

Managing Resistance to Change

What does resistance look like?



What is Resistance?

Resistance is the push-back one experiences when trying to change or improve a process or system.....

Expressions of Resistance

Refusal

Passive:

- “we didn’t have enough time to meet/test/measure”
- excuses

Active:

- “absolutely not”
- “not in my job description”
- “you can’t tell me what to do” – “you’re not my supervisor”

Expressions of Resistance (2)

“My patients are sicker...”

“That’s fine for them, but it won’t work here – we’re different”

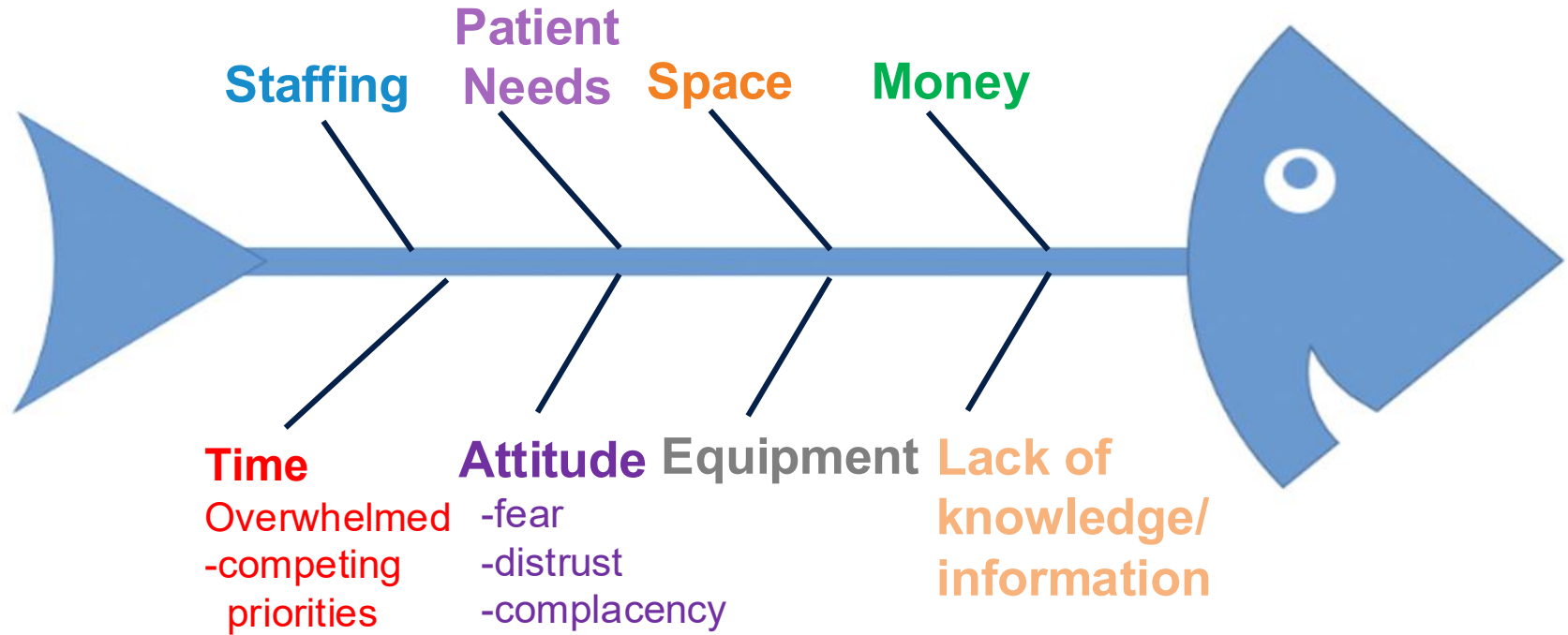
We don’t have the

Other? (what have you heard or seen?)

A large red speech bubble with a white drop shadow, pointing downwards. Inside the bubble, the text "Why do people resist?" is written in white, bold, sans-serif font.

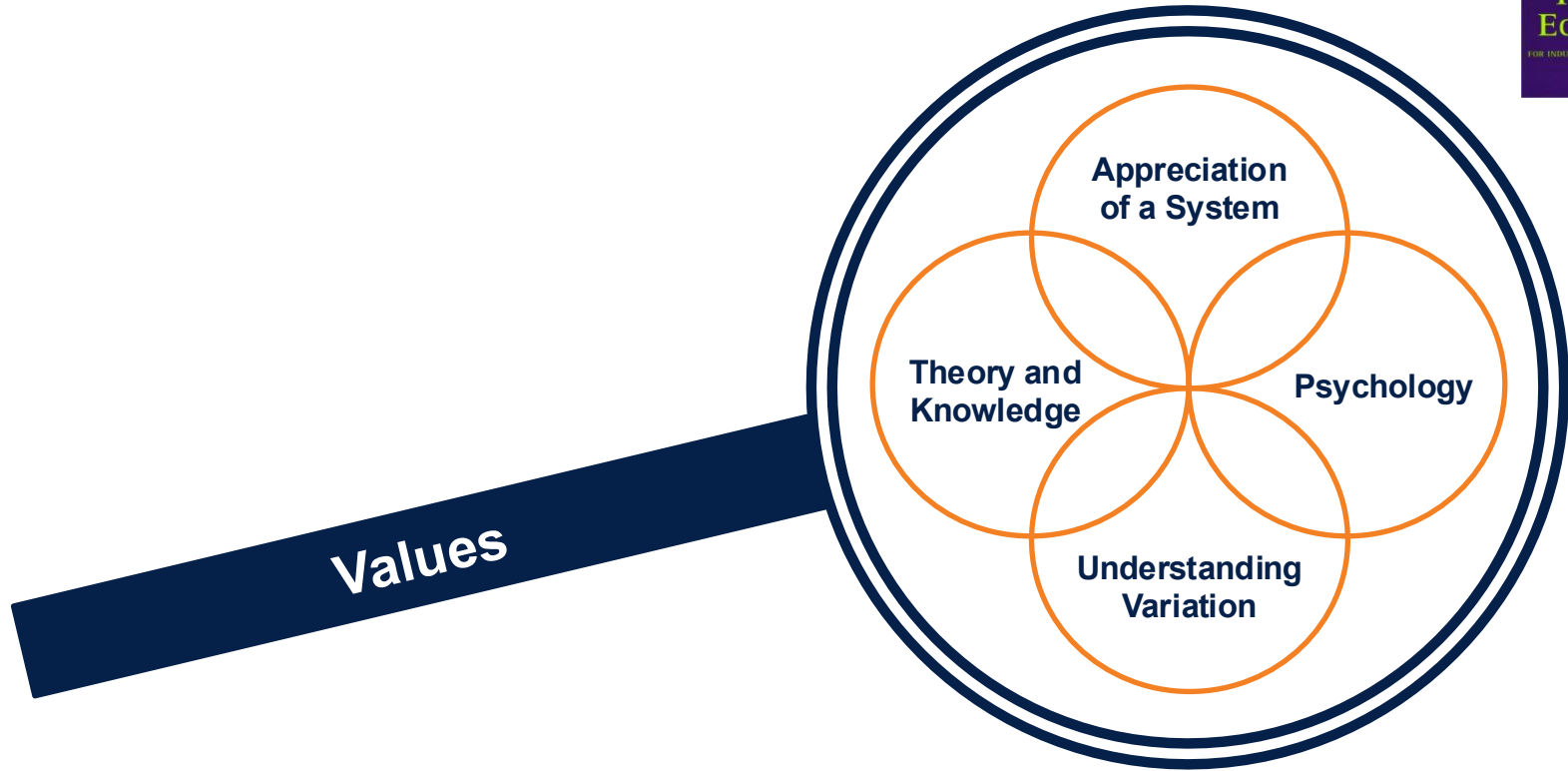
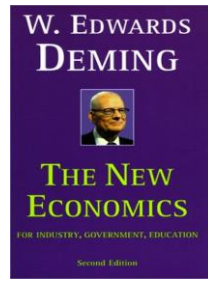
**Why do people
resist?**

Why do people resist?



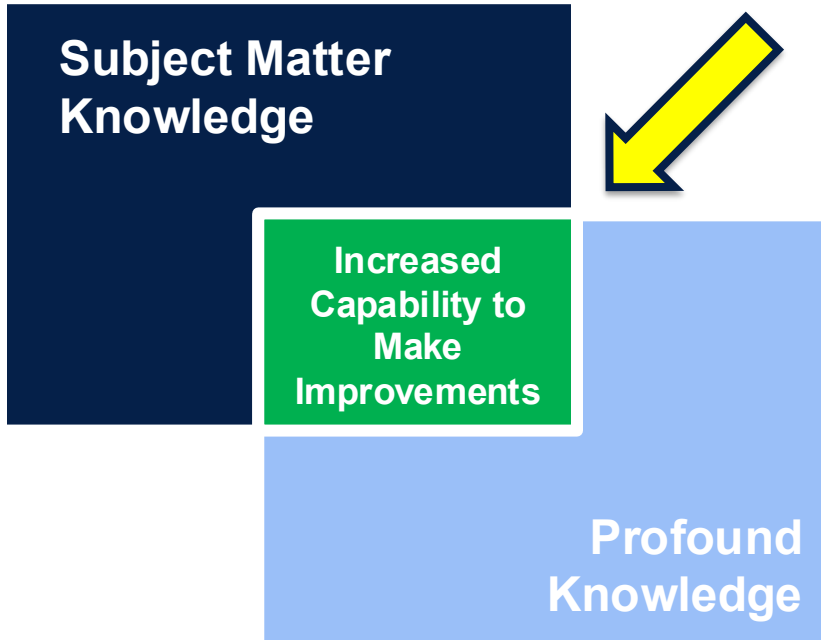
**What can we do
about it?**

Theory of Profound Knowledge



Courtesy: Lloyd Provost

Subject Matter and Profound Knowledge



Learn to combine subject matter knowledge and profound knowledge in creative ways to develop effective changes for improvement.

Framework for Managing Change and Resistance

Managing Resistance to Change

Symptoms of not making progress ...

- Confusion
- Anxiety
- Gradual change
- Frustration
- False starts

Managing Resistance to Change

Strategies for making progress ...

- Vision
- Skills
- Incentives
- Resources
- Action plan

Managing Complex Change

Villa, R.A. & Thousand, J.S. (eds.) (1995). Creating an Inclusive School. Alexandria, Va: Association for Supervision and Curriculum Development.

Vision	Skills	Incentives	Resources	Action Plan	Outcome

Managing Complex Change

Vision	Skills	Incentives	Resources	Action Plan	Outcomes
No Vision					

Managing Complex Change

Vision	Skills	Incentives	Resources	Action Plan	Outcomes
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		No Incentives			Gradual Change

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Managing Complex Change

Symptom	Vision	Skills	Incentives	Resources	Action Plan
Confusion					

Managing Complex Change

Symptom	Vision	Skills	Incentives	Resources	Action Plan
Confusion		Skills	Incentives	Resources	Action Plan

Managing Complex Change

Symptom	Vision	Skills	Incentives	Resources	Action Plan
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Anxiety					

Managing Complex Change

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Managing Complex Change

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Gradual change					

Managing Complex Change

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Managing Complex Change

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Managing Complex Change

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Managing Complex Change

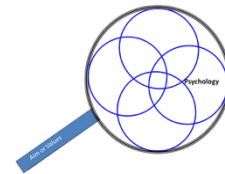
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False Starts					

Managing Complex Change

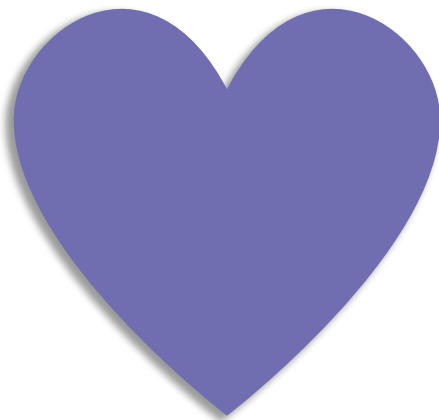
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False Starts	Vision	Skills	Incentives	Resources	

Intrinsic and Extrinsic Motivation

Psychology
The Human Side of
the Science of
Improvement



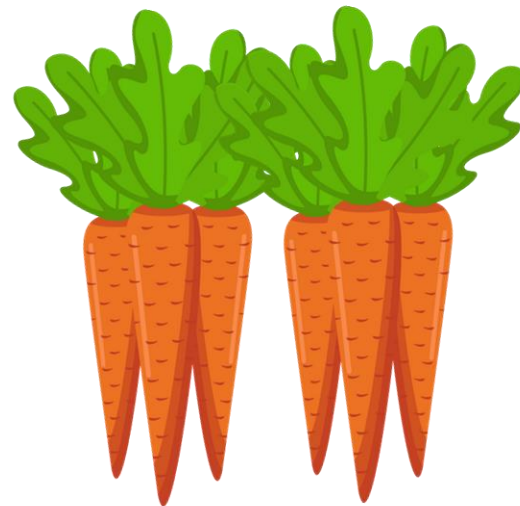
Intrinsic Value



Belonging
Power
Mastery
Autonomy
Meaning
Learning
Love
Fun

Extrinsic Rewards

Points
Levels
Leaderboards
Gold Stars
Progress Bar
Quests
Money
Prizes



Engaging the Heart and the Head

See-Feel-Change

- Help people see
 - Dramatic, compelling stories
- Hit emotions
- Emotionally charged ideas change behavior

Analysis-Think-Change

- Give people analysis
 - Information from reports
- Data and analysis influences how we think
- New thoughts change behavior

Ideas to Manage Resistance

Ideas to Manage Resistance

Communicate

- Train/educate about the process, strategies
- Provide information about the need for change
- Change the message
- Change the messenger

Listen

- Individually and in groups
- Active listening
- Discuss hopes and fears
- Provide opportunities to vent

Ideas to Manage Resistance

Revel in the Pushback

- Confront the resistance
- Respect the resistor
- Don't label them negatively
- Embrace and use their knowledge

Be Strategic

- Use data
- Use tests
- Allow reinvention
- Create tension for change
- Show benefits/provide incentives



Questions or Comments



Acknowledgements

Barbara Boushon

Margaret Palumbo

Lloyd Provost