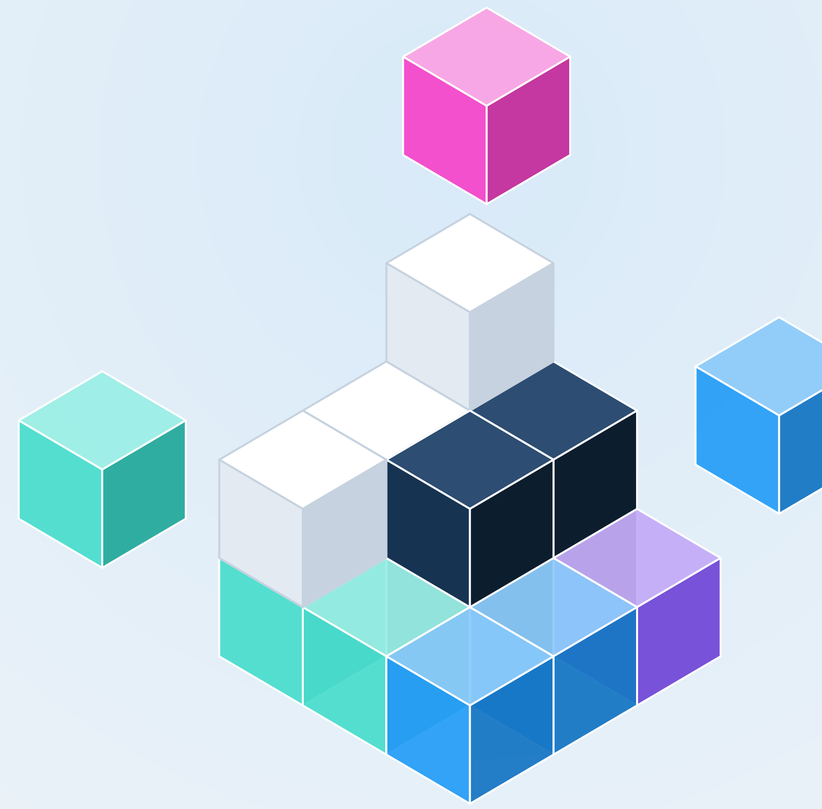
CHANGE & TRANSFORMATION

Change Resistance Diagnostics



Change resistance diagnostics identify why people push back, whether understanding, fear, skills, trust or incentives, so the response can target the real source.

01 THE CORE MODEL

BARRIER-TO-COUNTERMEASURE MATRIX

SOURCE OF RESISTANCE	TYPICAL SIGNAL	COUNTERMEASURE
Do not see why	"What is wrong with how we do it?"	Share the case for change with facts
Fear of losing something	Silence, rumors, absence	Discuss impact openly, offer support
Lack of skills	Old way used under pressure	Training and coaching on the job
Distrust of leaders	"Programs come and go"	Early wins, promises visibly kept
Conflicting incentives	Old targets still rewarded	Align metrics and rewards

Resistance as information

Pushback often points to real gaps in the plan or in support.

Root source

Understanding, emotion, skill, trust or incentives each need a different response.

Targeted intervention

Matched to the source, not a general communication push.

02 RESPONDING WELL

Diagnose the source before responding; one message does not fit all.

PUSH HARDER — DIAGNOSE

FIGHTING RESISTANCE

- More of the same message
- People labeled as blockers
- Pressure through targets

DIAGNOSING RESISTANCE

+ Ask what people expect to lose
+ Close gaps in skills and support
+ Align incentives with the change

03 WORKED EXAMPLE

NEW PICK-BY-SCAN PROCESS IN A WAREHOUSE · ILLUSTRATIVE

SIGNAL
Paper lists used
during peak hours

→

DIAGNOSIS
Lack of skill
scanning slow at peaks

→

COUNTERMEASURE
Peak coaching
plus scanner shortcuts

→

RESULT
Scanning at peaks
paper lists retired

04 MANAGEMENT TAKEAWAYS

01
Treat resistance as data
Ask what is behind it before reacting.

02
Match the response
Different sources need different interventions.

03
Check the incentives
People follow what is measured and rewarded.

05 COMMON MISTAKE

LIMITATION
Assuming it is personal
Labeling people as difficult hides real problems in the design of the change.