



# **First Fridays: Change Management in the Salesforce Ecosystem**



# **November 2024: Resistance to Change**

# AGENDA

| Topic                                                               | Time            | Presenter       |
|---------------------------------------------------------------------|-----------------|-----------------|
| <b>When everything goes wrong</b>                                   | 9:00 - 9:15     | Michael         |
| <b>Types of resistance and strategies to overcome in the moment</b> | 9:15 - 9:40     | Brandy, Michael |
| <b>Outsmarting resistance from a project start</b>                  | 9:40 – 10:00    | Mark            |
| <b>Next month's topic ideas</b>                                     | 10:00           | Michael         |
| <b>When everything goes right</b>                                   | 10:00 - forever | The group       |

# WHEN EVERYTHING GOES WRONG



## Gaming company

Two of the same projects going on at once, and us not realizing it until 2-3 months into our project!



## Pharmaceutical company

So much scope creep that the project fizzled



## Revlon

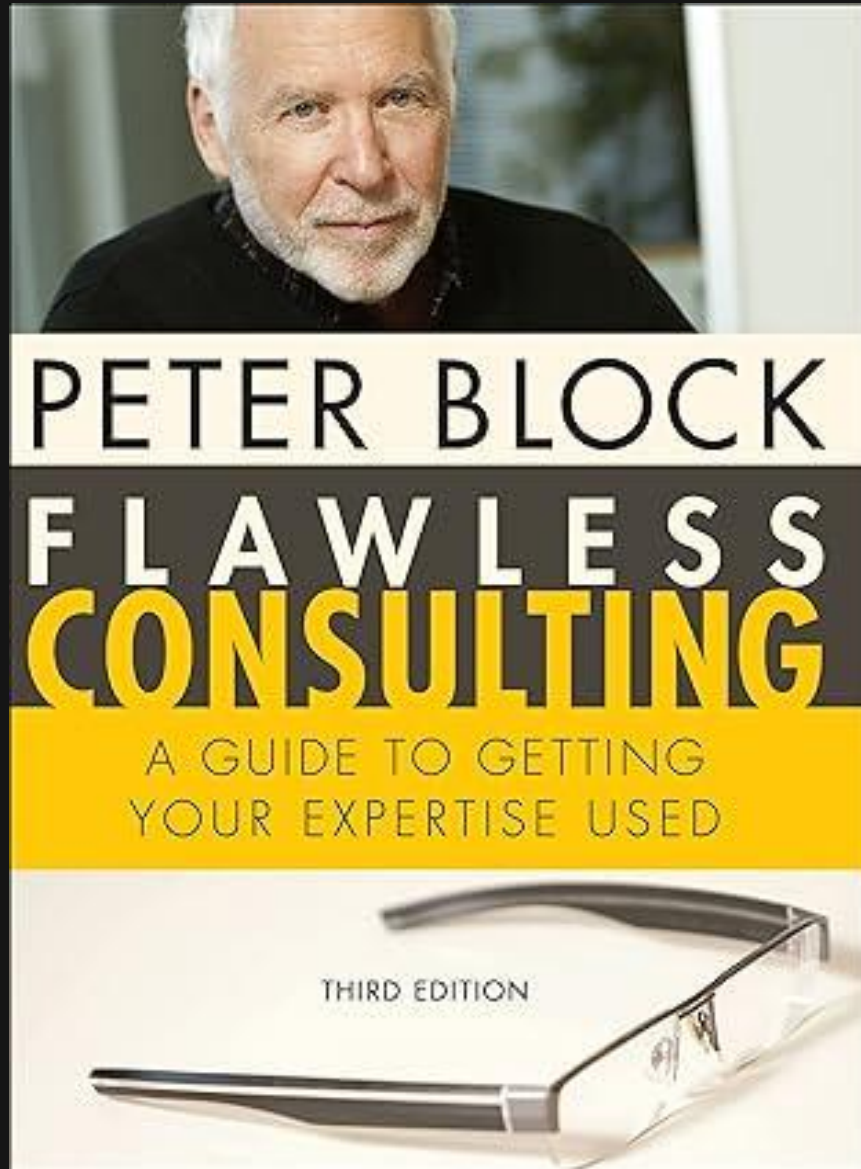
Shareholders sued the company for a huge money loser of an SAP implementation!

## Stories from the group!

# PYRAMID OF CHANGE

When a change is needed to a business process, the following building blocks come into play to build momentum towards a successful project

1. Base: Company Culture → **Types of resistance**
2. Tier 1: Executive Leadership → **Types of resistance**
3. Tier 2: Program Leadership → **Types of resistance, Outsmarting resistance from project start**
4. Tier 3: Project Leadership → **Types of resistance, Outsmarting resistance from project start**
5. Tier 4: End User Buy-in → **Types of resistance, Outsmarting resistance from project start**



We are Salesforce experts, but our expertise can be ignored

# INTRODUCING THE TYPES OF RESISTANCE

|                                                  |                                                                                                                                                                                                                                                                  |
|--------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Stakeholder keeps asking for more details</b> | The stakeholder keeps asking for more and more detail. No matter how much information you share, the conversation leads to more questions and a lack of decisions.                                                                                               |
| Stakeholder is flooding you with details         | The stakeholder is providing so much information and context, it starts to feel confusing or unrelated to the problem needing to be solved (it's not helpful).                                                                                                   |
| Time                                             | The timing isn't good right now. We have so much on our plates already. They can't make time to meet with you, let alone complete tasks/work needed.                                                                                                             |
| <b>Pressing for solutions</b>                    | Stakeholders push for solutions without desire to understand the underlying causes. Rushing to the finish line can result in an incorrect solution or poorly implemented one.                                                                                    |
| Confusion                                        | A stakeholder may be experiencing legitimate confusion or be looking for clarity. However, if repeated attempts fail, the stakeholder may be having difficulty telling you no.                                                                                   |
| <b>Compliance</b>                                | The stakeholder completely agrees with you but either pushes to get to solutions quickly without discussion of the problems OR consistently pushes off starting the work                                                                                         |
| Silence                                          | This one is tough! The stakeholder is passive, not very responsive, or doesn't show much interest or reaction to what you are proposing.                                                                                                                         |
| Impracticality                                   | The stakeholder keeps reminding you that "this is the real world, with real problems"                                                                                                                                                                            |
| Attack                                           | The most blatant form of resistance. Angry words, blaming or finger pointing.                                                                                                                                                                                    |
| Intellectualizing                                | When discussions shift from deciding how to proceed to exploring theory after theory as to why things are the way they are.                                                                                                                                      |
| <b>Moralizing</b>                                | Creates an "us vs them" mentality. May include phrases of superiority: They don't understand; Those people, should. This one can be tricky as others may understand, but have differing perspectives.                                                            |
| Methodology                                      | Typically appears when elaborate data collection is part of the project. Some questions should be expected, but when a meeting goes off course around data collection methods instead of understanding the problem and how to solve it, you may have resistance. |
| <b>The 'I'm Not Surprised' response</b>          | This type of resistance often is a mask for an individual's desire to feel in control.                                                                                                                                                                           |
| <b>Flight into Health</b>                        | Somewhere towards the middle or end of the project, the problem suddenly 'disappears'. As the time approaches to face the issue and act on it, you begin to hear how much better things seem to be getting.                                                      |

# INTRODUCING THE TYPES OF RESISTANCE

## **Stakeholder keeps asking for more details**

The stakeholder keeps asking for more and more detail. No matter how much information you share, the conversation leads to more questions and a lack of decisions.

## **Pressing for Solutions**

Stakeholders push for solutions without desire to understand the underlying causes. Rushing to the finish line can result in an incorrect solution or poorly implemented one.

## **Compliance**

The stakeholder completely agrees with you but either pushes to get to solutions quickly without discussion of the problems OR consistently pushes off starting the work

## **Moralizing**

Creates an “us vs them” mentality. May include phrases of superiority: They don’t understand; Those people, should.  
This one can be tricky as others may understand, but have differing perspectives.

## **The ‘I’m not surprised’ response**

This type of resistance often is a mask for an individual's desire to feel in control.

## **Flight into health**

Somewhere towards the middle or end of the project, the problem suddenly ‘disappears’. As the time approaches to face the issue and act on it, you begin to hear how much better things seem to be getting.

# Outsmarting Resistance from a Project Start

An Iterative Process that outmaneuvers resistance from the beginning.

<https://docs.google.com/document/d/1h55olpKuwCATA79L7vW6Cpx9zHcm1IzfrxuebpsdgSE/edit?tab=t.0>

# Future Topics: December 2024

**People don't want to change, no one wants to make decisions**

## **Pyramid of change**

1. ***Base: Company Culture***
2. Tier 1: Executive Leadership
3. Tier 2: Program Leadership
4. Tier 3: Project Leadership
5. Tier 4: End User Buy-in

## **Preparing for change and positioning projects**

1. Creating a clear purpose
2. Building an internal champion
3. Creating a roadmap and building consensus

