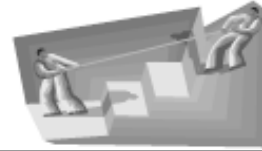


# Trainer Tip: Managing Resistance

**Issue** Students can seem to resist your training by being “difficult”.

**Solution** Identifying the type of resistance may help to avoid or mitigate it.

## Managing Change Managing Resistance



Types of Resistance	Strategies
<p>1. <u>Technical</u> - lack of understanding (most common) <i>Manifestation:</i> detailed questions, feeling of inadequacy or stupidity</p>	<p><u>Technical:</u></p> <ul style="list-style-type: none"><li>• Provide information (advantages)</li><li>• Education on tools/process</li><li>• Involvement in the process</li></ul>
<p>2. <u>Political</u> - threat to status quo (20% of resisters will never change) <i>Manifestation:</i> perceive change as a loss (have to do something different)</p>	<p><u>Political:</u></p> <ul style="list-style-type: none"><li>• Identify with the loss</li><li>• Stress WIFM (what’s in it for them)</li></ul>
<p>3. <u>Organizational</u> - threat to sense of control, pride, ego <i>Manifestation:</i> not invented here</p>	<p><u>Organizational</u></p> <ul style="list-style-type: none"><li>• Modify change effort to involve resistor (ownership, accountability for aspects)</li></ul>
<p>4. <u>Individual</u> - individual is experiencing high stress - overwhelmed personally and/or professionally <i>Manifestation:</i> too many priorities, death in family, new child, new home, etc.</p>	<p><u>Individual</u></p> <ul style="list-style-type: none"><li>• Modify change effort to reduce fear and stress - adjust timelines, negotiate additional resources, adjust priorities, subdivide responsibilities, etc.</li></ul>

Source: Making Six Sigma Last: Managing the Balance Between Cultural and Technical Change, George Eckes, 2001, ch. 3.



**Results** Understanding resistance helps with challenging students.