

# Moving Through Change

Do You Conquer Change, Or Does It Conquer You?

## Goals for Today

- Understand your own resistance to change
- Learn strategies to address change on an individual level
- Be able to identify resistance to change in an organization

## Today's Speaker

### **Kenzie Kashima**

Kenzie from Collaboration Business Consulting holds a BA in Business Leadership and an MS in Administration and Counseling. Known for her ability to connect strategy with people, she specializes in optimizing human potential to drive business growth and lead transformative change.



## **Collaboration Business Consulting**

In the heart of San Luis Obispo, Collaboration Business Consulting has been helping local businesses thrive for nearly three decades. Our team of trusted experts has guided over 600 businesses to success. Whether you're a business owner aiming for growth or a family-owned business navigating a transition, our support at every stage of the process leads to meaningful results.

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# Resisting Change

## Personal Reflection

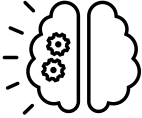

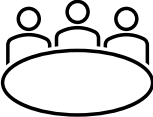
Think of a recent personal or work change you experienced

- What was it like?
- How did this change make you feel?
- What behaviors or thoughts showed up?

Change is constant, and resistance is a natural reaction

## Types of Resistance

It's normal for many people to initially resist change, and that resistance can take many forms. Individuals will often experience one or a combination of the following types of resistance.

Type	What it looks like	How to address it
<b>Logical / Rational</b> 	<i>Questioning feasibility, criticizing, requiring extra time</i>	Model solution-focused thinking, encourage focus on controllables, set priorities
<b>Psychological / Emotional</b> 	<i>Fear, denial, isolation, anger</i>	Provide info in multiple formats, allow venting, show empathy without pity, communicate frequently
<b>Sociological / Group</b> 	<i>Cliques, bystander behavior, defending group norms</i>	Include others in process, lead solution-focused discussions, address conflict directly

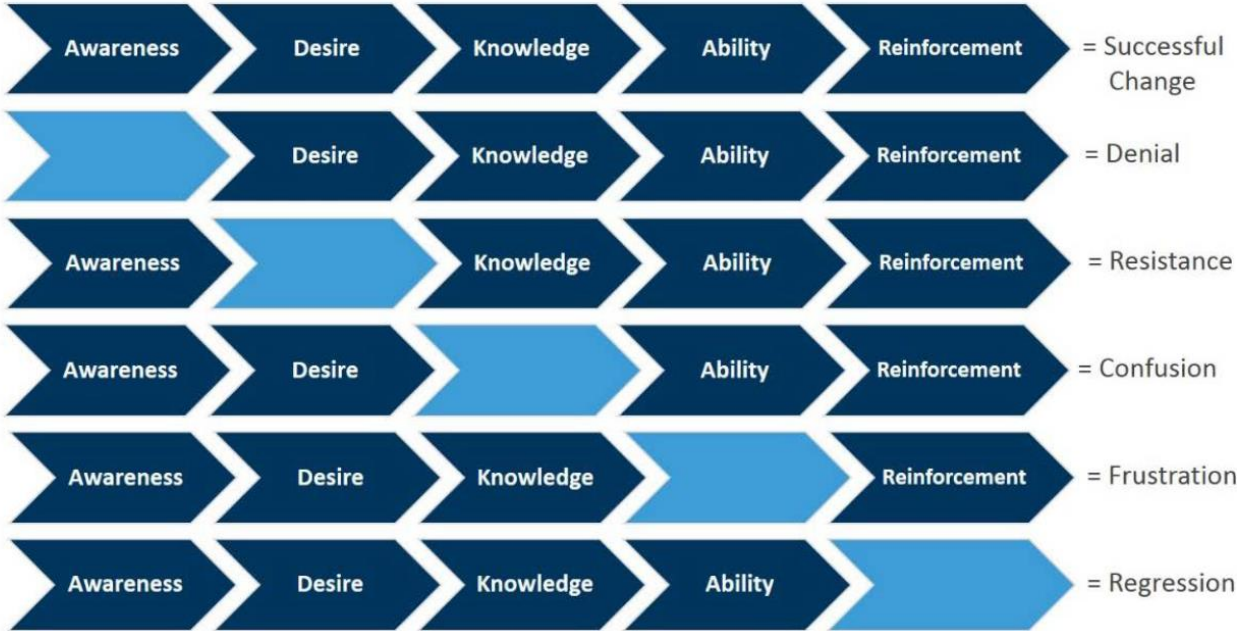
**Question:** Which types do you see most often in yourself or your organization?

# Identifying Resistance

## Individual Resistance

### The ADKAR Model

This model presents five outcomes needed on the individual level for change to be successful. The chart below highlights the negative impact that arises if any component is missed.



Source: Prosci® Change Management

### Overcoming Individual Resistance

#### Awareness

- Do I really understand why this change matters to *me*?
- What questions or concerns do I still need answered?

#### Desire

- What positive impact could this change have on my life or work?
- How does this connect to struggles I've had in the past?

#### Knowledge

- What do I need to learn or understand to feel prepared?
- How can I break this learning into small, doable steps?

#### Ability

- Have I tried putting this change into practice yet?
- What obstacles am I noticing, and how can I overcome them?

#### Reinforcement

- What small wins can I celebrate to keep myself motivated?
- Where do I still feel resistance, and what support could help me?

# Organizational Resistance

## Kotter's 8 Step Model

Most change fails because leaders jump to solutions without buy-in. This model solves this by starting with why people should care, then how to engage them, and finally how to make it last.



### Create the Right Climate

Resistance here shows up as confusion, doubt, or pushback about *why* the change is needed or as silence and lack of interest.

### Engage & Enable Others

Resistance here often appears as hesitation, low energy, or skepticism or as people getting stuck behind obstacles without raising solutions.

### Implement & Sustain

Resistance here tends to be slipping back into old habits or people treating the change like a “temporary project” instead of a lasting shift.

*Resource Note:* Want to dig deeper into overcoming resistance with Kotter’s model and other change tools? Reach out to Kenzie for a conversation.

## Key Takeaways & Next Steps

Resistance isn’t a sign of failure. It’s feedback — an opportunity to listen, learn, and adjust. By approaching it with empathy, clarity, and persistence, both individuals and organizations can turn resistance into momentum.

- *What’s one concrete step I can take this week?*