

Day 3

Day 1 Leadership

Day 2 Strategy

Day 3 Motivation, resistance and conflict



Rogers (2003)

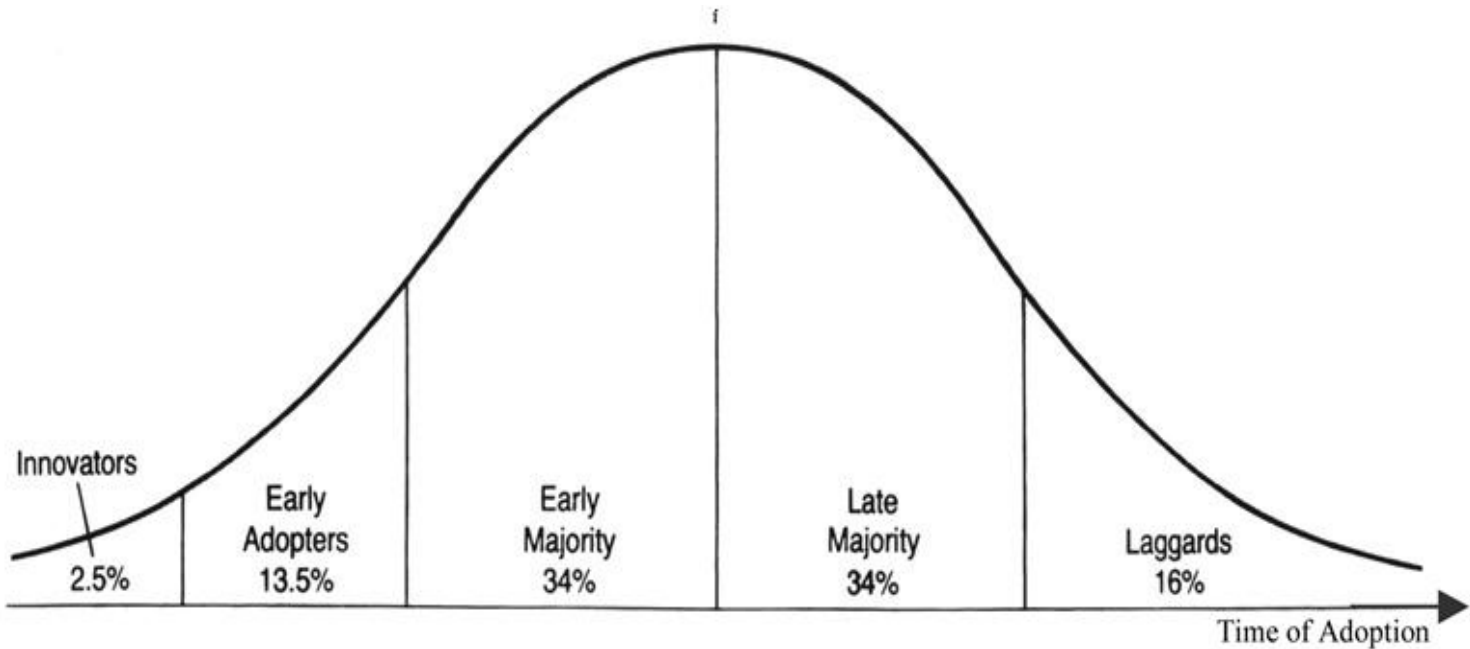
Diffusion of innovations





Rogers

Diffusion of innovations





Tessa Basford and Bill Schaninger

The four building blocks of change.pdf - Adobe Acrobat Reader DC

Bestand Bewerken Beeld Venster Help

Start Gereedschappen The four building bl... x Aanmelden

100%

Exhibit

The influence model, with its four building blocks of change, still works.

Why it works
People mimic individuals and groups who surround them—sometimes consciously, and sometimes unconsciously.

Role modeling
"I see my leaders, colleagues, and staff behaving differently."

Why it works
People seek congruence between their beliefs and actions—believing in the "why" inspires them to behave in support of a change.

Fostering understanding and conviction
"I understand what is being asked of me, and it makes sense."

Developing talent and skills
"I have the skills and opportunities to behave in the new way."

Reinforcing with formal mechanisms
"I see that our structures, processes, and systems support the changes I am being asked to make."

Why it works
You can teach an old dog new tricks—our brains remain plastic into adulthood.

Why it works
Associations and consequences shape behavior—though all too often organizations reinforce the wrong things.

2



1. What motivates people?

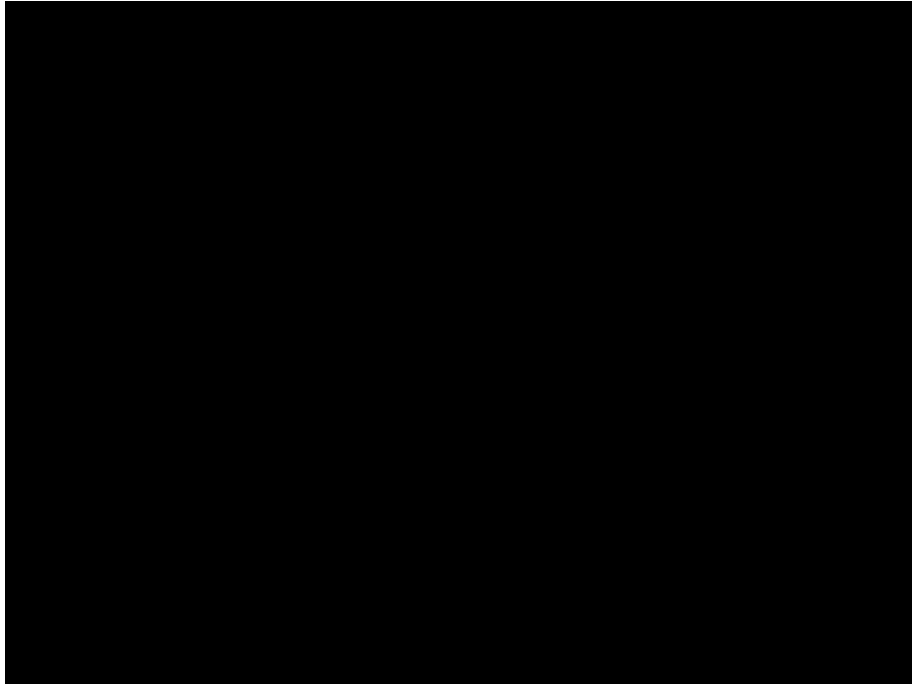




2. What is resistance?



BRONZE ORIENTATION DAY IN THE STONE AGE





Your experiences

1. Self
2. Others



RESISTANCE

is an expression of reservation which normally arises as a response or reaction to change. This is often interpreted as any actions perceived as attempting to stop or alter change.



Ajzen/Metselaar

The theory of planned behavior



Icek
Ajzen



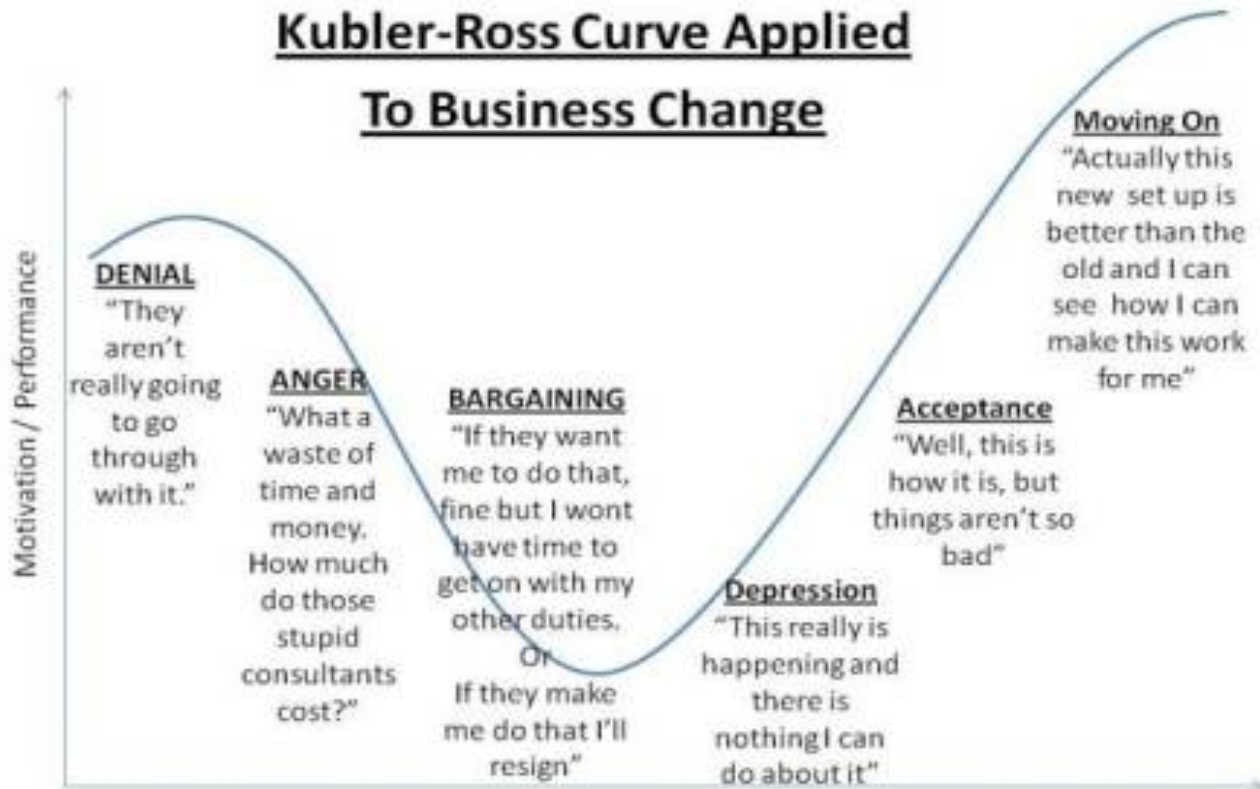
Support model, Theory E

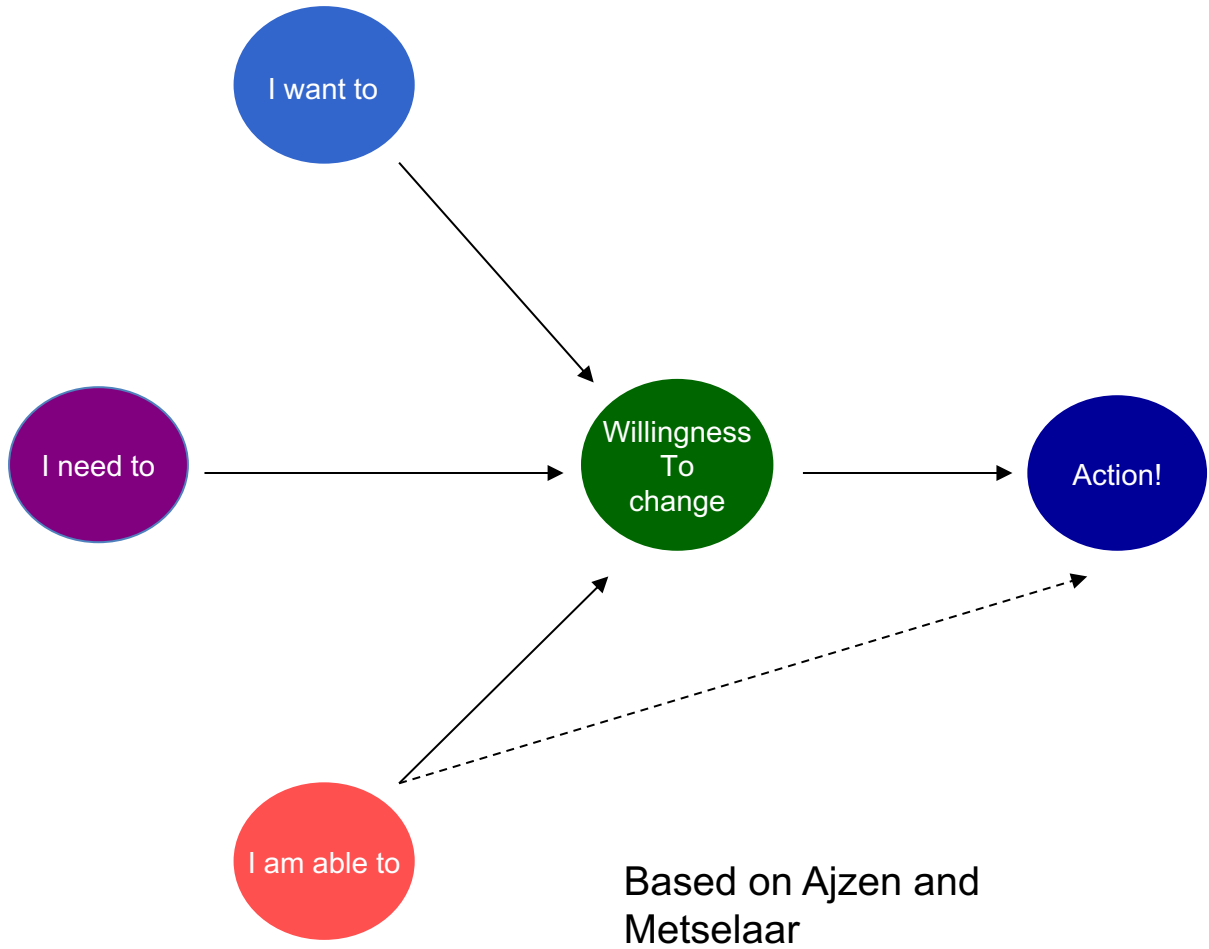


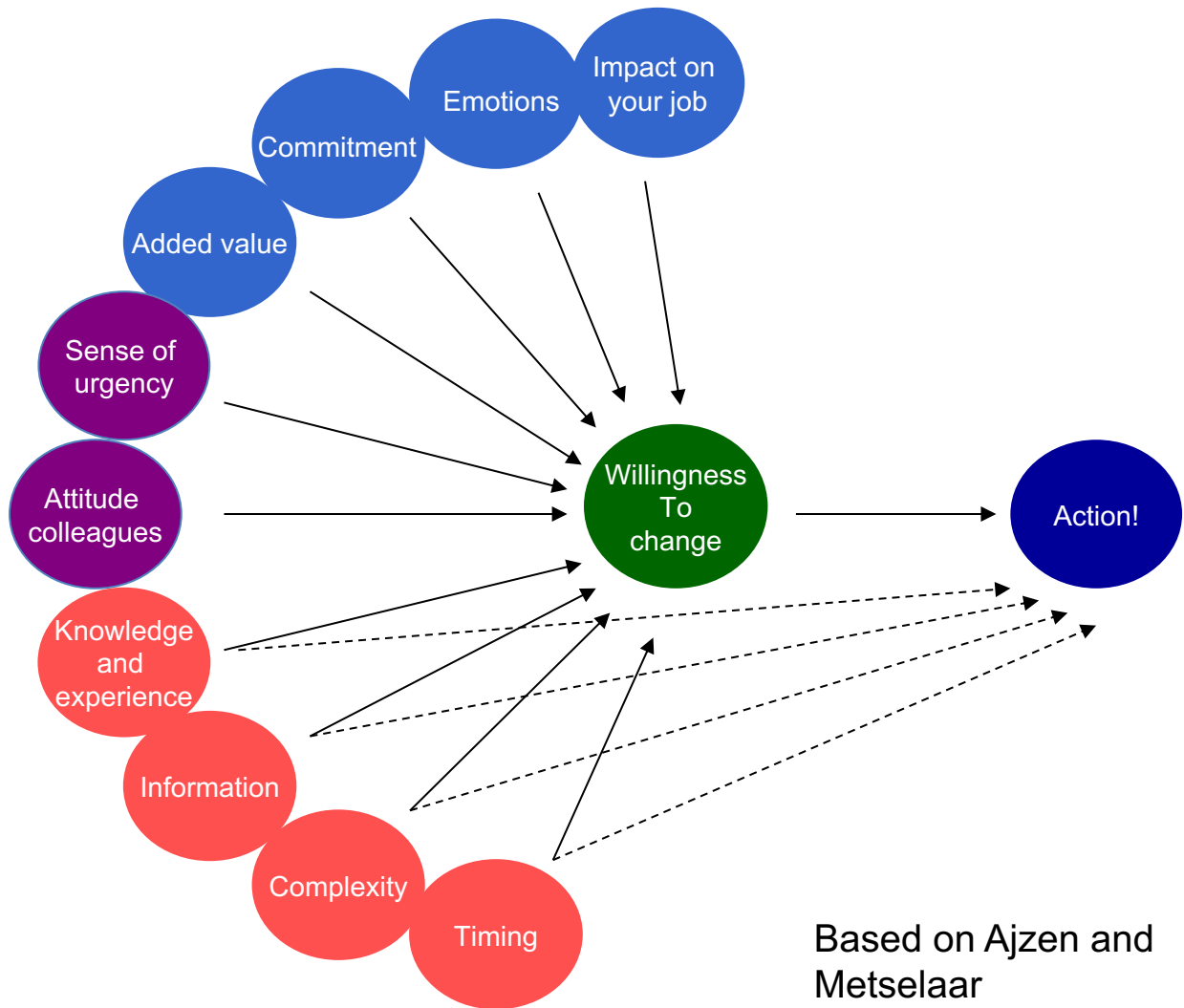
Metselaar, E.
and Cozijnsen,
A. (1998)



Kubler-Ross Curve Applied To Business Change







Based on Ajzen and
Metselaar



What to do?



Incentives?

Model for Managing Complex Change



Adapted from Knoster, T. (1991) Presentation in TASH Conference. Washington, D.C. Adapted by Knoster from Enterprise Group, Ltd.



It depends on the cause

Not willing needs *convincing, coaching*

Not feeling the need, needs *pressure (internal, social or external)*

Not being able needs *information, training*



Be glad with resistance

1. Impact on your job: negotiate

- **Organize selfreflection (intervision)**
- **Career discussion**
- **Job rotation**

2. Emotions: coach

- **Celibrate successes**
- **Behavior that gets appraised, is repeated**
- **Be an example yourself: Start your own (personal) PDCA**
- **Feedback the (intermediairy) results**



3. Commitment: convince

- ***Dabar***
- **Do a pilot**
- **Start from and use existing initiatives**

4. Added value for the organisation

- **Explain, show, debate, dialogue**

5. Sense of urgency: mobilize

- **Let *them* say it.**
- **Use experienced people/ benchmarking**



6. Attitude colleagues: build teams

- **Who are the advocates of this idea?**
- **Use advocates**

7. Knowledge and experience: train

- **Train people, let them study, *peer coaching***
- **Exchange with others, networking**
- **Also within CARIBBEAN (SYNERGY!!!)**

8. Information: tell

- **Spread the news (intranet/internet)**
- **Keep everyone on the track**



9. Complexity: simplify

- **Start with small steps**
- **Do pilots that guarantee success**

10. Timing: support

- **Changes take time.**
- **Even Thessaloniki was not built overnight.**
- **But also : think when to do what carefully.**



Tips in case of resistance

- Most resistance is connected to change;
- Explain why the change is necessary;
- Ask where the resistance against the change comes from (what is the problem?)(individually);
- Search for team members who support the change and coach and support these members;
- If the team stays resistant to the change than talk individually to the informal leaders of the team.This is better than the team together.
- Stay alert in daily practice that the change is implemented by the team. If it's not, correct this every time!
- When a change works, show this to the team! When a big change is successfully implemented. Celebrate this
- Be motivated yourself.



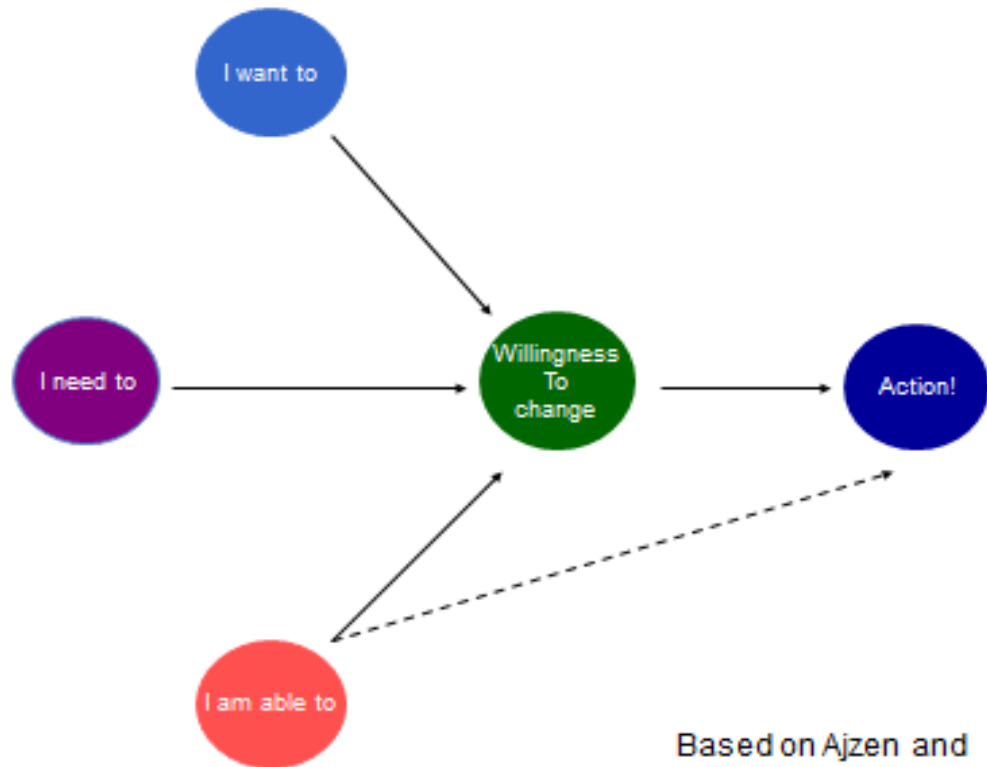
COACH



CONVINCE



TRAIN



Based on Ajzen and
Metselaar



Conclusion

Resistance will be there.

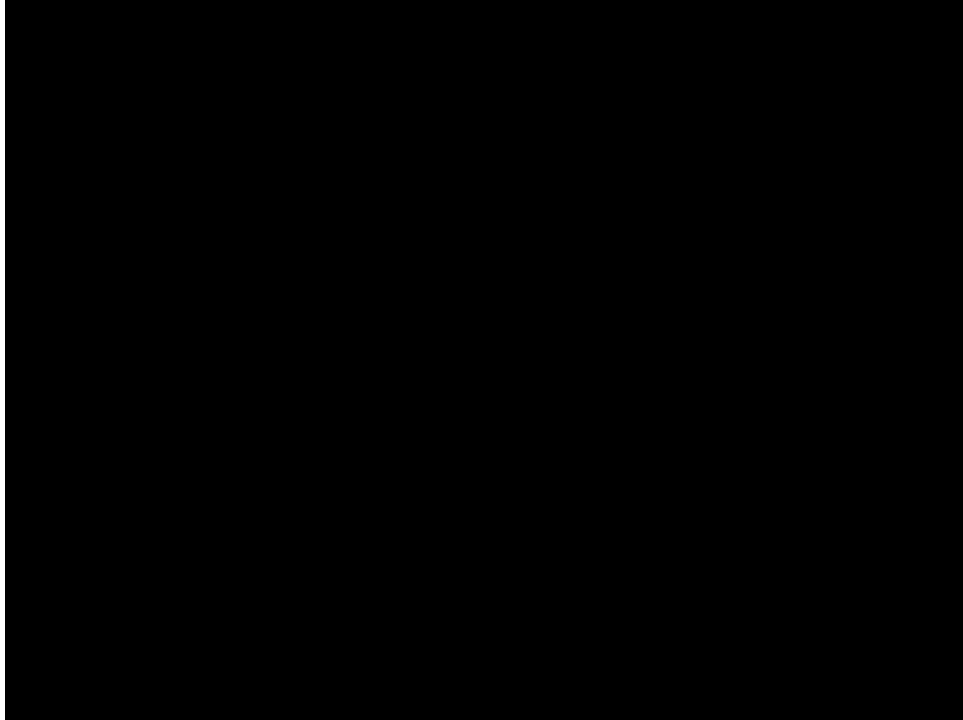
Resistance is not all bad.

There are ways to cope with resistance.

Coaching is powerful.

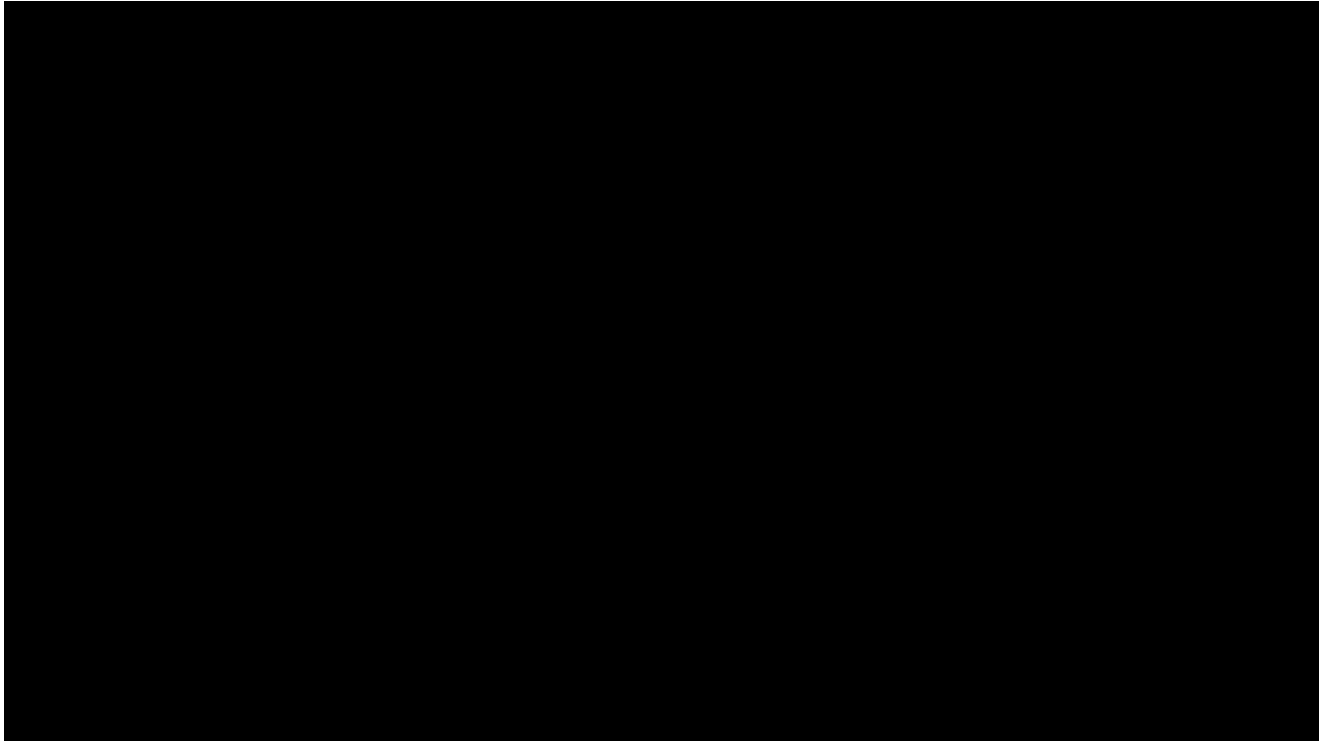


Kotter and No No





3. CONFLICT



CONFLICT

✓ an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals

Or

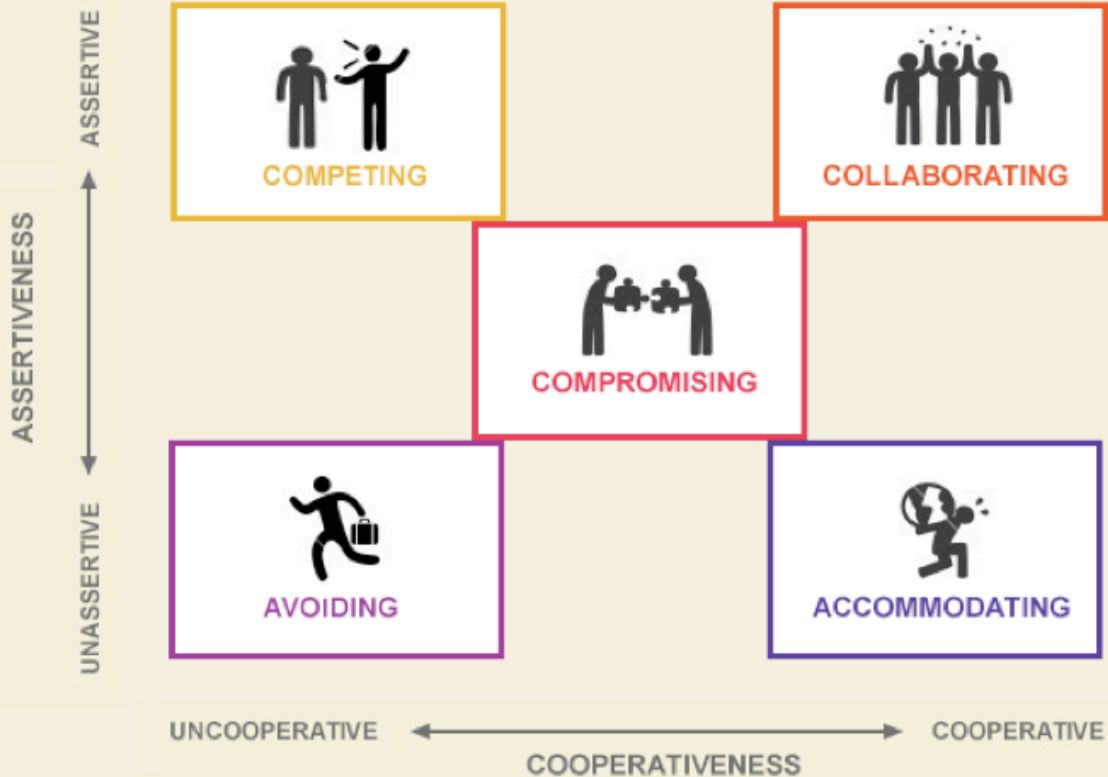
✓ a process that begins when one party perceives that another party has negatively affected or about to affect something that the first party cares about



Video: about you



Thomas Killman





questionnaire



4 step conflict resolution

Consider all possibilities - no matter how unusual, strange, or crazy.

1. State your feeling and thoughts. Use "I"; avoid "you" especially at the beginnings of sentences. Example: I am feeling pretty frustrated right now".
2. Empathize with the other. Let him/her know you are aware of his needs and feelings. Put yourself in his place. Example: "I understand how frustrated you are, and I know you want to get this resolved as soon as possible."
3. State the issue. Example: It appears to me that we have a difference of opinion over which method will best get the result we both want."
4. Ask for their support and jointly generated a list of possible alternatives. Don't evaluate the possibilities until several have been suggested. Then jointly consider them, being careful not to argue too strongly. The more you appear to dominate the discussion and "knock down" the other person's suggestions, the more likely they will become defensive and shut down open communication. Example: "Instead of just looking at two solutions, let's take a step back and look at lots of possible alternatives. Then we can see which one might work for both of us."



What if others...



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INCIDENT METHOD

Everard van Kemenade

Ph.D.



7 steps

1. Start and reflect on last intervision meeting (10 min)

(Choose changing chairman, report of problem owner last meeting is discussed and actions taken are reported)

2. New actual problem brought in and chosen (10 min)

(short context of situation, the incident, just up to the critical moment)

3. Clarification of the problem (20 min)

Informative, factual questions, suspending judgement, asking for emotions as well.

The story is completed with actions taken and results of these actions.

4. Awareness (10 min)

Participants raise open questions (what, how, what could you, how would you, if).

Problem owner reacts/answers.

The end is a consultancy round with suggestions for action. If I would be in your situation, I would.....

5. Clarification from problem owner

- The best suggestions
- The actual actions that will be taken

6. Evaluation and agreements (10 min)

Experience of the meeting

Learning outcomes

7. Reflection report

Problem owner writes one page report for next meeting

What insights gained, what actions taken, results, experience of meeting, what else?

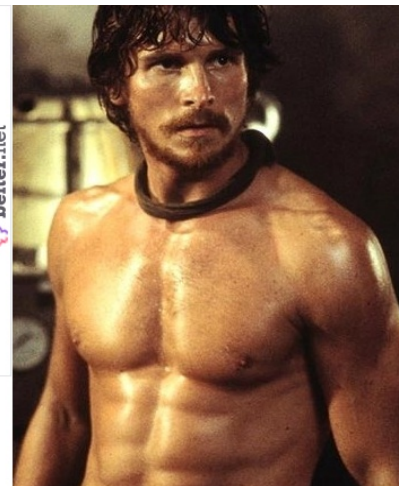
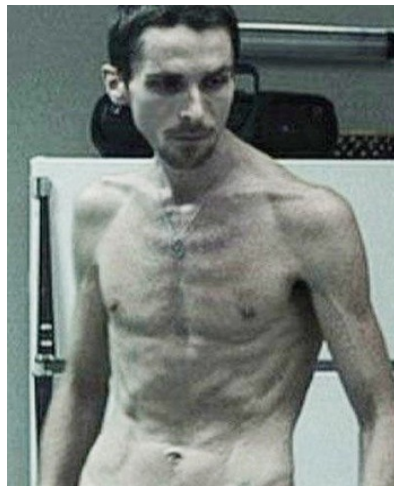


Coaching

CURRENT SITUATION



DESIRED SITUATION





ROAD BLOCKS



RESOURCES

