

# Implementing Strategy - Acceptance, Resistance and Power

## Aim

The implementation of a new strategy in an organisation will result in change for at least some of its employees. How those individuals and groups react to the change will often have a significant impact on the success, or otherwise, of the strategy. This exercise will help you plan how to overcome any resistance you may encounter when implementing a new strategy and harness support for it.

You will map the groups and individuals likely to be affected by the strategy. You will then add to the map those who hold power within the organisation. After assessing how groups and individuals will be affected by the strategy, you can identify actions needed to ensure successful strategy implementation.

You can use this as an individual exercise, or run it with your team.

## Task

1. Write in the first column of the table all of the individuals and groups likely to be affected by the change. Use one row for each individual or group.
2. In the second column note how each individual/group is likely to be affected by the change (impact on responsibilities, resources, tasks, etc.).
3. In the third column note the level of power that each individual or group has in the organisation (high, medium, low).
4. In the fourth column note the source of the individual/group's power. This could be:
  - their control over budget or other resources
  - their role in certain decision making processes
  - the access they have and allow to information and knowledge
  - the role they play in communicating strategy
  - the relationship they have with one or more of the organisation's external stakeholders (e.g. suppliers, unions, shareholders, taxpayers, etc.)
  - formal authority as a result of their senior position
  - In the fifth column note how each individual/group likely to respond to change (e.g. reject, accept, protest, approve, tolerate) and why.
5. In the final column of the table, note down the actions that need to be taken:
  - Think about where resistance or dissatisfaction is likely to arise and how to overcome this. For example, do there need to be alterations to the strategy, additional communications, reward systems established to gain commitment

from certain groups, or alterations to the power structures?

- Also think about where the strategy is likely to gain support and discuss how this can be harnessed and spread to other parts of the organisation.
- Draft a plan to overcome resistance and harness support. Include timescales, responsibilities and next steps in the plan.

<b>Individual/ Group</b>	<b>How they will be affected by change</b>	<b>Level of power</b>	<b>Source of power</b>	<b>Likely response to change and why</b>	<b>Action required</b>
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