Overcoming Resistance to Change
Who is this person? Where’d she come from?

Nichols Institute Diagnostics Inc
Top 10 Inventions of all Time

Based on developments that propelled our society to the greatest extent.

1. Wheel
2. Printing Press
3. Light Bulb
4. Language
5. Automobile
6. Television
7. Paper
8. Harnessing electricity for use
9. Microscope
10. PC's

That Will Never Work Here!
What about these people?

“There is no reason for any individual to have a computer in his home.”
(Ken Olsen, president Digital Equipment Corporation, 1977)

“The Beatles have no future in show business.”
(Decca Records executive, 1962)

“There is no chance that the iPhone is going to get any significant market share. NO CHANCE.”
(Steve Ballmer, former Microsoft CEO, 2007)

“In the future, everyone will be world-famous for fifteen minutes.”
(Andy Warhol, Artist, 1968)
If the Outcome is Good, Why Do We Still Resist?

“I’ve seen this before. Combustion due to extreme resistance to change.”

“That’s the international symbol for don’t rock the boat.”

“I want you to find a bold, innovative way to do everything exactly the same way it’s been done for 25 years.”

“If you wait long enough, difficult people either quit, retire or die. That’s my management style.”
*Based on the Kubler-Ross Change Curve
Where is Your Team?

- **“Blockers”**
  - Will never change
  - Will change when there is no other option
  - Will change

- **50%**
  - Wait to see what happens

- **“Champions”**
  - Get included at the first opportunity
  - Lead the change

- 5%

- 20%

- 20%

- 5%

- Actively resist change
- Go with the flow
- Actively welcome change

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Thought Leaders

Kurt Lewin (1890-1947)
Father of organizational psychology

Chris Argyris (1923-2013)
Pioneer of organizational development

John Kotter (1947-)
Thought leader in change management

Eli Goldratt (1947-2011)
Applied cause-and-effect logic, grounded in practice
‘Layers of Resistance’
Do People *Really* Resist Change?

Do People Resist Change?

Isn’t It Obvious?

https://www.youtube.com/watch?v=hcZlaZ60k7w
Understand What’s Behind the Resistance

<table>
<thead>
<tr>
<th>Change</th>
<th>Positive (-)</th>
<th>Negative (-)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pot of Gold</td>
<td>I’ll change because the result of the change is POSITIVE - something I really want/desire</td>
<td>I’ll change but the result of the change is NEGATIVE – not something I really want/desire</td>
</tr>
<tr>
<td>Mermaid</td>
<td>I don’t want to change because I can’t see the benefits of the change – I really like what I have</td>
<td></td>
</tr>
<tr>
<td>Don’t Change</td>
<td>Alligator</td>
<td>(I don’t want to change because I can’t see the benefits of the change – something I really don’t want/desire)</td>
</tr>
</tbody>
</table>
The Layers of Resistance - The Buy-In Process According to TOC

The Layers of Resistance originated from the Theory of Constraints (TOC) basic questions of change. Taken together, these three questions represent the buy-in effort:

1. **What to Change?** *(What is the problem we are attempting to address?)*
2. **What to Change to?** *(What is our solution to this problem?)*
3. **How to Cause the Change?** *(How to implement the solution?)*

Resistance typically originates from one (or all) three of these scenarios.
The Layers of Resistance – Level 1

What to Change?
Disagreement on the Problem

0) There is no problem
1) Disagreement on the problem
2) The problem is out of my control

Progressive Pam
You have to make an effort to climb that cliff because there is an alligator right behind you!

Wary Willy
What are you talking about? I don’t see any alligator.
The Layers of Resistance – Level 2

What to Change to?
Disagreement on the Solution

3) Disagreement on the direction for the solution
4) Disagreement on the details of the solution
5) Yes, but . . . the solution has negative ramification(s)

Progressive Pam
My way’s better!
And here’s why . . .

Wary Willy
No.
My way’s better!
Period!
The Layers of Resistance – Level 3

How to Cause the Change?

Disagreement on the Implementation

6) Yes, but … we can’t implement the solution
7) Disagreement on the details of the implementation
8) You know the solution(s) holds risk

Here’s how we’re implementing this

Details! I want details!

Progressive Pam

Wary Willy
Resistance is Caused by a Conflict*

Goal

Do my job effectively

Need

Service the urgent project

Action

Leave the current task and move to the urgent project

Do not jeopardize the current project

Stay with the current task

*This tool is called a Conflict Diagram

I'm OK. Are you?

Yep. I am!
Or the conflict I often have . . .

Goal

Be healthy

Need

It makes me happy

Action

I stick to my diet

*This tool is called a Conflict Diagram

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The Four Pillars – *a mindset for resolution*

1. **Inherent Simplicity**  
   (Overcome the perception that reality is complex – every situation is simple and harmonious)

2. **Every Conflict can be Removed**  
   (Don’t accept conflicts as a given)

3. **People are Good**  
   (Win-win is always possible. Avoid blaming)

4. **Never Say ‘I know’**  
   (Every situation can be substantially improved)
Structure Your Communication Approach

1. What We Need Agreement On
2. Who Needs to Say ‘Yes’
3. What We Communicate
4. The Sequence of Communication
<table>
<thead>
<tr>
<th><strong>Outline Your Talking Points</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In order to . . .</strong></td>
</tr>
<tr>
<td><strong>What to Change?</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>We have a problem</strong>, or are missing out on the <strong>Pot of Gold</strong>.</td>
</tr>
<tr>
<td><strong>What to Change to?</strong></td>
</tr>
<tr>
<td></td>
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<tr>
<td></td>
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<tr>
<td>**We show how solution and implementation bring the <strong>Pot of Gold</strong> and/or remove the <strong>Alligator</strong>.</td>
</tr>
<tr>
<td><strong>How to Cause the Change?</strong></td>
</tr>
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<td></td>
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<td></td>
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<tr>
<td>**We eliminate the need for <strong>Crutches</strong> (or the need to leave it behind) and while eliminating the risk of needing a <strong>Mermaid</strong>.</td>
</tr>
</tbody>
</table>
Summary: Know What Your Dealing With

**Pot-o-Gold**
I will change because the result of the change is positive - something I really want/desire

**Mermaid**
I don’t want to change because I can’t see the benefits of the change – I really like what I have

**Crutches**
I will change but the result of the change is negative – not something I really want/desire

**Alligator**
I don’t want to change because I can’t see the benefits of the change – it’s not something I really want/desire
The layers of resistance shape how we develop arguments and build communications.

Key components . . .
1) What we need agreement on
2) Who needs to say ‘Yes’
3) What we communicate
4) The sequence of communication

That answer three questions:
1) What to change?
2) What to change to?
3) How to cause the change?
Good Stuff to Read

### Key points

- Separate people from the problem
- Focus on interests, not positions
- Work together to create options
- Negotiate successfully

### Key points

- Enter the room well prepared
- Know your objectives and the bottom line
- Negotiate from both sides of the table
- Nurture trust
- Think strategically

### Key points

- Why is common sense not common practice?
- Contradictions and conflicts
- Comfort zones

### Link to PDF

Coffee Time.

I’d love to hear your story.

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