

How to overcome resistance to change

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According to the last survey of management tools and trends (Rigby and Bilodeau, 2015) 75 % of executives in European companies think that their ability to adapt to change is a significant competitive advantage. But at the same time the usage of change management programs is only the 6th most popular tool, used by only 39 % of executives, what is in view of the rapidly changing environment a bit surprising. The authors also point out that in the case of change management programs the satisfaction has dropped from 3,86 (in 2012) to 3,69 (in 2015) and that this indicates the need for the improvement of the tool.

In our paper we suggest necessary improvements in the implementation of changes, especially how to overcome resistance to change. We describe why it is not enough just to establish a sense of urgency and why it is essential to focus on the key causes of resistance to change. Recent literature (Corthagen and Vasalos, Senge, Scharmer, Anderson and Ackerman, Anderson, Kaufmann, Schultz, Turner) contains much evidence that supports our statement.

We argue these causes are negative, limiting beliefs on a subconscious level, and describe how they influence our thoughts, feelings, work activities and finally the outcome of our work. Neglecting these beliefs may be a direct cause of failure of planned changes. We also demonstrate how to eliminate such beliefs and what results may be expected.