

FACES OF CHANGE

Strategies for Effective Change Management

Navigating transformation is as much about strategy as it is about people. The following insights highlight the different responses to change and the engagement tactics that can turn resistance into momentum. Understanding these dynamics is key to driving successful outcomes.



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Evaluate “Faces of Change” to gauge emotional impact and proactively manage resistance while engaging supporters

FACES OF CHANGE SPECTRUM

Active Subversion



Publicly or privately disparaging the transition (in some cases privately disparaging while pretending to support); encouraging people to continue doing things the old way or to leave the organization altogether.

Quiet Resistance



Refusing to adopt change, continuing to do things the old way (including seemingly trivial or symbolic things). Non-participative.

Vocal Skepticism



Asking questions; questioning the why, what, and how of change, but continuing to show willingness to participate and try new things.

Neutrality / Uncertainty



Non-vocal participation, perhaps with some negative body language, but continuing to show tacit willingness to try new things.

Vocal Approval



Publicly and privately signaling buy-in for the change.

Quiet Support



Actively helping to enable change to succeed without necessarily being a cheerleader or trying to rally others around the transition.

Active Leadership



Visibly championing the change and helping to rally others around the transition.

Identify where different stakeholders and stakeholder groups fall within the spectrum

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RESPONSE	ENGAGEMENT STRATEGIES AND TACTICS
 Active Subversion	Firmly communicate the boundaries of acceptable response to change: resistance is a natural response to change, but actively encouraging other people to resist change should not be tolerated . Active subversion often indicates the need to find a new role or depart the organization.
 Quiet Resistance	Resistance is a natural response to change. Use the Change Curve to accommodate a moderate degree and period of resistance. Use the OCM Depth Scale to ensure communications strategies address the irrational sources of resistance .
 Vocal Skepticism	Skepticism can be a healthy sign . Sceptics tend to be invested in the organization’s success and can be turned into vocal and active supporters if they feel their questions and concerns have been heard and addressed.
 Neutrality / Uncertainty	Most fence-sitters will approve and support change when they start to see concrete benefits and successes , but are equally likely to become skeptics and resisters when they see signs of failure or a critical mass of skepticism, resistance, or simply ambivalence.
 Vocal Approval	Make sure that espoused approval for change isn’t masking resistance or subversion. Engage vocal supporters to convert them into active enablers or champions of change .
 Quiet Support	Engage quiet supporters to participate where their skills or social and political capital might help enable change across the organization. This could either be formal or informal, as too much formal engagement can invite minor disagreements and slow down change.
 Active Leadership	Engage some of the active cheerleaders and champions of change to help deliver communications (and in some cases training) to their respective groups or teams.

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