

Course No. 1385

Managing Resistance to Change Training Course

**ORGANIZATIONAL DEVELOPMENT & CHANGE MANAGEMENT
BUSINESS, MANAGEMENT & LEADERSHIP**

DURATION

5 Days

LOCATION

Milan, Italy

DELIVERY

Classroom

DATES

26 – 30 Oct 2026



Scheduled Event Details

CITY	Milan, Italy
DATE	26 – 30 Oct 2026
DELIVERY TYPE	Classroom
COURSE FEE	€6,000

Course Overview

The Managing Resistance to Change Training Course is an advanced professional development program designed to equip leaders, managers, and professionals with the practical capabilities required to understand, assess, and manage resistance to organizational change. Organizational transformation may involve restructuring, process improvement, new systems, digital transformation, policy changes, changes in responsibilities, or new operating models. The success of these initiatives depends not only on technical planning and implementation, but also on how effectively the human and organizational dimensions of change are managed.

The course focuses on understanding the underlying causes of resistance, including uncertainty, lack of clarity, limited communication, insufficient trust, perceived loss of control, capability gaps, competing interests, and change fatigue. Participants will learn to distinguish between normal and manageable concerns and forms of resistance that may significantly affect implementation. They will also develop practical approaches for assessing the nature, intensity, and potential impact of resistance within different organizational contexts.

A key focus of the program is the role of leadership and management in creating understanding, confidence, and commitment throughout the change process. Participants will explore how effective communication, employee involvement, stakeholder engagement, coaching, and timely response to concerns can reduce uncertainty and strengthen organizational readiness. The course also emphasizes maintaining accountability and performance while creating an environment where employees can adapt to new expectations and ways of working.

Designed for government entities, ministries, public sector organizations, banks, financial institutions, oil and gas organizations, and large corporations, the Managing Resistance to Change Training Course supports managers and leaders involved in transformation, restructuring, operational improvement, system implementation, organizational development, and strategic

initiatives. It helps organizations reduce disruption, strengthen workforce readiness, and improve the consistency and sustainability of change implementation.

Through case studies, practical exercises, simulations, role plays, and implementation workshops, participants will develop a structured approach for identifying resistance, analyzing its causes, engaging stakeholders, addressing concerns, and monitoring progress. The course emphasizes direct workplace application so participants can use the methods and tools immediately within current and future organizational change initiatives.

Objectives

- Analyze individual, organizational, cultural, and operational causes of resistance to change throughout the training program.
- Assess employee, team, and organizational readiness for change and identify barriers that may affect implementation.
- Develop practical methods for identifying different forms and levels of resistance and evaluating their potential impact.
- Apply effective communication approaches to explain the rationale, objectives, expectations, and benefits of organizational change.
- Design stakeholder engagement approaches that strengthen participation, understanding, and commitment.
- Improve the ability to address employee concerns, objections, uncertainty, and negative reactions professionally.
- Implement practical approaches for building trust, reducing uncertainty, and strengthening organizational acceptance of change.
- Evaluate people-related and organizational risks associated with resistance and develop appropriate mitigation measures.
- Strengthen leadership capability to maintain performance, engagement, and business continuity during periods of transformation.
- Align resistance management activities with organizational objectives, culture, policies, governance, and business requirements.
- Develop meaningful measures for monitoring acceptance, participation, readiness, and progress during change initiatives.
- Create an actionable resistance management plan that supports successful implementation and

sustainable organizational transformation.

Who Should Attend

This course is designed for executives, senior managers, department heads, project managers, change leaders, organizational development managers, human resources managers, operations managers, team leaders, and supervisors responsible for implementing or supporting organizational change initiatives. It is particularly relevant for managers dealing with resistance resulting from new policies, systems, processes, organizational structures, operating models, or strategic initiatives.

The program is also highly relevant for professionals in human resources, organizational development, strategic planning, project management, quality, operations, information technology, risk management, governance, compliance, and corporate communications who contribute to the design, implementation, communication, or monitoring of organizational change programs.

The course provides significant value to decision makers responsible for transformation and organizational capability, particularly those seeking to strengthen organizational readiness, reduce disruption, improve employee engagement, and establish a more adaptable and resilient organizational culture.

Learning Outcomes

- Identify the underlying causes of resistance to change and distinguish root causes from visible symptoms.
- Assess the readiness of employees, teams, and organizations for specific change initiatives.
- Classify different forms of resistance according to their level of influence and potential impact.
- Analyze stakeholders and determine their interests, concerns, influence, and level of support.
- Develop clear communication messages that strengthen understanding, trust, and commitment.
- Apply practical techniques for addressing objections, concerns, uncertainty, and negative reactions.
- Manage resistance professionally while maintaining respect, accountability, and constructive workplace relationships.
- Design employee engagement approaches that encourage participation throughout different stages of change.

- Manage the impact of change on productivity, employee performance, and business continuity.
- Identify people-related and organizational risks associated with resistance and develop appropriate responses.
- Monitor acceptance, participation, readiness, and implementation progress using practical measures.
- Develop a workplace-ready plan for managing resistance within a real organizational change initiative.

Course Outline

DAY 01

Understanding Resistance to Change and Its Organizational Impact

- Understanding resistance to change within organizational transformation
- Individual, organizational, cultural, and operational causes of resistance
- Visible and hidden forms of resistance and early warning indicators
- The impact of resistance on performance, productivity, engagement, and business continuity

PRACTICAL APPLICATION OR DISCUSSION

Analyzing a real organizational case and identifying the root causes of resistance

DAY 02

Assessing Readiness and Analyzing Stakeholders

- Assessing employee, team, and organizational readiness for change
- Identifying knowledge, skill, capability, and resource gaps
- Stakeholder identification and analysis
- Recognizing supporters, neutral stakeholders, and resistant groups

PRACTICAL APPLICATION OR DISCUSSION

Developing a stakeholder map and organizational readiness assessment for a change initiative

DAY 03

Communication, Trust, and Building Acceptance

- The leadership role in managing resistance to change
- Developing clear messages about the reasons, objectives, and expected outcomes of change
- Effective dialogue, listening, questioning, and objection-handling techniques
- Building trust and reducing uncertainty and employee concerns

PRACTICAL APPLICATION OR DISCUSSION

Simulating a management meeting with employees who have concerns and objections about a proposed change

DAY 04

Managing Resistance During Implementation

- Strategies for responding to different forms and levels of resistance
- Managing disagreements, objections, and conflicts related to change
- Supporting employees throughout transition and adaptation
- Maintaining performance and operational continuity during implementation

PRACTICAL APPLICATION OR DISCUSSION

Case study involving a major organizational change initiative facing significant employee resistance

DAY 05

Sustaining Change and Measuring Resistance Management Effectiveness

- Monitoring employee acceptance, participation, and adaptation
- Developing measures for evaluating the effectiveness of resistance management activities
- Embedding new behaviors, processes, and expectations within the organization
- Building an organizational culture that supports adaptability and continuous improvement

DAY 05 — CONTINUED

FINAL WORKSHOP, ACTION PLAN, OR IMPLEMENTATION EXERCISE

Developing a comprehensive resistance management plan to support sustainable organizational transformation

Register or Request More Information

Course page: <https://quest-training.com/courses/managing-resistance-to-change-training-course>

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