

Dealing With Resistance: Get Your Team to Accept And Invest in Change



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(founded as Greater Minneapolis Council of Churches)



TYPES OF CHANGE

CONSIDERATIONS leaders should make
when embarking on change

APPROACHES to making that change

PHASES of change



COLLECTIVE CHANGE



**Collaborative, iterative process of
power sharing and co-designing**

TYPES OF CHANGE



What can change look like?

- Staffing and leadership
- Financial modeling
- Programming
- Vision and strategy
- Facility and space
- Constituent population (who is involved)

Considerations

01

Is change necessary for the sustainability or mission-fulfillment of the organization or business?

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02

Do your staff and stakeholders understand the need for change?

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To what degree are your staff and stakeholders invested in the business/organization's current state (status quo) and are they open to change?

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04

Are you, as the leader, willing to accept the tension between leading and embracing collective change?

Remember...



**Collective change is a collaborative,
iterative process of power sharing
and co-designing**

Approach Guidelines

01

Practice self-reflection

“Am I really open to hearing alternative ideas?”

“Am I ready to hear about the challenges of my idea?”

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Ensure staff and stakeholders understand the need for change.

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Frame expectations

“This is just an idea.”

“I haven’t fleshed this out fully.”

“A decision hasn’t been made.”

“We want to hear your thoughts.”

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04 Bring staff and stakeholders into the process early

The paradox of early involvement

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Stakeholders will have
anxiety about change

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Stakeholders will have a lot
of questions

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Stakeholders will want
certainty

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06

Come back to the mission

PHASES OF ENGAGING IN CHANGE



Reduce levels of uncertainty by articulating a structure or process for the change.

Phases of engaging in change

01

Data Collection

Receiving and giving input on
the current problems and
aspirations

Phases of engaging in change

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Data Collection

Receiving and giving input on
the current problems aspirations

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Creative Ambiguity

“How do you think we could
address that?”

“What do you recommend?”

Phases of engaging in change

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Vision and Strategy

Making choices

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Planning

Phases of engaging in change

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Planning

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Implementation


WHAT DID WORK:

- Assessing stakeholder investment in current programming
 - Engaging staff and stakeholders early on
 - Creating a culture of continuous change
 - Setting a timeline and a process
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WHAT DIDN'T WORK:

- Designing in isolation
 - Presenting a fully baked idea
 - Reaching conclusions before asking for input
 - Saying you want input when you don't really want input
- 

Thank You!

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