

AVON



**MANAGING
RESISTANCE**

AN INTRODUCTION TO MANAGING RESISTANCE

From time to time we may come across difficult periods in our lives, where we need to have challenging conversations. Whether that is to deliver news, discuss a delicate subject or maybe even talking about change. Sometimes this may feel uncomfortable .

Just thinking about having this — whether with your partner, children, relatives, friends, or team—may fill you with worry and you may feel nervous, this can take up space in your mind and distract you from other important things in your life.

So here is a guide on how you can manage and deal with resistance to make you feel more comfortable in having the conversations to help work through change.



LET'S TALK MIND-SET

Mind-set is a set of beliefs with the way that we think and it shapes our behaviours. There are two types of mind-set. Which type of mind-set do you have?

Tap the image to reveal the traits.



FIXED MIND-SET

CLICK TO REVEAL 



GROWTH MIND-SET

CLICK TO REVEAL 

Whichever category you fall in it's about understanding different mind-sets and how we can get someone from a fixed mind-set into a growth mind-set.

Different types of environment may effect what kind of mind set you have. Remember these can vary from your personal life and your professional one.

LEVELS OF RESISTANCE

Now we understand peoples mind set, let's look at the different levels of resistance they may show.

I DON'T GET IT



CLICK TO REVEAL



I DON'T LIKE IT



CLICK TO REVEAL



I DON'T LIKE YOU



CLICK TO REVEAL



MCKINSEY CHANGE BEHAVIOUR

Now we understand the different levels of resistance, let's now take a look at how we can change behaviours with our teams. Here are 4 key points to consider in the McKinsey behaviour model. This will help you to understand your team and how you can support them and manage resistance.

- 1 ROLE MODEL** - Be that pace car leader, inspiring your team so they have someone they can look up to and trust. By sharing your teams successes they will see how leading the way will start to change their behaviours.
- 2 UNDERSTANDING** - If we don't understand something the chances are it's going to feel so distant to us that we are not going to bother to find out more. It's about questioning what is being asked of me, does this make sense? Can I see a benefit to doing this? It's about gaining information with your Reps and Leaders to find common ground.
- 3 DEVELOPING** - You then need to help support and coach them to develop. It's about giving them the tools and the training that is available. By booking in 1:1s this will give your team the confidence to succeed and action the changes to their behaviours.
- 4 STRUCTURE** - Share the bigger picture, brainstorm ideas and come up with a plan of action but allowing them to own that plan is really important and this will give them structure. Remember to hold them accountable and support them in achieving their goals.

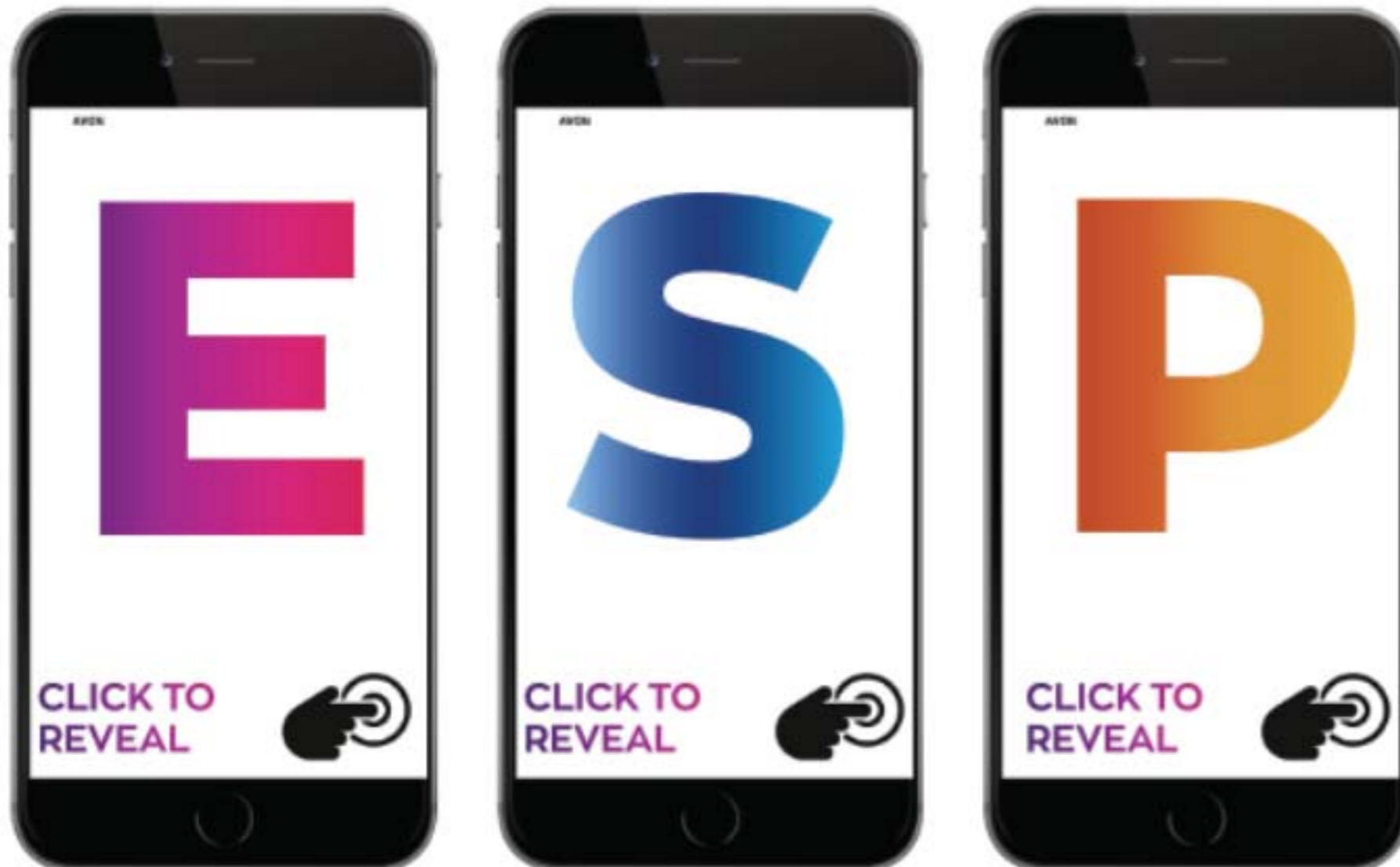
HAVING THOSE CONVERSATIONS



If you have an important message to deliver it's time to think about the conversation first. It's then time to reach out to your team member, set some time aside and agree together.

Make sure you have all the information to hand, come prepared for the conversation and this will help to keep you on track. Be confident, be reassuring, be excited and enthusiastic to deliver the news.

A great way to share challenging information is to follow these 3 steps:



CHECK-IN AND FOLLOW UP



It is important that after delivering a message or having a conversation that we allow the Rep or Sales Leader to have some time to digest the information they have just been given.



Remember to be mindful that people can be reactive in the moment so it is always best to allow time for them to process the information.



After 48hrs drop them a message or give them a phone call to see how they are and if they need any further support from you.



Agree on a date and time to book in a 1:1 to discuss a plan of action.

LET'S PUT **ESP** TO THE TEST!

EXPLAIN SAY PURPOSE

SCENARIO

A team members digital sales have dropped dramatically this campaign and you as a Sales Leader want to find out why.

Click the button below and chose the correct solution to the scenario.



“
**YOU CREATE
BEAUTY WITH
YOUR ATTITUDE,
YOUR BEHAVIOUR,
YOUR ACTIONS...
IT'S ALL UP TO
YOU!**”



AVON