit Code and Title	5.7 DEMONSTRATE OPENNESS TO CHANGE

Worksheet for Overcoming Resistance

Use this tool to diagnose the cause of resistance, and plan how you might overcome it.

Part I: Identifying Resistance

Name:

How has the resistance been expressed?

For example, has the person said in a meeting that your idea will never work or said that it is too risky? Has he refused to complete a task you asked of him?

Is this person critical to the success of your project?

For example, does he control resources you will need? Is he likely to influence other important decision makers? Do you need him to work directly on your implementation?

What do you think might be the underlying cause(s) of the resistance?

Are their legitimate reasons for this person to resist the idea, such as high cost or risk? Or does she feel threatened by the idea? Is she generally opposed to changing the status quo?



Part II: Identifying Tactics to Overcome Resistance

Answer Yes, No, or Unsure to help identify a strategy for approaching this person.

Statement	Yes	No	Unsure
1. I need this person's ideas, skills, or information to improve my project.			
2. This person needs to have a sense of ownership in this project for it to succeed.			
3. I am open to sharing credit or control with this person.			

If you answered yes to at least two of the questions above, you might want to consider using the **participation** tactic. To use this tactic effectively, you could:

- Involve the person by asking for ideas or other contributions to the project.
- Share ownership or credit for your idea or its implementation with this person.

Statement	Yes	No	Unsure
4. My proposal will probably cause a major inconvenience to this person or to the people that work for her.			
5. This person or the people that work for him will need training or other support to implement my idea.			
6. The status quo is probably more appealing to this person than the idea of initiating a change.			

If you answered yes to at least two of the questions above, you might want to consider using the **facilitation** tactic.
To use this tactic effectively, you could:

- Provide the skills needed.
- Provide training and other forms of transition support to help the person feel less overwhelmed.

7. This person tends to make decisions based on reason, not on emotion.			
8. This person does not appear to feel threatened by my idea.			
9. This person is probably not aware of the details of the innovation and the potential benefits it will have.			

If you answered yes to at least two of the questions above, you might want to consider using the **persuasion** tactic.
To use this tactic effectively, you could:

- Use data, evidence, facts, and logic.
- Communicate the features and benefits of your idea.

10. In exchange for this person's support, I am willing to modify the idea or its implementation.			
11. This person has a reputation for being able to work through differences to find a solution.			
12. I have something (e.g., resources) that this person needs for another project.			

If you answered yes to at least two of the questions above, you might want to consider using the **negotiation** tactic.
To use this tactic effectively, you could:



- Identify the aspects of the project that are of concern and possible alternatives.
- Make compromises or trade-offs in the design or implementation of your idea.

13. I need this person to complete a task or to provide resources for my project.

14. I have the authority to tell this person that she needs to do something or I have a strong supporter that has that level of authority.

15. Expectations of rewards or disciplinary action are likely to motivate this person to do what I need them to do.

If you answered yes at least two of the questions above, you might want to consider using the **direction** tactic. To use this tactic effectively, you could:

- Use your power or authority to ask that something be done.
- Seek the authority of a high-level supporter or sponsor to ask that something be done.

Please note: If you scored within the suggested range for multiple tactics, consider using more than one approach based on what you know about the person's work style and personality.

