



Sikora Associates, LLC

Helping Organizations Understand...

In collaboration with
E. David, Beaty, Ph.D. and
John Forward, Ph.D.

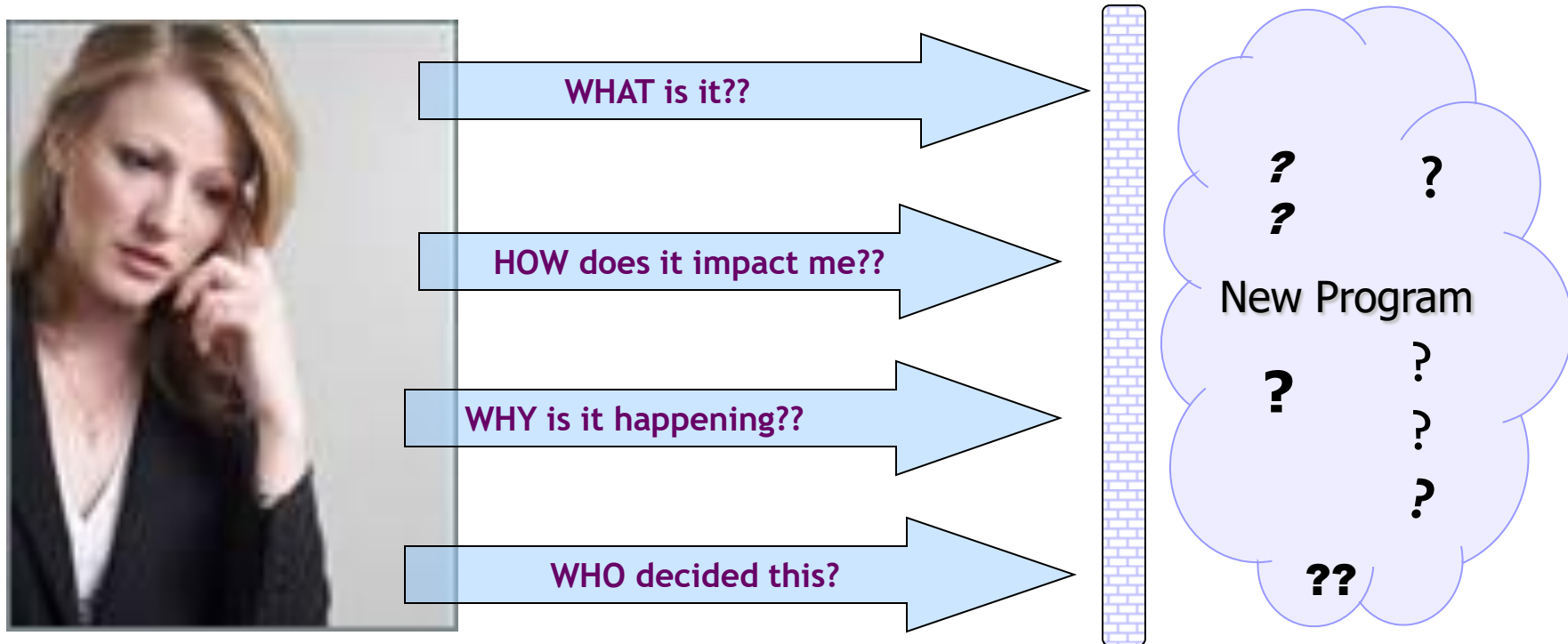
dajopa, llc

Resistance to Organizational
Change
and

The AMOC_{tm} Framework

Understanding Resistance to Change

Resistance is often based in cognitive concerns which, if unaddressed, lead to negative emotional reactions:



Change Run AMOC_{tm}

- Change is a constant in today's organizations
 - Rarely is only one change occurring at a time

- AMOC_{tm} Framework explicitly acknowledges complexity of

Asynchronous (timing and/or goals not aligned)

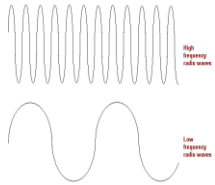
Multiple

Organizational

Change



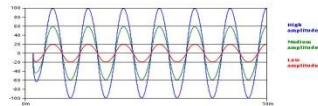
AMOC_{tm} Framework



AMOC Parameters

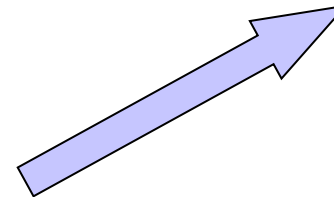
Number of changes
Frequency of change
Rate of change
Nature of change
Perceived control*

*Karasek demand-control model

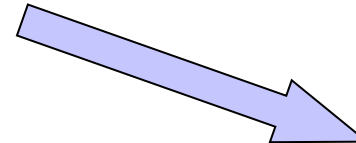


I DON'T WANNA
(Cognitive overload)

Organizational
Cost



Human Cost



Negative
Impact on:

Organizational
Commitment

Organizational
Citizenship
Behaviors

Turnover
Intentions

Productivity

Absenteeism

Emotional
Burnout

Physical
Symptoms
and Collapse



AMOC_{tm} and Reducing Resistance to Change

- Employees respond to the totality of experience
 - Change must be placed in context (including non-work stressors)
- Employees have different cognitive frames
 - Shared meaning is often the first step
 - Perceptions of control are crucial to reducing resistance
- We all have limited capacity to adapt
 - We help identify where and why the limits are reached
- Changes that are out-of-sync temporally or strategically are particularly stressful
 - Unity in mission and vision creates umbrella for change initiatives and creates coherence for employees



We help organizations...

- Understand **how people think** about change to help understand root cause of resistance.
- Identify **gaps in understanding** (parallel universes) that create intraorganizational barriers to change.
- Create **shared meaning** that moves everyone forward on same path.



Contact Us for More Information

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