

Resistance to Change

***Staff Session Three in the Managing Change Series
Empowering CHCs to Succeed***

Presenter:

Patricia Moten Marshall, SynerChange Chicago

Date/Time:

Wednesday, December 1, 2010
11:30 AM – 1:00 PM Mountain Time

Target Audience:

Community Health Center staff and Board of Directors members

SUPPLEMENTARY INFORMATION PACKET

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Sponsors:

Community Health Association of Mountain/Plains States (CHAMPS)
Association for Utah Community Health (AUCH)
Colorado Community Health Network (CCHN)
Community HealthCare Association of the Dakotas (CHAD)
Montana Primary Care Association (MPCA)
Wyoming Primary Care Association (WYPCA)



LEARNING OBJECTIVES

Through participation in this webcast, participants will:

- Appreciate why resistance to change is natural and unavoidable
- Understand positive vs. negative perceptions of change, and the impact of those perceptions on how resistance manifests itself
- Learn steps to effectively manage the inevitable resistance that surfaces during major change

*This event supports strong program management at Region VIII Community, Migrant, and Homeless Health Centers (CHCs) by **addressing the following HRSA Health Center Program Requirements:** Services – Required and Additional Services, Staffing Requirement; Management and Finance – Key Management Staff.*

CONTINUING MEDICAL EDUCATION (CME) CREDIT

This activity, Webcast: Resistance to Change, with a beginning date of December 1, 2010, has been reviewed and is acceptable for up to 1.50 Elective credits by the American Academy of Family Physicians. AAFP invites comments on any activity that has been approved for AAFP CME credit. Please forward your comments on the quality of this activity to cmecomment@aafp.org.

BIOGRAPHY OF PATRICIA MOTEN MARSHALL

Patricia Moten Marshall is the president of SynerChange Chicago. Since 1996 she has served as consultant to senior executives, top management, and boards of directors throughout the US. Pat's consulting practice builds on her leadership experiences to cultivate cultures that embrace change, are enhanced by diversity, and engage the creative capacity of individuals and teams. Over 50% of her clients today are organizations focused on the delivery of health care. Her engagements range from assisting these organizations with strategic planning, governance, leadership and management development, teambuilding, performance management, business planning and operational assessments. She is a creative thinker, an accomplished presenter, an engaging speaker, and a skillful facilitator. Pat has an undergraduate degree from Kansas University, and a master's in hospital administration from St. Louis University. She serves as faculty for the Lake Forest Graduate School of Management Corporate Education Program, where she received the Most Distinguished Business Management Faculty Award of 2007. To learn more about Pat and SynerChange Chicago, please visit www.synerchangechicago.com/home.html.

TODAY'S SPONSORS

CHAMPS, the Regional Primary Care Association for Region VIII, along with the state Primary Care Associations in the Region, AUCH, CCHN, CHAD, MPCA, and WYPCA, are dedicated to support and strengthening the 58 federally-funded Community, Migrant, and Homeless Health Centers (CHCs) across the region. For more information about this webcast series, to learn more about CHAMPS, and to link to the websites for each State Primary Care Association, please visit www.championline.org/Events/Distance_Learning.asp#change.

CHAMPS ARCHIVES

This event will be archived online and on CD-ROM. CHAMPS will email all identified participants when these resources are ready for distribution. Visit www.championline.org/Events/Distance_Learning.asp for information on all CHAMPS archives.

This live activity, Webcast: Resistance to Change, with a beginning date of December 1, 2010, has been reviewed and is acceptable for up to 1.50 Elective credits by the American Academy of Family Physicians. Application for 1.50 Elective credits for the archived version will be filed immediately following the live event. Patricia Moten Marshall has indicated that she has no relationships to disclose relating to the subject matter of this presentation.

Resistance to Change

*Staff Session Three in the
Managing Change Series
"Empowering CHCs to Succeed"*

Presented by Patricia Moten Marshall, SynerChange Chicago
Wednesday, December 1, 2010 - 11:30 AM Mountain Time

This presentation is supported by Grant Number 5 H8SCS0150-20-00 from the Department of Health and Human Services Health Resources and Services Administration (HRSA) Bureau of Primary Health Care (BPHC). Views of the presenter do not necessarily represent the official views of CHAMPS, HRSA/BPHC, or the other sponsors of this presentation.

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- If listening in by phone, dial *0.
- If listening over the computer, email support@vcall.com or call 1-866-490-5412.

Extra Tips:

- If you are having visual problems, hit "F5" to refresh your screen.
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The Three Sessions

- Change as a Process – August 25th
- Roles in the Change Process – October 6th
- **Resistance to Change – December 1st**

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Series Participation?

- Which of the previous "Managing Change" series staff sessions have you attended (either live or as an archive)?
 - Staff Session #1 (Change as a Process)
 - Staff Session #2 (Roles within the Change Process)
 - Both staff sessions
 - Neither staff session

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Today's Objectives:

As a result of session three participants will:

- Appreciate why resistance to change is natural and unavoidable
- Understand positive vs. negative perceptions of change, and the impact of those perceptions on how resistance manifests itself
- Learn steps to effectively manage the inevitable resistance that surfaces during major change


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Two Kinds of Resistance

Culture

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Why Do People Resist Change



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Question #1

- When you have resisted change, what has been your reason for resistance?

Please type in your responses (one or two reasons) in the Ask a Question box below and push Submit

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Reasons for Resistance

- Fear Danger
- Doubt Opportunities
- Too Much Ambiguity

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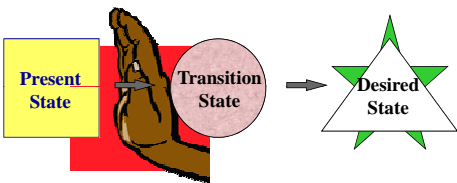
Resistance

- *What is resistance?*
 - Resistance is any opposition to a shift in the status quo.

•Based on the work of ODR, Inc.

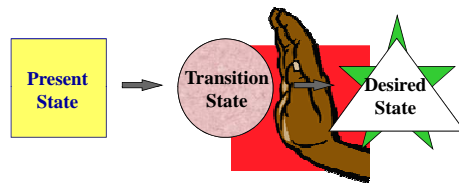
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Change as a Process



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Change as a Process



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Resistance

➤ **Why does resistance occur?**

- When **expectations are disrupted**, people’s ability to control their lives is minimized and resistance is the result.

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Resistance

➤ **Is resistance a symptom that something is wrong? Can it be avoided?**

- No. Resistance indicates that people are no longer able to operate as they expected to and they are uncomfortable.

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Resistance

➤ **What effect does a positive or negative reaction to change have on the amount of resistance that occurs?**

- “Disruption”, not positive or negative reaction is the focal point for understanding resistance. When people resist change, they are resisting the loss of control caused by their expectations being disrupted. As disruption increases so does resistance. Strong resistance is frequently the companion of major change.

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Question #2

➤ **Do you prefer resistance to be expressed overtly or covertly?**

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Levels of Disruption

Low Disruption

Major Disruption

- Anchors
- Compensation
- Explanation

Maximum Disruption

F.O.R.

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Positive Response to Change

PESSIMISM

TIME (Can also indicate an increase in learning or information)

I. Uninformed Optimism (Certainty)

II. Informed Pessimism (Doubt)

III. Hopeful Realism (Hope)

IV. Informed Optimism (Confidence)

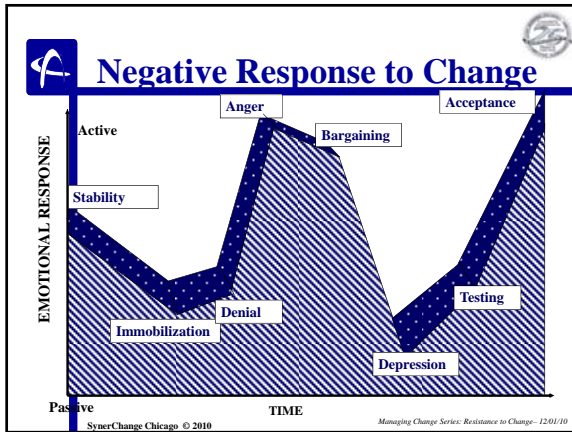
V. Completion (Satisfaction)

Checking Out

PRIVATE

PUBLIC

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People May Experience Loss of:

- Attachments
- Influence
- Structure
- Meaning

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- Loss Summary**
- ✓ Can feel loss in all areas
 - ✓ Not mutually exclusive
 - ✓ Keep people stuck in transition
 - ✓ Until feelings are dealt with, focus on loss will continue
 - ✓ Natural reaction to change
 - ✓ Identifying and recognizing feelings of loss is necessary for moving into new beginnings
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Culture

Corporate culture is the basic pattern of shared beliefs, behaviors and assumptions acquired over time by members of the organization.

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Definition of Culture

Beliefs The consistent set of integrated values and expectations that provide a framework for shaping what people hold to be true or false, relevant or irrelevant, and good or bad about their environment. Belief statements are generally messages about what people intend to do or think they should do. These statements may be oral or written.

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Definition of Culture

Behaviors Observable actions that constitute the way people operate on a day-to-day basis.

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Definition of Culture

Assumptions The unconscious rationale for continuing to apply certain beliefs or specific behaviors. When people develop belief and behavior patterns that are successful, they tend to rely on these patterns whenever similar circumstances arise. If many such situations occur over time, the use of these patterns becomes less and less consciously acknowledged, and people begin to apply the patterns unknowingly. When this occurs, these patterns are referred to as unconscious “assumptions.”


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Culture

- “Culture eats change for breakfast”
- “Whenever there’s a distinction between a change and the culture, culture always wins”
- Choices
 - Change the change
 - Change the culture
 - Prepare to fail


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Question #3


- As you consider the changes your organization is going through, do you anticipate resistance to come more from individuals or from the organization’s culture?

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In Summary


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In Summary

- Resistance is inevitable with major change
- Resistance surfaces as “expectations are disrupted”
- Our efforts should not be toward eliminating resistance, our efforts should be toward minimizing and managing the inevitable resistance
- Choosing the most appropriate strategy or tactic for managing the resistance starts with listening and understanding

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And Finally...

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Definition

Our definition of successful change implementation is:

The stated human and technical objectives of the change are achieved on time, and within budget.

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The Challenge of Change

- Increasing at an Exponential Rate
- Has both Dangers and Opportunities
- Assimilate Change at Micro, Organizational, and Macro Levels
- Increasingly people are hitting their “Future Shock” threshold

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Goal

Confronted with the Challenge of Change our Goal is:

- Education
- Increase Resilience During Change
- Implement change more effectively

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Resilience - definition

- An ability to recover from or adjust to change or misfortune
Merriam Webster Dictionary
- The process through which positive outcomes are achieved in the context of adversity
Masten 2001
- ...Not as a reduction or absence of bad outcomes, but as good outcomes in spite of adversity
Peterson and Seligman 2004

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Resilience Characteristics....

- Positive
 - *sense of optimism*
- Focused
 - *vision of what is to be achieved*
- Flexible
 - *pliable when responding to uncertainty*
- Organized
 - *applies structure to help manage ambiguity*
- Proactive
 - *engages change vs. evading*







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The Three Sessions


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Questions


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For More Information

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