Leading change

Helen Bevan
@HelenBevan

Goran Henriks
@GoranHenriks
Our leadership of change topic today: Resistance to change

Any force that stops or slows movement
Why do organisational change programmes fail to achieve their objectives?

The majority of reported reasons are related to resistance to change.

- Employee resistance to change: 39
- Management behavior does not support change: 33
- Inadequate resources or budget: 14
- Other obstacles: 14

Source: McKinsey & Co
Our hypothesis:

Perspective taking is THE most important factor when it comes to addressing resistance to change
Activity

Introduce yourself to others on your table and talk about a situation when you have felt resistant to change.
Six Thinking Hats

Edward deBono's parallel thinking for effective problem solving and exploring new ideas
Edward de Bono's 6 Thinking Hats

**BLUE HAT-Process**
The Big Picture/Thinking about Thinking  
What thinking is needed?  
Where are we now?  
What do we need to do next?

**RED HAT-Feelings**
Intuition, hunches, instinct.  
How do I feel about this?  
What do I like about these feelings? (do not like?)

**YELLOW HAT-Benefits**
The Positives  
Why is this a good idea?  
What are the advantages and benefits?

**WHITE HAT-Facts**
What do I know?  
What do I need to find out?  
How will I get the information I need?

**GREEN HAT-Creativity**
What new ideas are possible?  
What is my suggestion?  
How can this be changed or improved?

**BLACK HAT-Caution**
The Negatives  
What problems could arise?  
What are the disadvantages?
Why is resistance to change a good thing?
• What are the best aspects of resistance to change?
• What works well in resistance?
• What’s wrong with resistance to change?
• What harm does it cause?
• What are the risks in resistance to change?
• What are the possibilities for resistance to change?

• How can we overcome the black hat (negative) issues and reinforce the yellow (positive) ones?

• How could we use resistance to change in different ways?
• What are your feelings about resistance to change?
• What does your intuition tell you about it?
• What are the facts about resistance to change?
• What do we want to know?

White hat
• What thinking is needed about resistance to change?
• Where are we now?
• Where do we need to go from here?
Goran’s perspective on resistance to change

Helen Bevan
@HelenBevan

Goran Henriks
@Goranhennriks
• The market and healthcare systems presuppose scarcity, but information is available in abundance and can only be limited by artificial rules and laws, such as copyrights and patents.

• If future researchers are serious that we live in an "information society” then the current economic system has become old
Predictions for the world in 2030

• All products have become services
• There is a global price on carbon
• US dominate is over. We have a handful of global powers
• Farewell hospitals, hello home-spital
• We are eating much less meat
• Today´s Syrian refugees, 2030 CEO:s
• The values that built the West have been tested to breaking point
• By the 2030s we´ll be ready to move humans to the red planet

The constraining effect of routine thinking

Using provocation and movement
Gung Ho!

- Meaningful duties
- Control that the aim will be obtained/achived?
- Encourage others

High Five!

- Pointing out the purpose and values
- Development team skill
- Found the team spirit
- Constant encouragement

The One Minute Manage Builds High Performing Teams

- Conditions, purpose and values
- Attention and appreciation
- Utility and productivity
- Group flexibility
- Commitment
- Relationships and communication
- Responsibility and authority

Meaning

Mastery

Connectivism

Membership

Reference: Blanchard, Bevan, Bisognano
Myron´s maxims

• People own what they create
• Real change take place in real work
• The people that do the work do the change
• Start anywhere but follow it everywhere
• Keep connecting the system to itself
• The process we use to get to the future determines the future we get

http://www.heartoftheheart.org/?p=1196
So much better

To create yourself through someone else or to create someone else through yourself.

The ability to understand but also to see the process that someone else has been into/ or the part of.
If you do my thing and I do your thing then both of us will grow.
In this way, the value for those we are here for increases.

Create a feeling and atmosphere for learning and sharing

Co-learning?
Coaching. Empowerment and leadership

The practice of adaptive Confidence
Means that we are willing to enter uncertain situations

Because we have a higher purpose and we are confident that we can learn and adapt as we move forward

Robert E Quinn
The coaching process
*Pemberton 2006*

Coaching as a Leadership Style
*The art and Science of Coaching Conversations for Healthcare Professionals*
*R.F Hicks 2014*
SUPPORT
• Encourage
• Comfort
• Strengthen
• Validate
• Reinforce

Challenge
• Confront
• Question
• Test
• Dare
The Clearing

• Deep in the forest there’s an unexpected clearing that can be reached only by someone who has lost his way.

Tomas Tranströmmer
Helen’s perspective on resistance to change
Helen’s perspective on resistance:

- **Old Power**
  - Currency: Held by a few
  - Pushed down
  - Commanded
  - Closed
  - Transaction

- **New Power**
  - Current: Made by many
  - Pulled in
  - Shared
  - Open
  - Relationship
Let’s think about “resistance” in old/new power terms
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- Change can be planned and managed through a rigorous process
- Resistance is a force to overcome
- Resistance prevents change
- Change agents must diagnose, manage and/or overcome resistance
- Resisters can otherwise be known as “laggards”, “blockers”, “in denial”
Resistance to change: the old power mindset
An example “old power” transformation programme

Source: Sewell (2015) : Stop training our project managers to be process junkies
Old power mindset: the role of the change agent

“The role of the change agent is to recognise the causes of resistance and address each one. If this is not done, then the change will be much harder to implement successfully and may not succeed at all”

David Stonehouse

The change agent: the manager’s role in change
British Journal of Healthcare Management, Vol. 19, Iss. 9, 09 Sep 2013, pp 443 - 445
Let’s think about “resistance” from old/new power perspective

- Change can be **planned** and **managed** through a rigorous process
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- Resistance **prevents** change
- Change agents must **diagnose, manage** and/or **overcome** resistance
- **Resisters** can otherwise be known as “laggards”, “blockers”, “in denial”
- Change in human systems is often **emergent** and hard to predict
- Change results from **connections and interactions** stimulating different viewpoints, shaping how people think about things
- Resistance is an inevitable **consequence** of a **complex change process**
- Resistance should be **embraced** and **rolled with**
Is your change programme a cathedral or a bazaar?

http://www.unterstein.net/su/docs/CathBaz.pdf
“Change doesn’t rain down on us from on high. Rather, its stories are co-created and co-owned by the community. Or, at least they are if you want the change to stick”

Julian Stodd

"Resistant behaviour is a good indicator of missing relevance"

Harald Schirmer

New power mindset: the role of the change agent

1. Create the conditions for transformational conversations by asking questions that are focussed on future possibilities, by inviting diversity into the system and by being welcoming

2. Create opportunities for everyone to express their views, spot opportunities and build on each other’s ideas

3. Create ways for people to reflect together to find meaning, understanding and shared purpose in the change

Source: Peggy Holman

"Awareness is the greatest agent for change."
- Eckhart Tolle

Source of image: rachtalks.pressprestige.com
“people will support what they help create.”

post-it note at the front reception in Office Nomads, a coworking space in Portland, OR.
50 Reasons Not To Change

- It's too expensive.
- We'll catch flak for that.
- We've always done it this way.
- It won't fly.
- We don't have the equipment.
- We didn't budget for it.
- That's someone else's responsibility.
- It's too ambitious.
- No one asked me.
- We didn't have the authority.
- It will take too long.
- It's hopeless.
- It won't fly.
- It's too complicated.
- No es mi problema.
- It's contrary to policy.
- We have too many layers.
- They won't fund it.
- It's too radical.
- It's not my job.
- Another department tried that.
- They're too entrenched.
- We're waiting for guidance on that.
- There's too much red tape.
- It's not our problem.
- It needs more thought.
- We tried that before.
- We don't have the staff.
- We tried that before.
- There's not enough time.
- There's no clear mandate.
- We're doing OK as it is.
- It can't be done.
- It needs committee study.
- We tried that before.
- Another department tried that.
- It will never fly upstairs.
- It's against tradition.
- They don't really want to change.
- Maybe. Maybe not.
- I'm all for it, but . . .
- We've never done that before.
- It needs committee study.
- I'm falta ánimo.
- They don't really want to change.
- It's too visionary.
Go For No!

YES is the destination
NO is how you get there

RICHARD FENTON & ANDREA WALTZ

C http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #1...
Instead of avoiding Rejection... Increase it.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #2...
Don’t Take it Personally. It’s not about you.

HMMMM... I THINK IT’S TIME TO GO FOR NO!

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #3...
Respond Positively.
Don’t react badly.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #4...

See ‘NO’ as an opportunity. Value it.

Source: http://www.slideshare.net/AndreaWaltz/gfn-slidesharegfnhandling-rejectionpositively
Key #5...
Make it a personal PERFORMANCE target.

How many NO'S SHOULD I TRY FOR THIS WEEK?
Key #6...

Understand that NO does not mean NEVER.
You don’t know you’re going to get a “No” until you ask, and if you don’t ask, you’ve given yourself the “No”

Jack Canfield
Research from the sales industry:
How many **NOs** should we be seeking to get?

- **2%** of sales are made on the first contact
- **3%** of sales are made on the second contact
- **5%** of sales are made on the third contact
- **10%** of sales are made on the fourth contact
- **80%** of sales are made on the **fifth to twelfth** contact

Source: [http://www.slideshare.net/bryandaly/go-for-no](http://www.slideshare.net/bryandaly/go-for-no)
“Papers that are more likely to contend against the status quo are more likely to find an opponent in the review system—and thus be rejected—but those papers are also more likely to have an impact on people across the system, earning them more citations when finally published”

V. Calcagno et al., “Flows of research manuscripts among scientific journals reveal hidden submission patterns,”
The single biggest problem in communication is the illusion that it has taken place

George Bernard Shaw
“If your horse dies, get off it"

Cherokee proverb

Source of image: fenwickgallery.co.uk
“Mr. Gorbachev, Tear Down This Wall!”

President Reagan, Brandenburg Gate June 12, 1987
What was your tear down this wall or open this gate moment?
Who am I?
Who am I?

This man could be my chance!

Why should I save his hide?
Why should I right this wrong
When I have come so far
And struggled for so long?
If I speak, I am condemned.
If I stay silent, I am damned!
I am the master of hundreds of workers.
They all look to me.
How can I abandon them?
How would they live
If I am not free?
If I speak, they are condemned.
If I stay silent, I am damned!

Who am I?
Can I condemn this man to slavery
Pretend I do not feel his agony
This innocent who bears my face
Who goes to judgement in my place
Who am I?
Can I conceal myself for evermore?
Pretend I’m not the man I was before?
And must my name until I die
Be no more than an alibi?
Must I lie?
How can I ever face my fellow men?
How can I ever face myself again?
My soul belongs to God, I know
I made that bargain long ago
He gave me hope when hope was gone
He gave me strength to journey on

[He unbuttons his shirt to reveal the number tattooed to his chest]

And so Javert, you see it's true
That man bears no more guilt than you!
Who am I?