

About Mark Jaben, MD



Mark graduated from The University of Miami School of Medicine in 1981 and completed an Emergency Medicine residency at University Hospital in Jacksonville, Florida in 1984.

His 30+ years experience has included work with multiple hospital systems in the United States and New Zealand in community emergency medicine practice and coaching organizations and individuals. He has spoken and written extensively on how health care systems can improve health care not only for patients, but also for those who care for patients.

The Science Behind Resistance To Change

Mark Jaben, MD

BC Quality and Patient Safety Council

October 19, 2016

The Science Behind Resistance To Change

- when it comes to change, you need them to resist
- why 'Buy-in' doesn't work
- the actual role for respect
- why your credibility matters

must I suffer *with their resistance*?

Yes!....

resistance is what you want

**resistance
is a
tool**

Change

it's not a problem

Change
is a dilemma



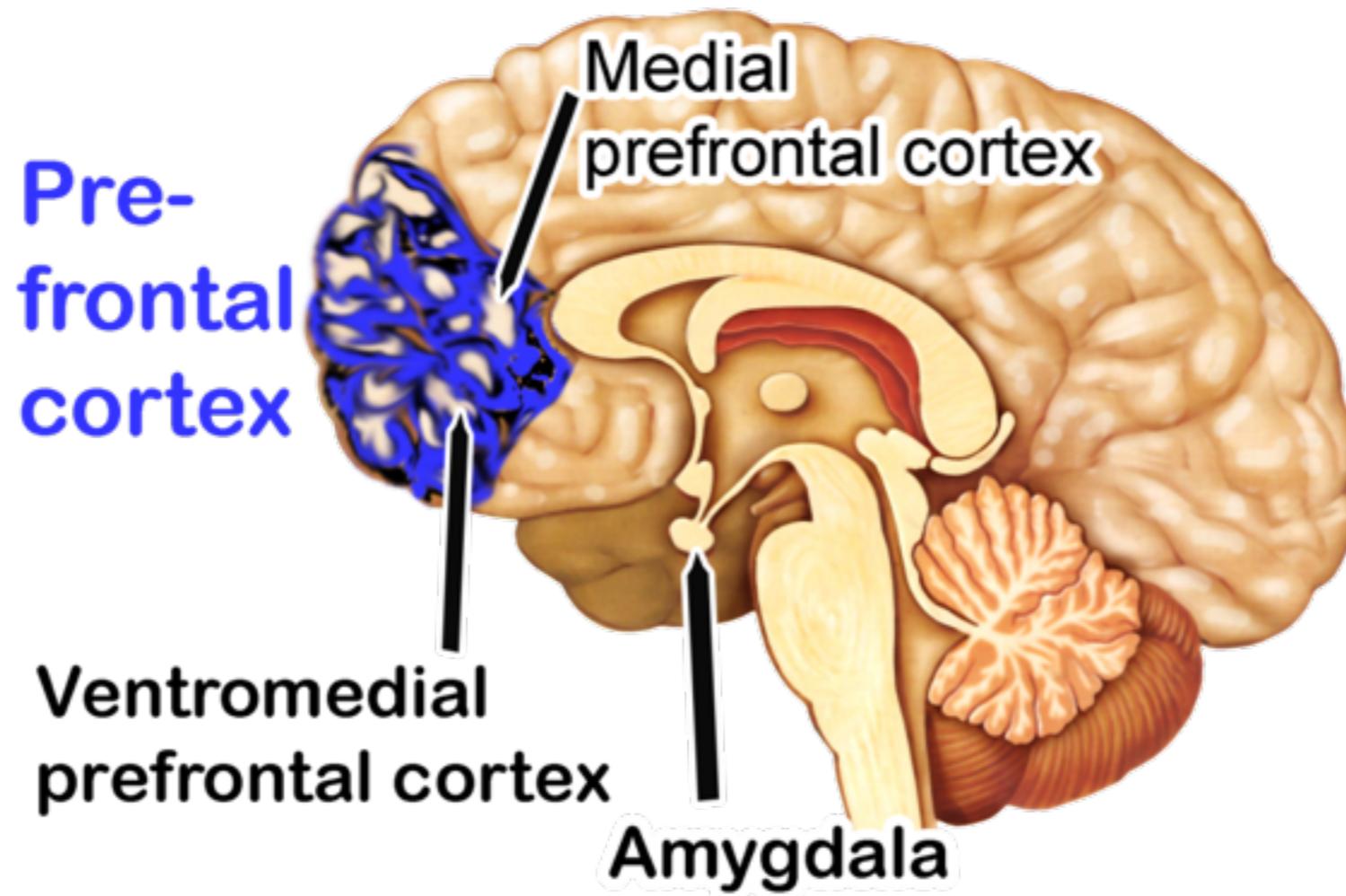
Ideal Change

works
and
workable

Why shouldn't they resist?

'The Split Brain in Man,'
Gazzaniga and Sperry, *Scientific American* 217(2):24-29, 1967

Hidden brain—> Prefrontal Cortex—> Creativity





Issue



choice

Issue



desired outcome



options



choice



there are always options

*'Your misconception about the method of production
adds unnecessary cost'*

-Taichi Ohno

Euclid's first axiom

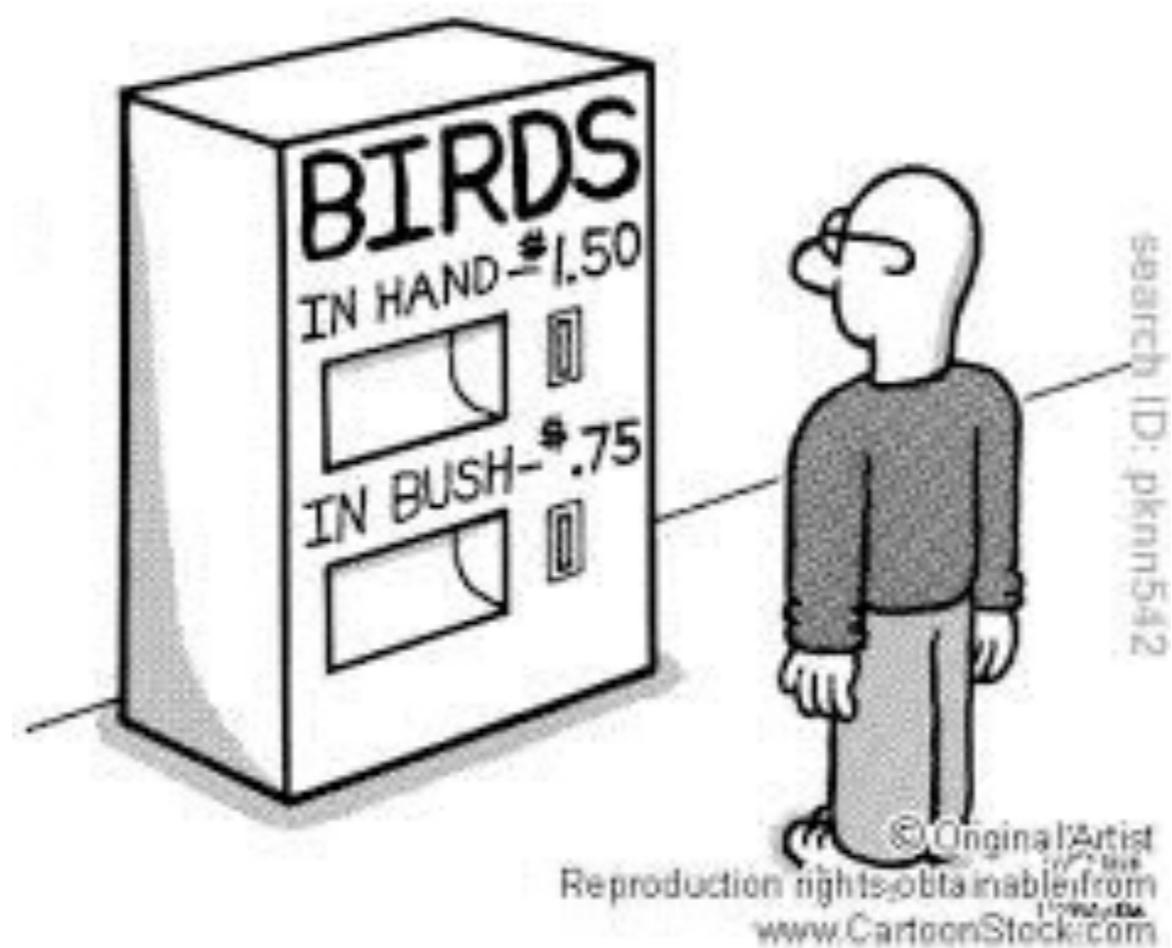
- resistance is in the eye of the beholder-
- beauty is in the eye of the beholder-

Resistance = Beauty

must I suffer with their resistance?

- Change is not a problem; it is a dilemma
- An ideal change must not only work, it must be workable
- It's fine to start with your story; just don't stop there
- Resistance is in the eye of the beholder
- There are always options
- Resistance opens the door to find those options
and an ideal change

you cannot convince someone to do what you want



Conflict- your choice vs their choice

‘The Price of Your Soul: neural evidence for the non utilitarian representation
of sacred values’

G. Berns et al, Philosophical Transactions of The Royal Society,
Mar 2012, vol. 367, no. 1589,



'Drive out fear'

- W. Edwards Deming

What NOT to do

Issue



desired outcome



options



choice

But exactly what we do

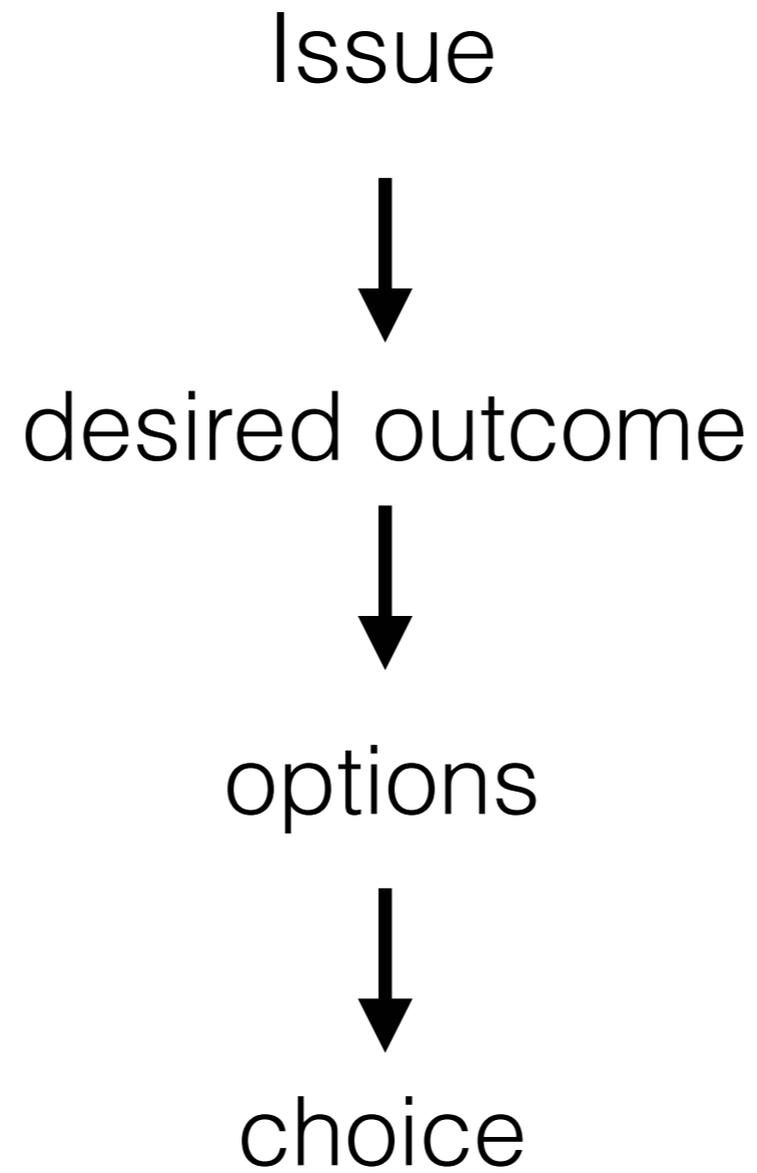


intervene
here

Instead of buyers.....

what you need are investors

What TO do



What TO do

Issue



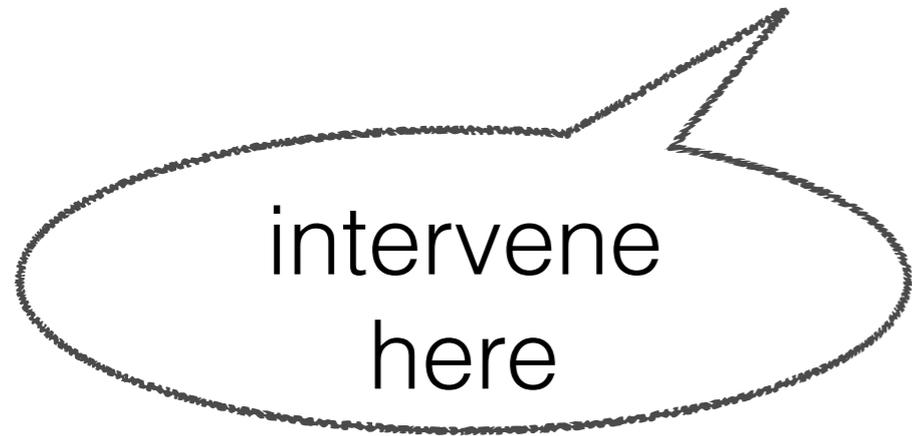
desired outcome —> Shared outcome



options

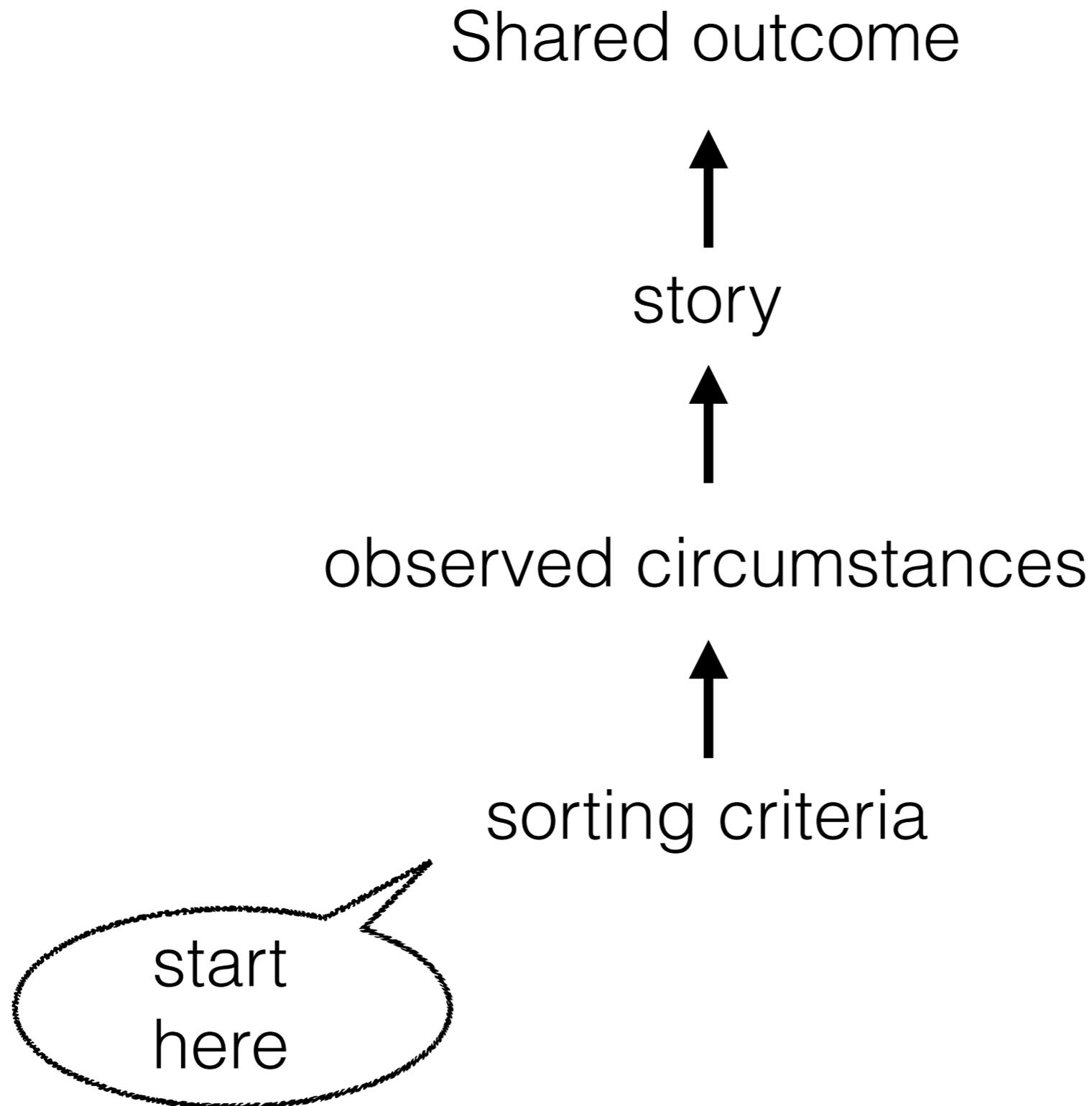


choice



intervene
here

What TO do



you cannot convince someone to do what you want

- the brain prefers to defend its story
- defending stance and dueling solutions are a dead end
- embrace resistance
 - investors, not buyers
 - dopamine, not adrenaline
- create the conditions
 - craft a shared outcome
 - focus on the stories
 - surface the sorting criteria

you cannot read their mind

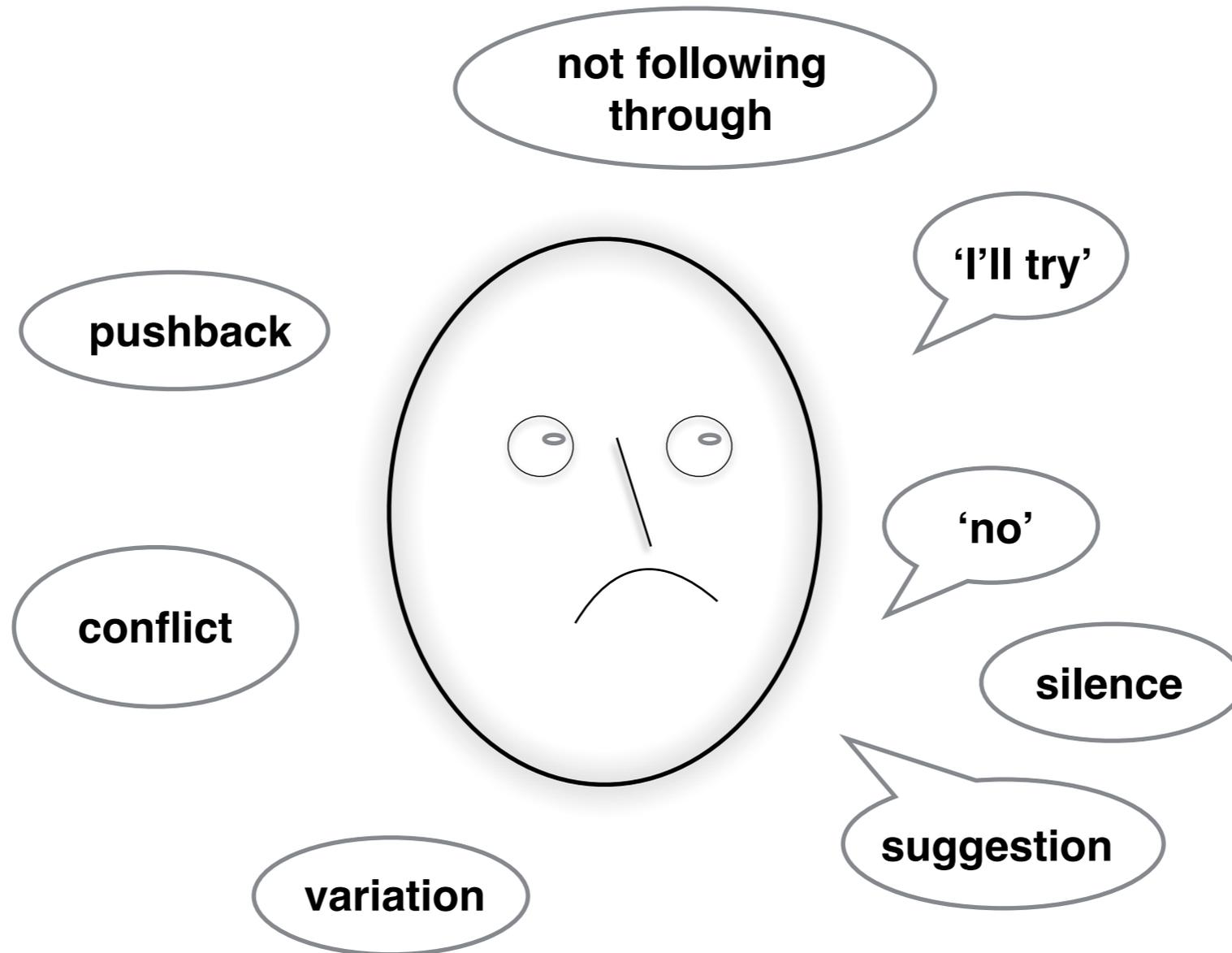
‘they just don’t get it!’

‘Power Changes How the Brain Responds to Others,’
Hogeveen, Inzlicht, Obhi, Journal of Experimental Psychology,
June, 2013

“People in positions of power tend to act in a self-interested manner and display reduced interpersonal sensitivity to their powerless counterparts.”

**“As a leader,
if I’m not getting pushback, I’m not doing my job”**

-Dan Florzone



3 causes of resistance

Don't agree with the story

Don't see a way to be successful in what is proposed

Don't think it is worth the effort

lack of agreement on:

purpose

process

priorities

Actually there is a 4th cause

lack of bandwidth-
an overwhelmed prefrontal cortex

Respect

how you deal with resistance

Curiosity

your desire to want to know

a genuine intention to flesh out their resistance as your path to an ideal change

Credibility

trumps

reason

“A Question of Trust”

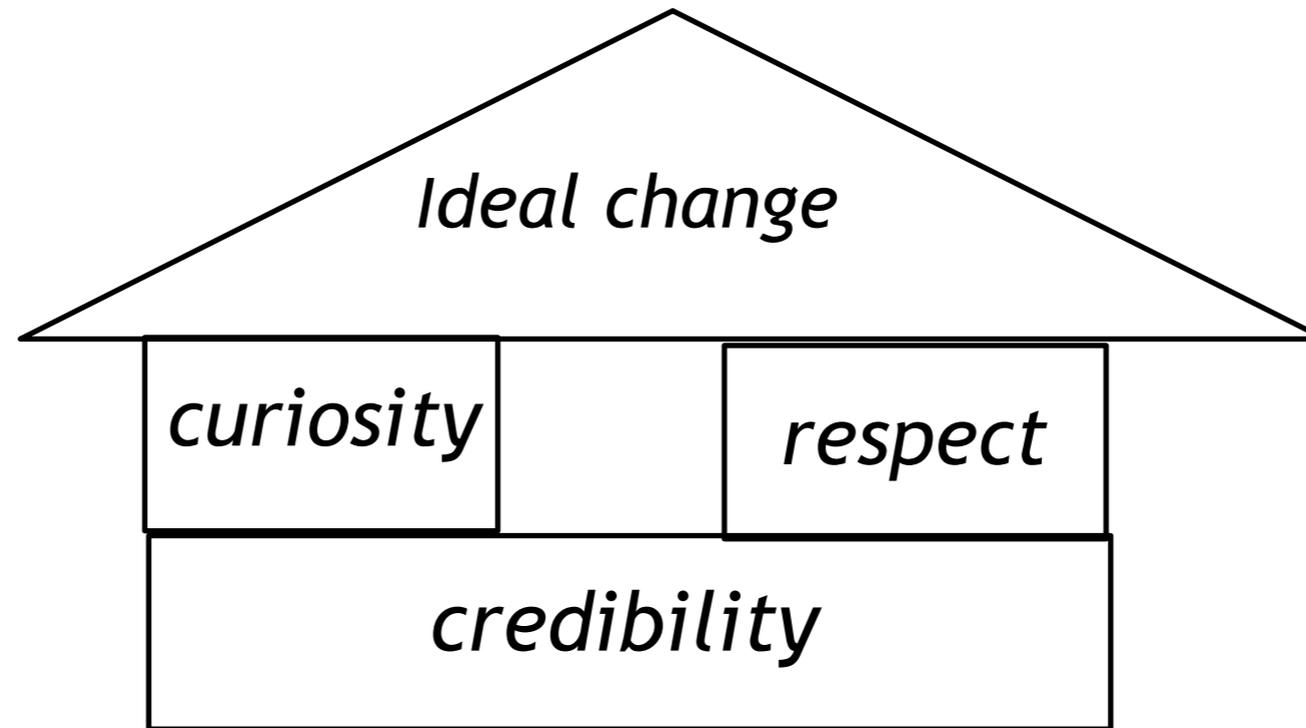
Onora O’Neill.2002 BBC Reith lecture

avoid

inadvertent deception

unintentional coercion

How to do

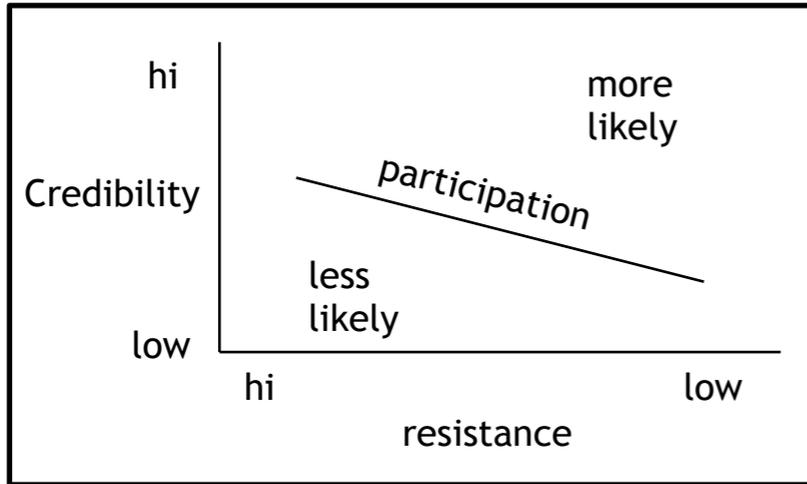


use brain to craft the agenda, rather than defend one
use brain to find the better option, rather than enforce yours

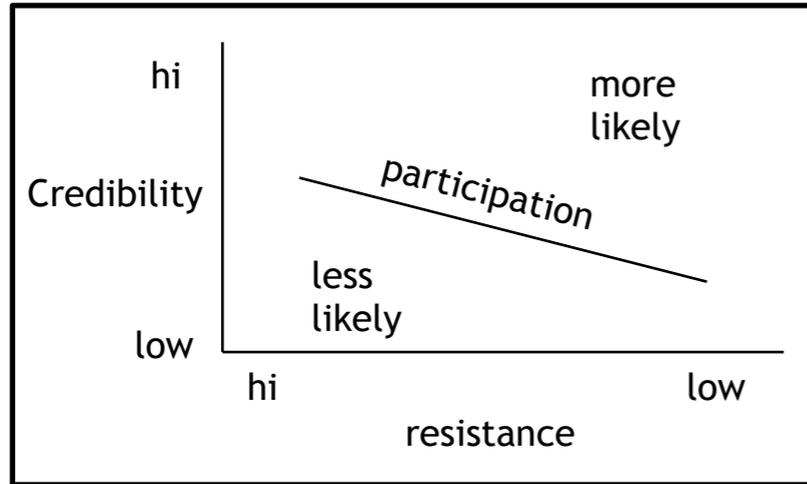
Issue



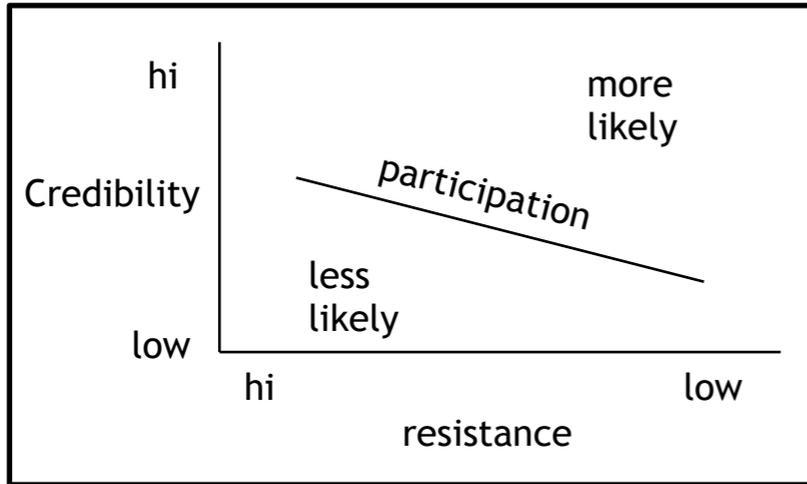
choice



+ issue

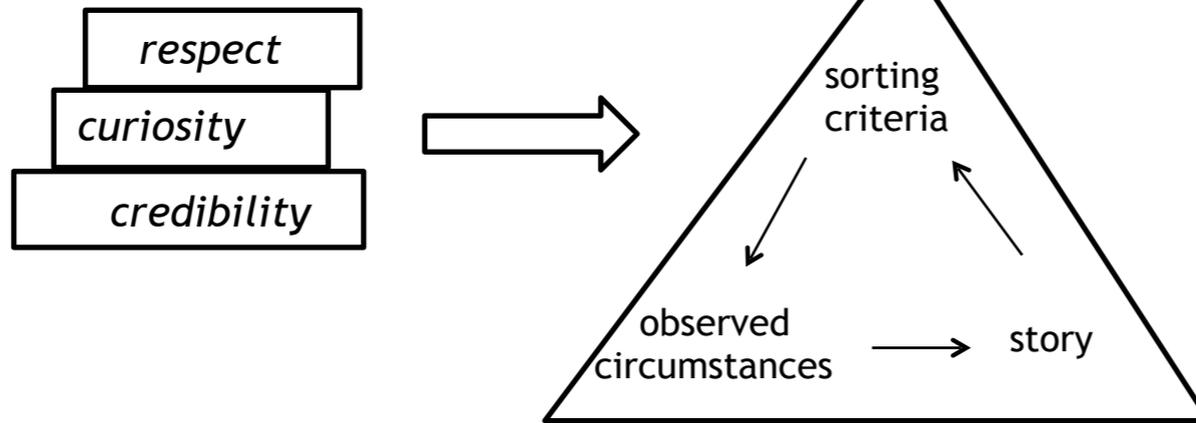


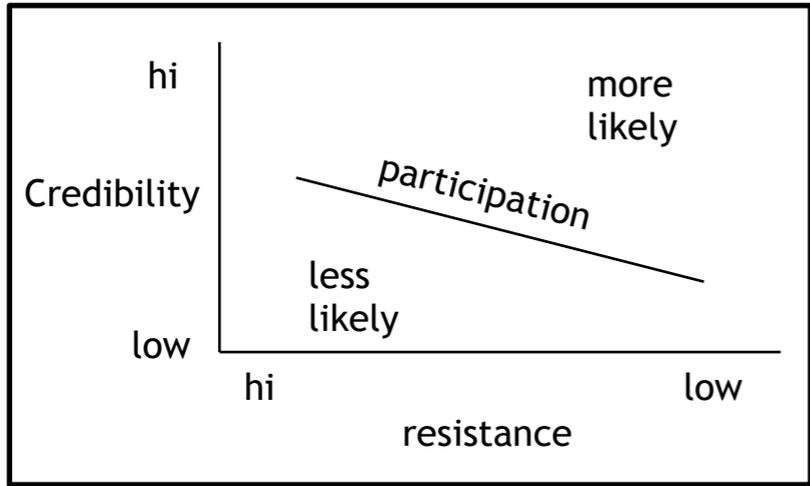
+ issue → shared outcome



+ issue

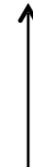
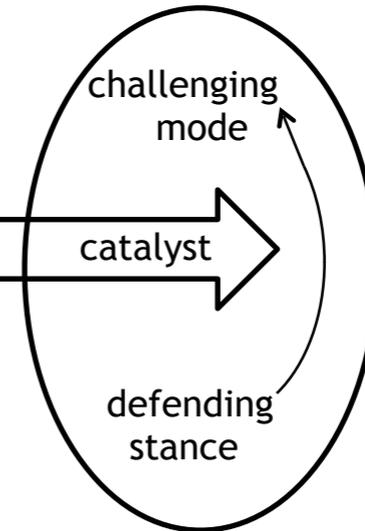
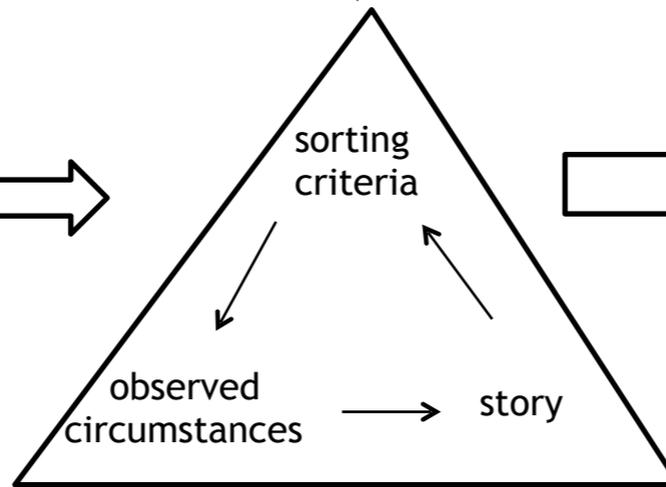
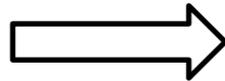
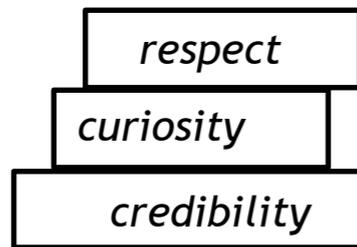
shared outcome

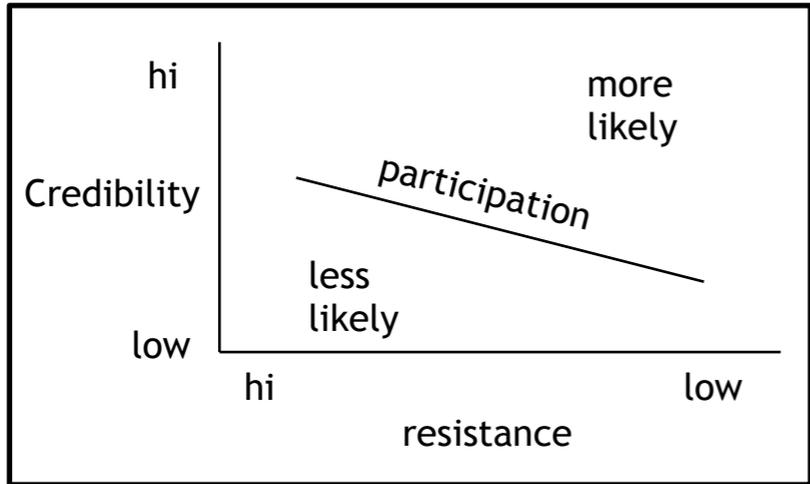




+ issue

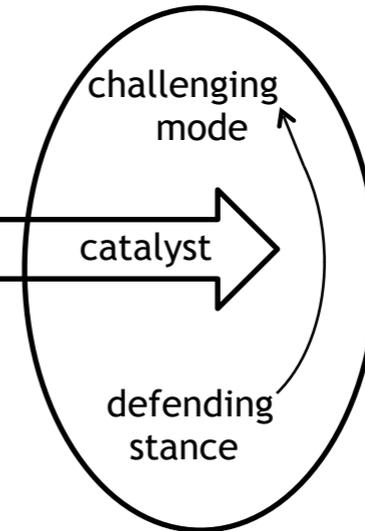
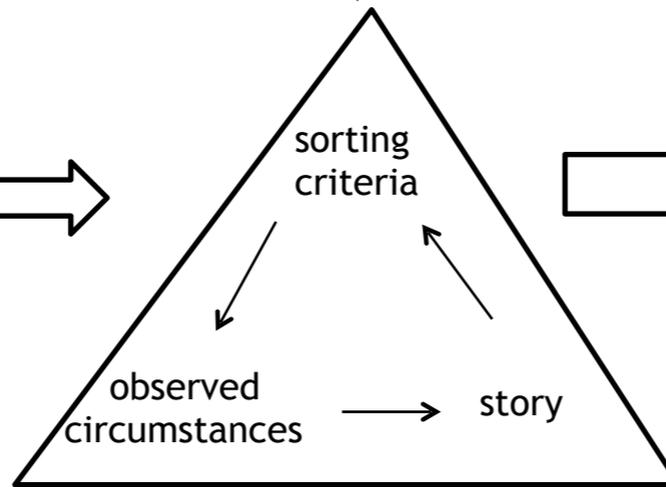
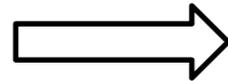
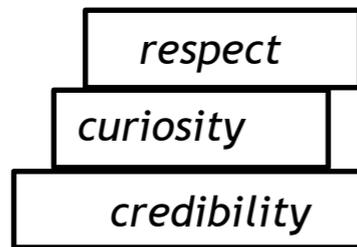
shared outcome





+ issue

shared outcome → options → choice



Issue



shared outcome

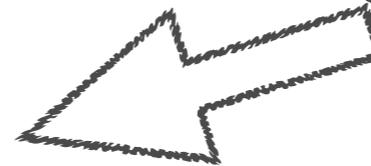


options



choice

focus here
for
an ideal change
here

A speech bubble with a tail pointing towards the 'shared outcome' and 'options' stage. The text inside the bubble reads: 'focus here for an ideal change here'.

An Engagement Kata

1- seek the resistance

Are you happy with this?
Something that makes this difficult?
Questions? Concerns?

Recognize

Respond

resistance

Reconcile

2- seek their concerns

What doesn't work? an example?
What doesn't work for you?

Am I clear with my language, terms?
Misleading with my data?
Misguiding with my metrics?
Does my choice work and is it workable?

3- check yourself

What do we agree on?
What can we agree to do?
What might happen if....?

4- find the next step

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Look for the soon to be released book:

[Free The Brain:](#)

[Overcome The Struggle People And Organizations Face With Change](#)

freethebrain.com