

# WHAT'S INSIDE WILL CHANGE

## INCORPORATING RESISTANCE:

The ability to uncover and address resistance early in the process is key to successful change and, more importantly, creating a culture that is resilient in the face of multiple changes. Listening to opposing perspectives will often enhance a change effort's chances of success by identifying gaps, pitfalls, or unintended consequences. When preparing for or encountering resistance to an organizational change, keep in mind the following:



**Identify RESISTORS:**  
Anticipate which stakeholders may have the most difficulty adapting to the change



**INVITE input:**  
Engage these perspectives early in the process and spend time listening to concerns



**Revise and REVAMP:**  
Make any critical adjustments that may have been overlooked

*"Resistance should be thought of as feedback rather than obstruction."* —Lisa Terry, Director of Systemwide Leadership and Organization Development, Systemwide Human Resources, UCOP

<https://www.ucop.edu/human-resources/coro/2019-uc-coros-southern-cohort.html>



# SUCCESSFUL CHANGE MANAGEMENT

Leaders must focus on people to achieve lasting change within an organization. Proactively explain the need for the change to build support, openly discuss the process to encourage feedback and generate potential adaptations, and address resistance to avoid potential obstacles that could negatively impact change efforts.

## HOW TO BRING YOUR VISION TO LIFE:



Establish your  
**VISION**  
to address a need

Acknowledge  
that achieving this  
vision requires  
**CHANGE**



Identify **WHO** the  
change will impact



Own your role as a  
**SPONSOR** of change

*"Finding space for  
people to say what is  
worrying them."*  
—Kum-Kum Bhavnani,  
2019-2020 Academic  
Senate Chair, UC and  
Professor, UCSB

*"[Change  
management]  
requires a level  
of emotional  
intelligence...  
[If a leader] can't  
stay with the hearts  
and minds of the  
stakeholders, then  
they aren't going  
to be successful."*  
—Patty Maysent,  
CEO, UC San Diego  
Health

*"Changing your  
assumptions based  
on resistance feed-  
back helps build your  
trust and credibility."*  
—Gerry Bomotti,  
Vice Chancellor for  
Planning, Budget and  
Administration, UCR

*"The goal of change is to bend the organization;  
don't break it." —Michael Beck, Administrative  
Vice Chancellor, UCLA*



**ENGAGE**  
resistors in  
planning and  
implementation



Emphasize **TWO-WAY  
COMMUNICATION**  
and listen  
attentively



Create a **PLAN** that  
includes opportunities  
for substantive input and  
tracks key decision points



Actively **LEAD** the  
process from pre-  
planning to post-  
implementation

*"Have data when possible to  
support a decision." —Kim A.  
Wilcox, Chancellor, UCR*



**REVIEW**, revise, and  
revamp your project  
based on feedback



**CELEBRATE**  
when accomplishing  
milestones

## ADDITIONAL CHANGE MANAGEMENT TOOLS

Scan the QR Code  
on the back to access  
podcasts, case studies,  
and suggested reading  
on successful change  
projects. Explore  
tool kits that will  
strengthen your ability  
to implement changes,  
whether in your  
unit or across your  
organization.

*"Make it safe for people to speak up" —Cindy Larive, Chancellor, UCSC*