Managing the Dynamics of Change: Overcoming Resistance

Jerry Jellison
jellison@usc.edu

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J Curve

<table>
<thead>
<tr>
<th>Performance</th>
<th>Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Positive</td>
<td>1</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
</tr>
<tr>
<td>Negative</td>
<td>3</td>
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</tbody>
</table>

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J Curve

Performance

Positive
Neutral
Negative

Time

Stage 1 – Static Quo

• “Why do I have to change?”
• “What does this mean for me? I’ll lose a lot and gain very little.
• “This will never happen…”
• “So, we’ve been doing things wrong.”
• I won’t be able to do this.

FEAR
ANGER
SELF DOUBT
J Curve

Performance

Positive
Neutral
Negative

Time

1 2 3 4 5

Monsters

Uncertainty

PAVE THE WAY TO TPA SUCCESS
Common Monsters

- Loss of job
- Financial losses
- Loss of power-autonomy
- Workload increase
- Onerous learning curve
- Disrupt career path
- Customer complaints
- Interfere with personal life

Negatives Consequences

J Curve

Performance

Positive

Neutral

Negative

Time

1  2  3  4  5

Pave the way to TPA Success

Pave the way to TPA Success
Stage 2 – Taking the Plunge

- “I told you so.”
- “I knew this was a mistake.”
- “I’ll never learn to do this.”
- “It’s only going to get worse.”
- “I want my mommy.”

**J Curve**

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**PAVE THE WAY TO TPA SUCCESS**

©
Stage 3 – Bottoming Out

- “I still don’t know what I’m doing.”
- “This is just luck.”
- “At least I’m not failing every time.”
- “Maybe I can sort of do this.”

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Performance

- Positive
- Neutral
- Negative

Time

1 2 3 4 5

**Discouraged**

**Relief**
Stage 4 – Gaining Confidence

- “This isn’t so bad.”
- “I’m better than I thought I was.”
- “We can deal with this if we ...”
- “This is kind of fun.”

**PLEASURE**

**CONFIDENCE**

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**J Curve**

- Positive
- Neutral
- Negative

Time 1 2 3 4 5

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Stage 5 – Mastery

- “Yes!”
- “Why did I wait so long?”
- “This old dog can learn new tricks.”
- “I’ll be more open to future changes.”

J Curve

Performance

Positive

Neutral

Negative

Time

1 2 3 4 5
Implications of the J Curve

- Accelerating the process of change
Implications of J Curve

- Accelerating the process of change
- Transformational and incremental change
Implemental Change

Performance/Productivity

Positive
Neutral
Negative

Time

Applications of J Curve

- Discuss with your team
- Realistic expectations – tolerate setbacks
INFORMATIONAL education; persuasion; etc.
Ye Olde Generic Change Speech

- Describe Goal/Vision
- Necessity of Change
- Acknowledge Challenges
- Irrevocable Commitment
- Lay Out Strategic Plan
- Promise Support
- Express Confidence

Reactions to Persuasion

- Fully Accept
- Ambivalent
- Resistant

PAVE THE WAY TO TPA SUCCESS
Implementation Strategy

- Focus on – People who fully accept and 1 key resister
- Focus on - 1 Change initiative
- Focus on - 1 Project in that initiative
- Focus on - 1st Phase of that project
- Focus on - 1st Steps in that 1st phase
Influence Techniques

INFORMATION - educate, give reasons

BEHAVIORAL - Activation

Top Down Model

Information change attitude

New attitude changes feelings

New behavior pattern adopted
Ground Up Model

Attitudes and feelings change

Experience the benefits of new way

Take action despite doubt & fear

PAVE THE WAY TO TPA SUCCESS

Do  Feel  Think

PAVE THE WAY TO TPA SUCCESS
J Curve

Performance

Positive

Neutral

Negative

Time

1 2 3 4 5

Activation Tools

• Divide change goals into small progressive actions

• Front load incentives

• Direct path - straight, easy, no distractions

• Empathize with negative reactions & feelings
1. Task (work/home) you’ve been procrastinating
2. People problem at work

Goal

Sub-Steps
<table>
<thead>
<tr>
<th>Global Generalizations</th>
<th>Psychological Processes</th>
<th>Broad Patterns of Behavior</th>
<th>Focused Behavior Patterns</th>
<th>Specific Behavior or Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prima Donna</td>
<td>Doesn’t: care...understand...want to</td>
<td>People Skills</td>
<td>Recognize high performance</td>
<td>Ground Level</td>
</tr>
<tr>
<td>Unprofessional</td>
<td>Be more: strategic...open-minded...creative</td>
<td>Improve sales</td>
<td>Complete monthly reportn</td>
<td></td>
</tr>
<tr>
<td>Lazy</td>
<td></td>
<td>Uncommunicative</td>
<td>Be on time</td>
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<tr>
<td>Rigid</td>
<td></td>
<td>Reduce error rate</td>
<td>Polite to Customers</td>
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<td>Self-centered</td>
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<td></td>
<td></td>
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<tr>
<td>Two-faced</td>
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**Drawbacks of High Altitude Words**

- Problems seem too big to solve
- People don’t understand exactly what to do
- Easy for other person to resist
- Easy to make promises
Specify situations - divide and conquer

- In what situations does the problem occur?
  
  e.g. meetings, 1 on 1, customers, discussing new ideas, etc.

Specify behaviors

- What actions do you want the person to take?
- What would a top performer do?
- What would it look (sound) like?
- What would s/he do first, second, etc.?
2 Steps to Ground Level

Specify situations - divide and conquer

• In what situations does problem occur?
  e.g. meetings, 1 on 1, customers, discussing new ideas, etc.

Specify behaviors

• What actions do you want the person to take?
• What would a top performer do?
• What would it look (sound) like?
• What would s/he do first, second, etc.?

Common Strategic Initiatives

• New business plan
• Structural re-organization
• New system or process  e.g. performance mgmt.
• Merger or acquisition
• Culture change – new value e.g. innovation, service
<table>
<thead>
<tr>
<th>Global Generalizations</th>
<th>40,000 ft.</th>
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<tbody>
<tr>
<td>Excellence Quality Innovation</td>
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<td>Quality Culture Innovation</td>
<td></td>
</tr>
<tr>
<td>Customer Service Accountability</td>
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<td>Drive-Motivation Open-minded</td>
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<td>High Standards Right Values</td>
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<tr>
<td>Positive Attitude Assume Responsibility</td>
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<table>
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<tr>
<th>Broad Patterns of Behavior</th>
<th>20,000 ft.</th>
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<tbody>
<tr>
<td>Improve performance</td>
<td></td>
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<tr>
<td>Propose creative ideas</td>
<td></td>
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<tr>
<td>Better People Skills</td>
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<tr>
<td>Reward successes</td>
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<table>
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<th>Focused Behavior Patterns</th>
<th>10,000 ft.</th>
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<tbody>
<tr>
<td>Take reasonable risks</td>
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<tr>
<td>Experiment with pilot projects</td>
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<tr>
<td>Transfer other people’s solutions</td>
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<tr>
<td>Praise top performance</td>
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<td>Provide incentives</td>
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<td>Celebrate major victories</td>
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<th>Specific Behavior or Outcome</th>
<th>Ground Level</th>
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<tbody>
<tr>
<td>Specific Behavior or Outcome in Specific Situations</td>
<td></td>
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Create a **GLIDE** path

**Ground Level** words to communicate specific actions

**Incentives** - front load rewards
Front Loading Benefits

- General Words of Encouragement
- Praise praise praise

Ground Level communicate specific actions
Incentives front loading benefits
Direct path simple and easy to get started
remove barriers and obstructions
provide your personal assistance
Ground Level words to communicate specific actions

Incentives front loading benefits

Direct path Make first steps easy
Remove barriers and obstructions
Provide your personal assistance

Empathize with their negative reactions

Common Resistance

• “This will never work.”
• “This is so ...(frustrating; hard; confusing).”
• “We’ve tried this before.”
• “I like the old way of doing things.”
**Bamboo Technique**

**BEND** – acknowledge their feelings

**SPRING BACK** – refocus on action

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**Common Resistance**

- “This will never work.”
- “This is so ...(frustrating; hard; confusing).”
- “I like the old way of doing things.”
- **DON’T SAY:** “I know how you feel.”
Progressive Change Strategy

• Select one specific project/goal
• Goal should be easy to achieve
• Remove barriers to taking first steps
• 1-2 people who provide social support
• Plan for setbacks
• Define metrics for performance
• Recognize and celebrate significant advances

Implementation Strategy

• Focus on – People who fully accept and 1 key resister
• Focus on 1 Change initiative
• Focus on 1 Project in that initiative
• Focus on 1st Phase of that project
• Focus on 1st Steps in that 1st phase
IF you take action X,

THEN you’ll receive reward Y

Power of Positive Doing

• Focus on one change goal at a time
• Design a progressive action path
• Be specific – define steps at ground level
• A lapse is not a relapse
• Create opportunities
Strategic goal

Action Steps
1
2
3
4
5
Create a Direct Action Path

What would it take to make the first step easy?
What obstacles do people anticipate with the plan?
What problems might come up on this path?
How could you deal with those problems?
What temptations/distractions might interfere?
When might your personal assistance help people?