



Change research

- Below are some facts based on research conducted on managing the resistance to change:
- 500 executives said that resistance was the primary reason changes failed in their organizations. In a similar study, 80% of CIO's surveyed said that resistance was the main reason why technology projects failed - not lack of skills or resources, but that touchy-feely human reaction of resistance and a lack of engagement.
 - Resistance to change is only part of the problem... management's reaction to resistance also contributes to failure. If management resists or ignores employee resistance (or lack of engagement) - there is a higher propensity for failure.
- In the 2005 Best Practices Report put out by Procsi (a change management research firm), they identified the top five reasons front line employees resist change:
 - Employees were not aware of the underlying business need for the change
 - Lay-offs were announced or feared as part of the change
 - Employees were unsure if they had the needed skills for success in the future state
 - Individuals were comfortable with the current state; they wanted to maintain the personal rewards and sense of accomplishment and fulfillment provided by the status quo
 - Employees felt they were being required to do more with less, or do more for the same pay
- Bureau of Labor Statistics:
 - During times of major change, gossip goes from 19% of our day to 40%
 - We drop from being 60% efficient to 15% efficient
 - Organizations loose, on average, 2 hours of productivity per employee per day
- SOLUTION: Providing the needed information to increase employees' awareness of the change is the first and most important proactive step in successful resistance management.