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:

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

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.

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

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

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

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

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

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.