

# **14<sup>th</sup> Annual Conference of Baltic Management Development Association**

**Technologies to increase the speed and quality of changes within organization**

## **RESISTANCE TO CHANGE WITHIN ORGANIZATIONS. REASONS, CHALLENGES, SOLUTIONS**

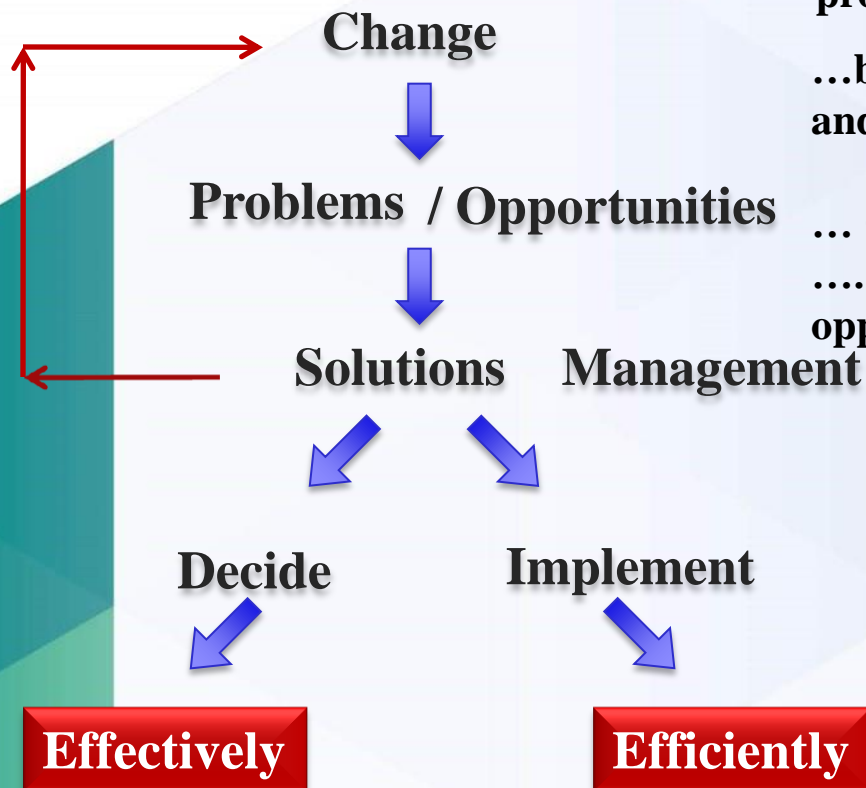
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## Plan of this presentation

- **Reason for Change**  
(Do we need changes? Can we ignore them? Can we slow them down?)
- **Attitude towards Change**  
(Why the resistance to change appears? What do we need to understand about that?)
- **Actions towards Change**  
What should we do about it? How can we manage this issue?

# Map of Change



**“Change” means something “new”. And it creates problems**

**...because it will always bring for you uncertainty and risk**

**... solving the problems means managing change  
.... by managing change you turn problems into opportunities**

**...when you manage the problem and turn it into opportunity, you create a new change**

**...good management means how effective your decisions are and how efficiently you implement them**

- **How easy is to make decisions in fast changing environment?**
- **Can you make an effective decisions permanently on your own?**
- **What do you need to do in order to have effective decision?**
- **What do you need to do in order to implement those decisions efficiently?**
- **Where to draw the line between decision making and implementation?**

**Change**



**Problems/Opportunities**



**Manage**



**Decide**

**Implement**



**Diversity of  
styles**

**Diversity of  
interests**



**Conflict**

**SUCCESS**

= ***f***

**Opportunities**

**Capabilities**

**External Integration**

**Internal Disintegration**

**Lack of  
Mutual  
Trust**

**Lack of  
Mutual  
Respect**

**Respect =**

**Readiness to listen and hear  
different opinion.**

**Legitimacy of dissension**

**Trust = Mutual interest**

**SUCCESS**

= ***f***

**Opportunities**

**Capabilities**

**External Integration**

**Internal Disintegration**

**Lack of  
Mutual  
Trust**

**Lack of  
Mutual  
Respect**



**Amount of  
energy is  
limited**



**SUCCESS**

**= *f***

**Opportunities**

**Capabilities**

**External Integration**

**Internal Disintegration**

**Lack of  
Mutual  
Trust**

**Lack of  
Mutual  
Respect**

# Success - is

$$\text{Success} = f \left\{ \text{Culture} \right\}$$

- Not resources
- Not talents
- Not geographical location



**How do you build ( or rebuild )  
the Culture of Mutual Trust &  
Respect?**

# **MT & R**



```
graph TD; A[MT & R] --- B[Vision, Mission & Values]; A --- C[Structure]; A --- D[Process]; A --- E[People]
```

The diagram is an organizational chart. At the top is the title 'MT & R'. A horizontal line below it branches into four vertical lines, each leading to a text block: 'Vision, Mission & Values', 'Structure', 'Process', and 'People'.

**Vision,  
Mission  
&  
Values**

**Structure**

**Process**

**People**

Energy for Change =  $E \Delta$

$$E \Delta = \begin{array}{l} \text{Perceived} \\ \text{Discomfort} \\ \text{From maintaining} \\ \text{The status quo} \end{array} - \begin{array}{l} \text{Perceived} \\ \text{Discomfort} \\ \text{From Change} \end{array}$$



# **„The Power of Mutual Trust and Respect“**

**THANK YOU FOR YOUR ATTENTION**

**&**

**GOOD LUCK REDUCING RESISTANCE TO  
CHANGE WITHIN YOUR ORGANIZATIONS**

**AS WELL AS**

**EFFICIENTLY IMPLEMENTING EFFECTIVE  
NECESSARY SOLUTIONS!**

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