

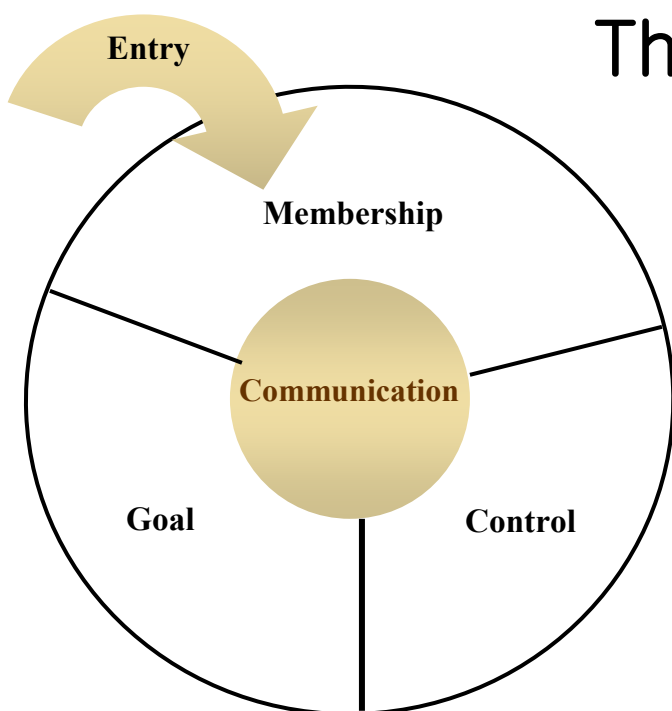


Change Leader

Leading Change & Meeting Resistance

Presentation for NASAA's
Leadership Institute
October 8, 2015

The Group Cycle



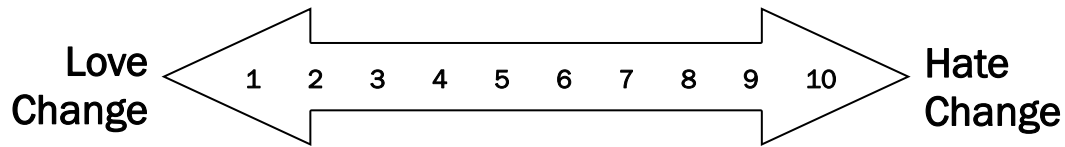
Membership: When a person first enters an organization or group, the first issues he or she encounters concern acceptance into the group. Answers to questions such as: “Will I fit in?” “Will others like me?” “Am I comfortable with this group?” are of utmost importance. Acceptance will increase when the person feels it is safe to honestly voice feelings, values, and beliefs.

Control: As soon as membership issues are explored concerns about control begin to surface. At this stage the person begins to explore questions such as: “Who has the most influence within the group?” and “What will my role be?” These issues are directly related to how the group is going to work together and the various positions of influence within the group.

Goal Formation: When a person feels that the membership and control issues are being addressed, attention will begin to shift toward the objectives and goals of the group. The integration of the person’s goals into the group’s goals become a core issue at this stage of the cycle.

Communication: Most important to this cycle is the ongoing communication. Every element of the cycle is dependent on communication between members of the group. The group cycle is a continuous process, and each element may be revisited many times.

The Change Continuum



Being an effective leader begins with understanding yourself. Knowing what motivates you, what your strengths and limitations are, and how you respond in different situations.

Along the same line, understanding and learning about those with whom you interact contributes to your effectiveness as a leader.

“The role of the Change Leader is to provide a process that will facilitate a specific change easily and effectively with the least resistance and with the most buy-in and support from the group members.”

- H.B. Karp, The Change Leader



Resistance

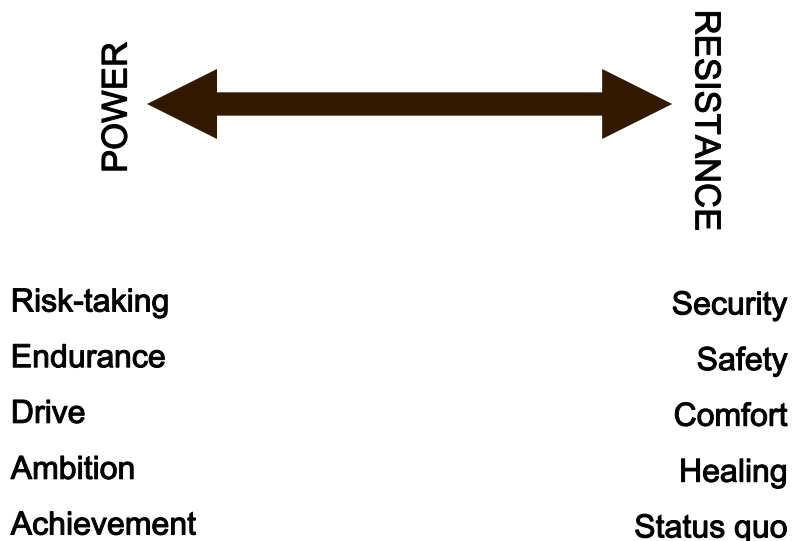
*“People don't
resist change.
They resist being
changed. ”*

Peter M Senge

Meeting Resistance

How resistance works

The Power / Resistance Dialectic



This dialectic describes how much capacity you have for pursuing what you want **versus** how much risk you are willing to take.

Resistance as a personal asset:

- Keeps you from getting hurt
- Improves your effectiveness
- Heightens your awareness of yourself
- Keeps you from becoming distracted

Resistance as an organizational asset:

- Differentiates talent
- Provides new information
- Produces energy
- Makes the environment safe

Meeting Resistance

Dealing With Resistance

- How do you deal with others who resist changes you are trying to make?
- How do you resist when someone is making a change with which you do not agree?

Breaks the resistance down
Avoids the resistance
Minimizes the resistance

Why default strategies don't work:

- They increase resistance
 - The win might not be worth the cost
 - They fail to create synergy
 - They create fear and suspicion
 - They separate us from others
- Pushes the
resistance
underground.*

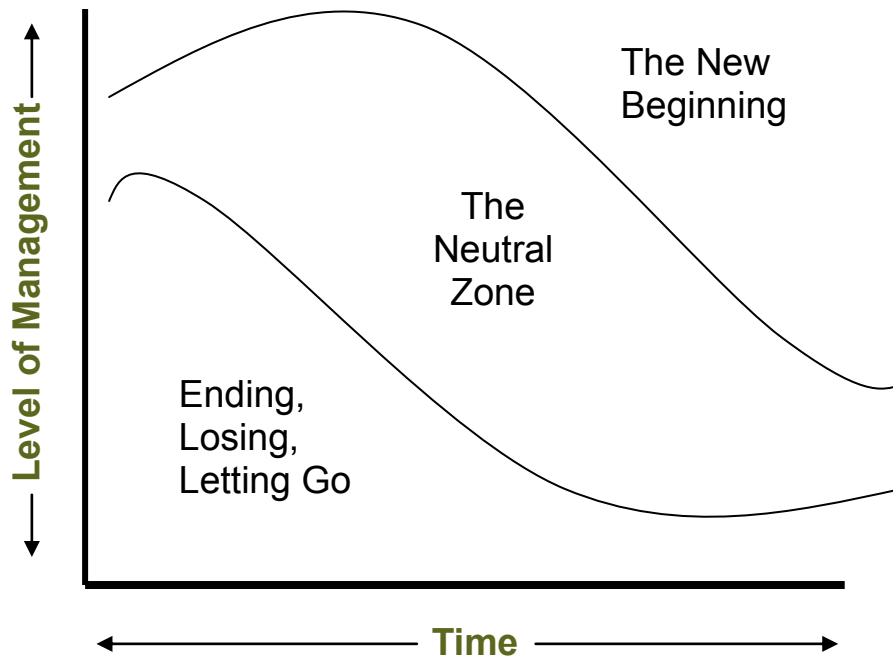
*Resistance is an individual
phenomenon; each person can
experience it only in his or her own
way, no matter what the
circumstances.*

Meeting Resistance

Leading Transition

1. Saying goodbye
2. Shifting into neutral
3. Moving forward

The higher a leader sits in an organization the more quickly he or she tends to move through the change process. Because a leader can see the intended destination before others even know the race has begun, senior managers often forget that others will take longer to make the transition; letting go of old ways, moving through the neutral zone, and finally making a new beginning.



Meeting Resistance

A Positive Approach

Two Assumptions:

1. Resistance is a positive force and needs to be honored rather than suppressed, avoided or minimized.
2. The resistance is there; the only choice you have is whether to surface it or leave it buried.

You are always better off having it surfaced.

PRECONDITION

Be Clear and Concise

- Be specific
- Time frames
- Specific outcomes
- Concrete behaviors needed
- “Sell” the change...put it in the best light

STEP ONE

Surface the resistance—Ask for all of it

- Make it **safe**
- Do **NOT** resell

STEP TWO

Honor the resistance

- **Acknowledge** the resistance
- **Reinforce** the right to resist
Look for information about what's important to them

STEP THREE

Explore the resistance

- **Authentic:** Directly focused on the change and has no objective other than to block or stop the change

OR

- **Pseudo-resistance:** Nothing to do with the change...usually grounded in experiences and attitudes that stem from the resistor's past.

STEP FOUR

Review

- Most change takes more than one meeting to initiate and implement
- Keep good written notes
- Use last 10 minutes to examine what was discussed and if anything was agreed to that requires follow-up.

Points to consider

- There still may be some resistance, that's okay- **Just Say 'Thanks'**
- Always look for the **Third Option**

Please take five minutes to complete questions 3 and 4

1. *AWARENESS*: At this moment, what are the forces that are driving change in your organization? List as many as you can think of, e.g. organizational policy, environmental conditions, legislators, state regulations, so forth.

2. *ROADBLOCKS*: List the forces that are blocking the change. Do not censor yourself.

3. *MY WANTS*: What do I want right now? What would you like to see happen right now? Do not try to justify your wants or be concerned about availability or practicality. Be specific.

4. *RESISTANCE*: How am I stopping myself from getting these things right now? How can I positively honor and work with the resistance around me?