

# **The Science Behind Resistance To Change**

## **Part II**

Mark Jaben, MD

BC Quality and Patient Safety Council  
December 14, 2016

Change

it's not a problem

Change  
is a dilemma



Ideal Change

works  
and  
workable

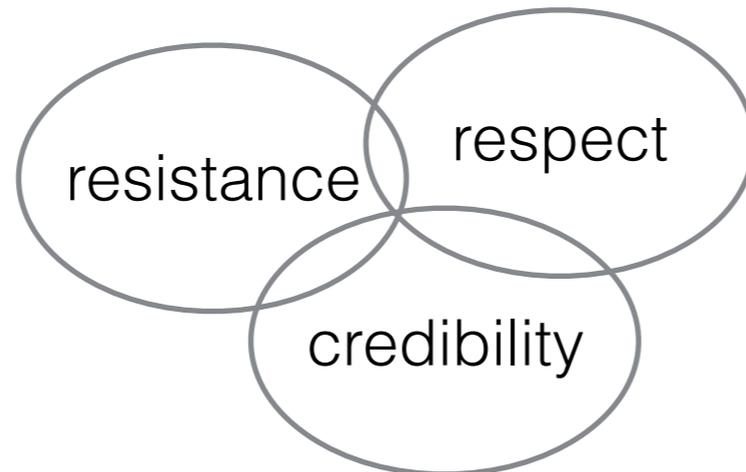
Ruth's story:

'I Don't Have Time!'

## **Recipe**

Issue—> Outcome—>Options—>Choice

## **Ingredients**



**1) Brain is into plausibility, not reality—**

*start with your story, just don't stop there*

**2) There are always options—  
just not always visible**

*good habits in the Hidden Brain  
uncluttered prefrontal cortex*

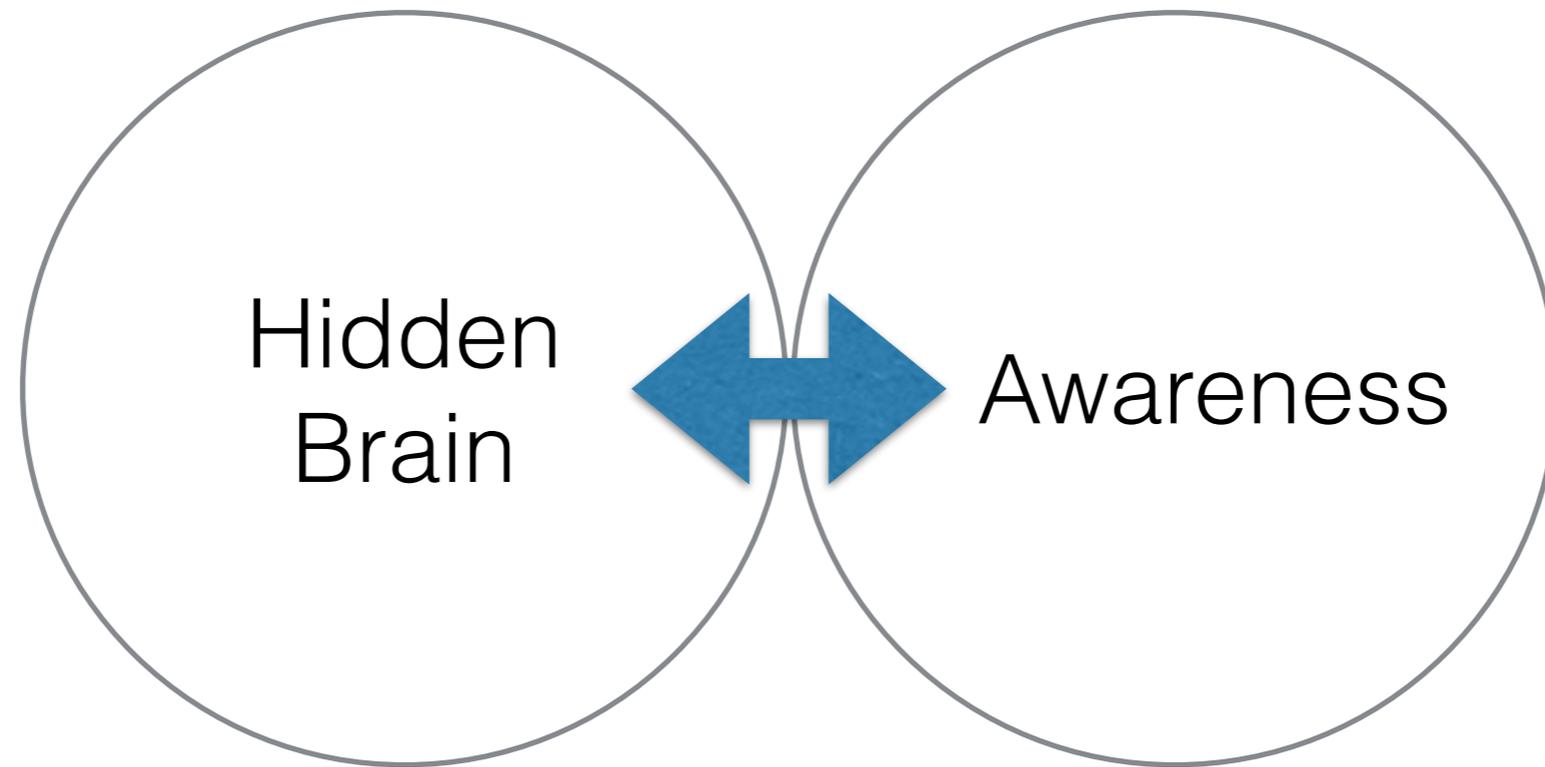
**3) Investors, not buyers—**

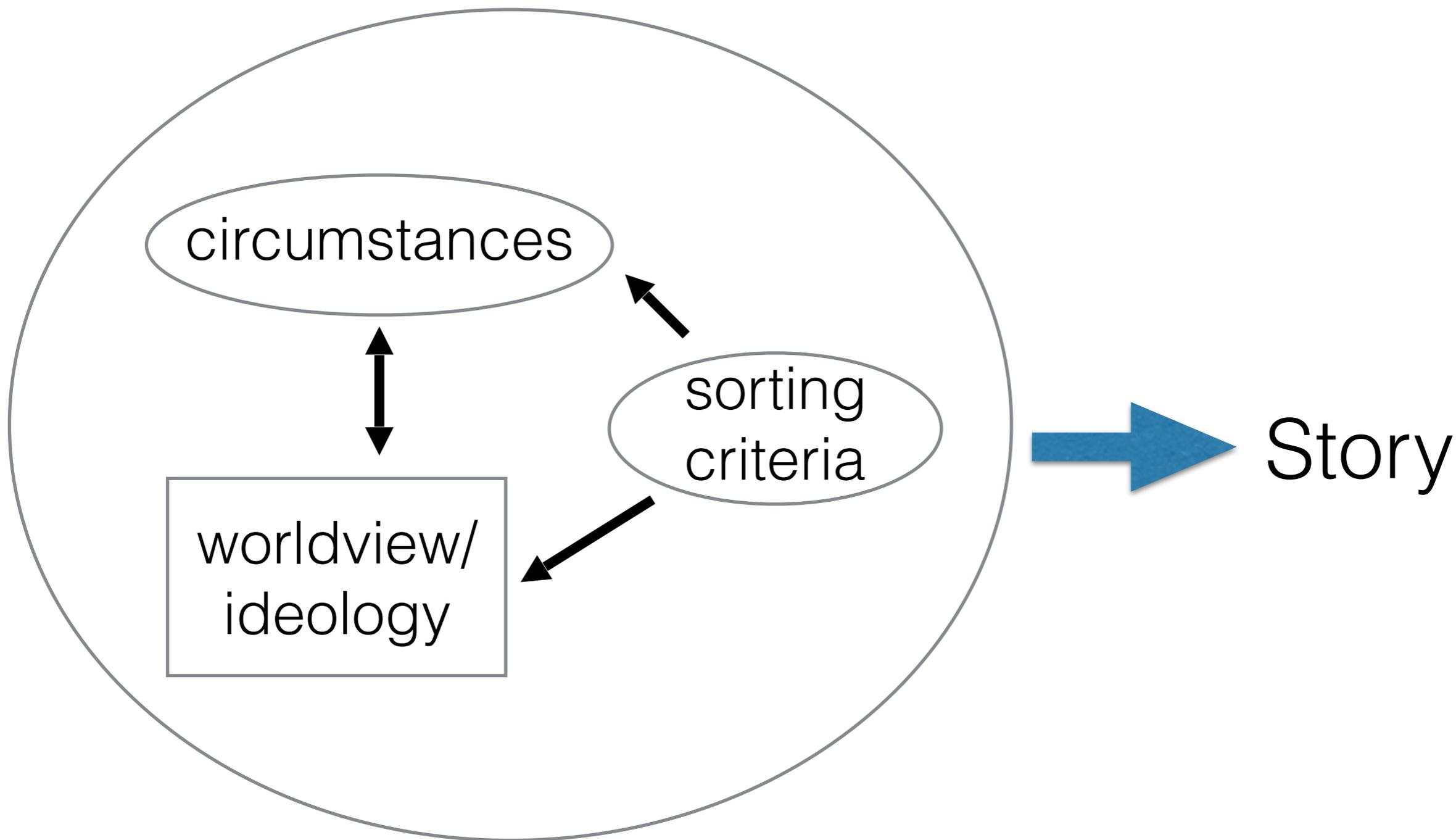
**4) Practice Respect—**

*embrace resistance;  
curiosity about the sorting criteria*

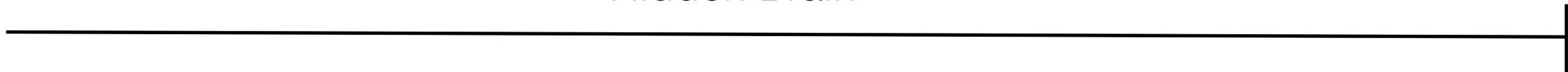
**5) Credibility counts—**

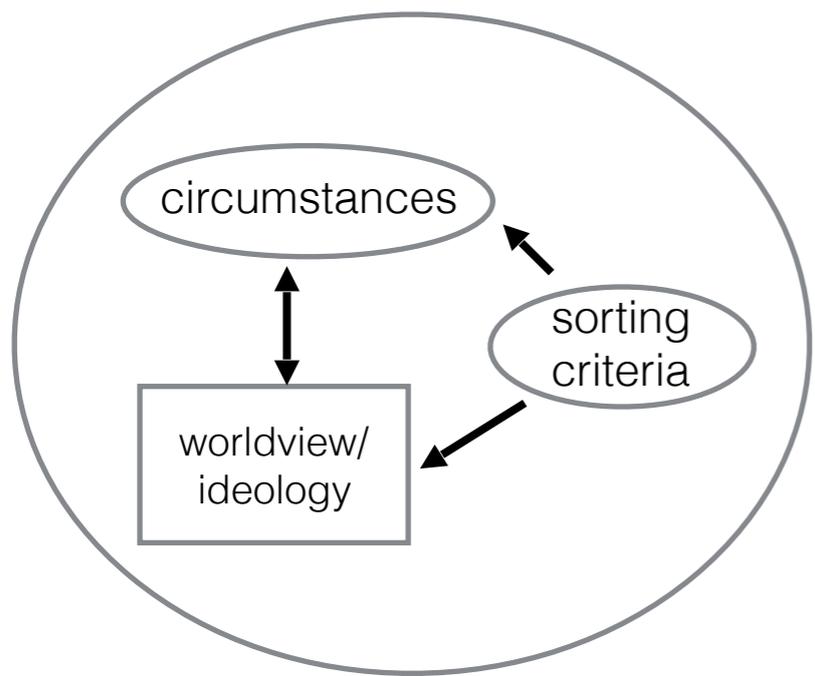
*guard it closely-  
be trustworthy,  
avoid deception and coercion*



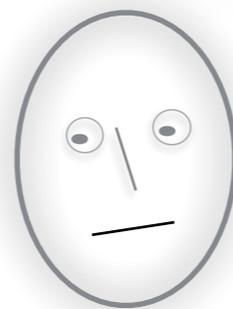


Hidden Brain



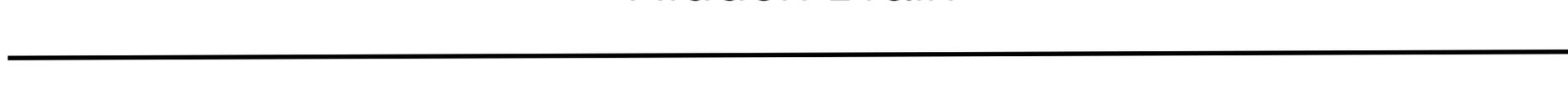


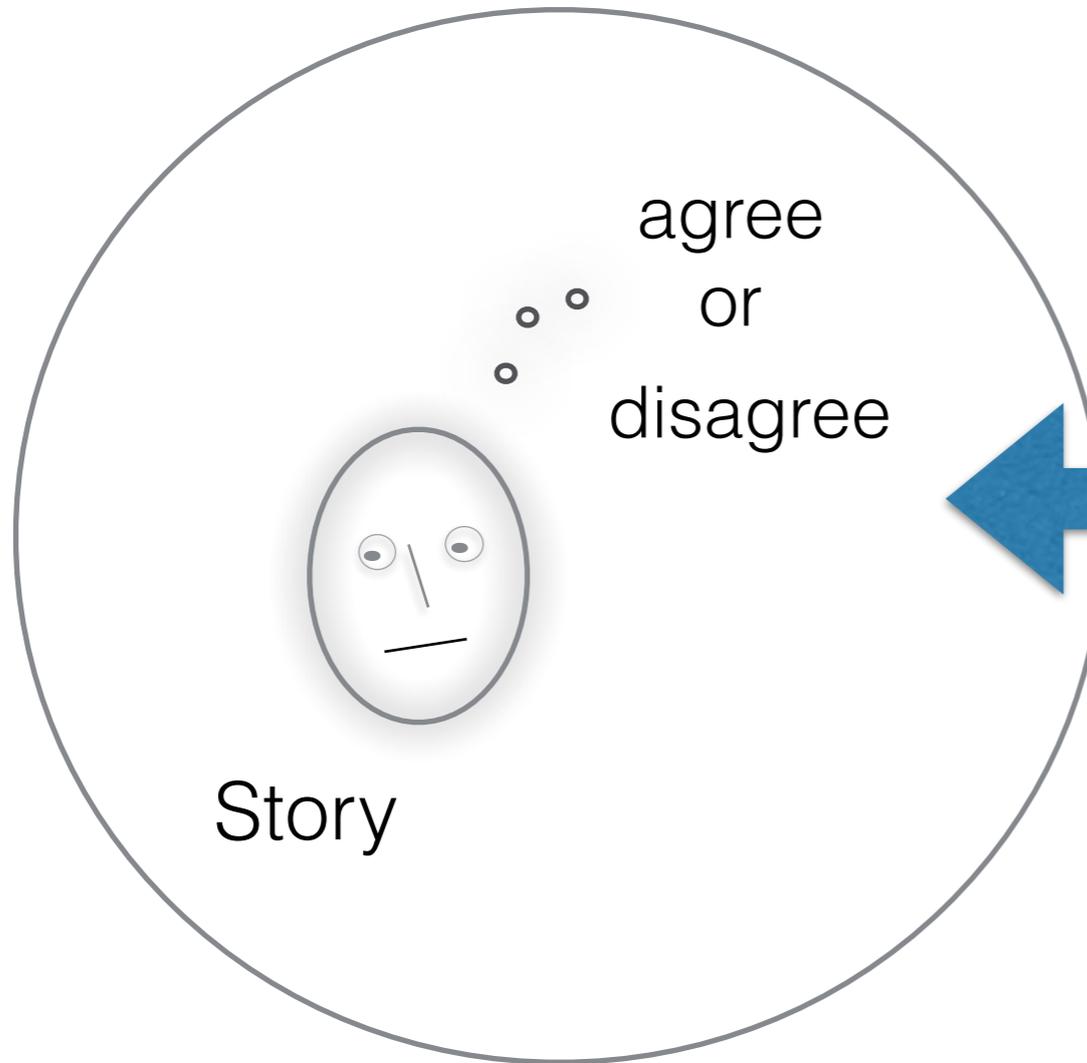
→ Story



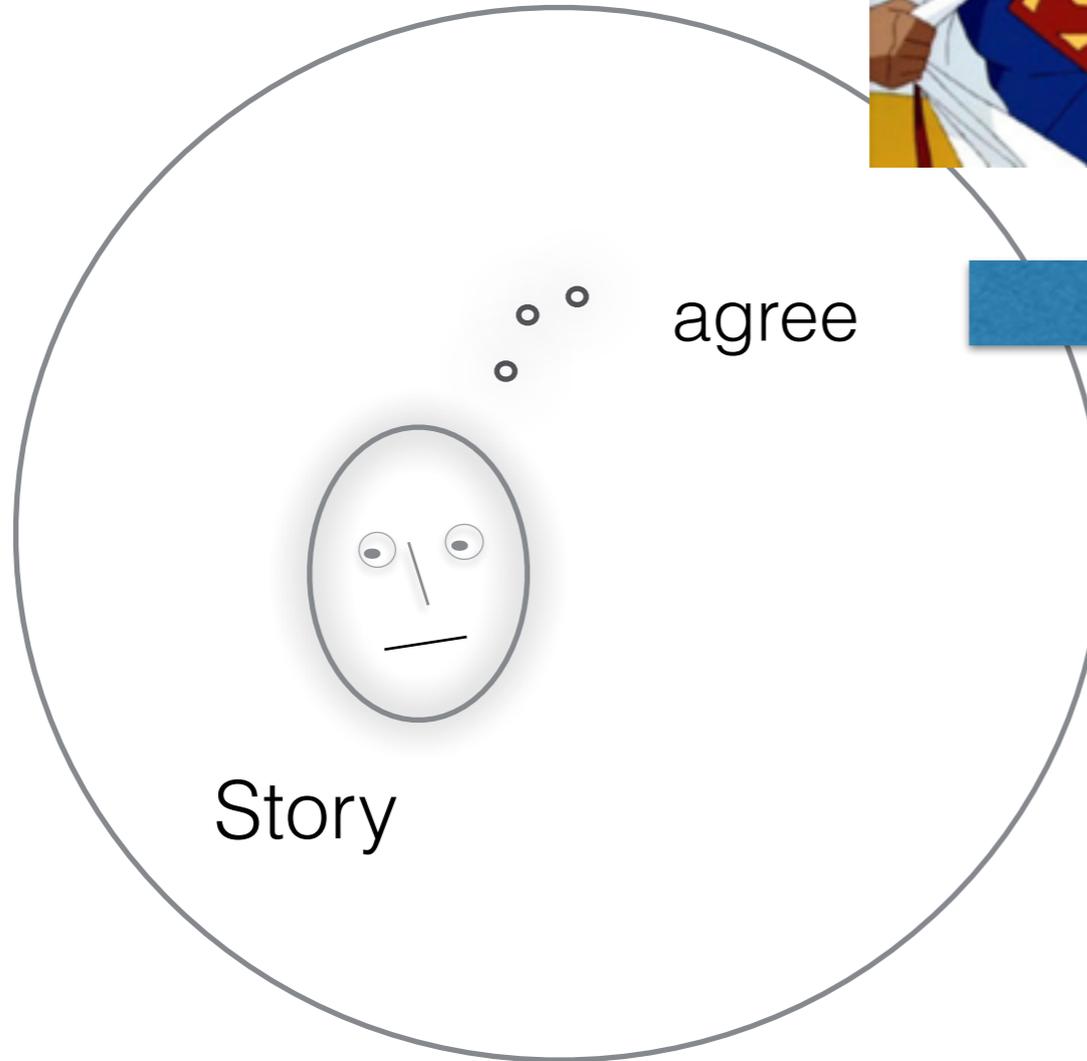
agree  
or  
disagree

Hidden Brain

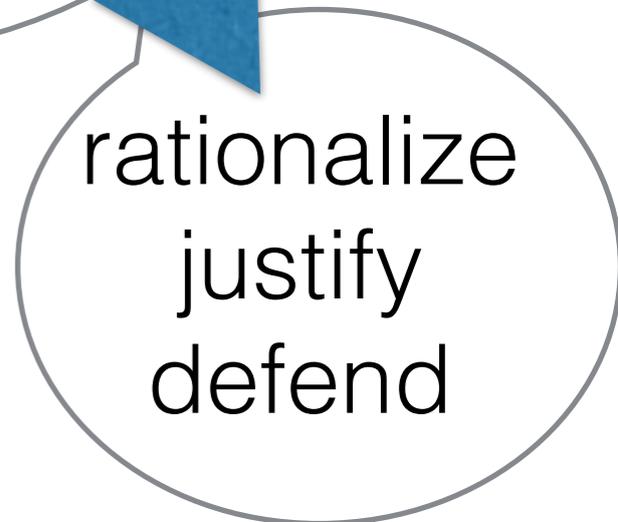
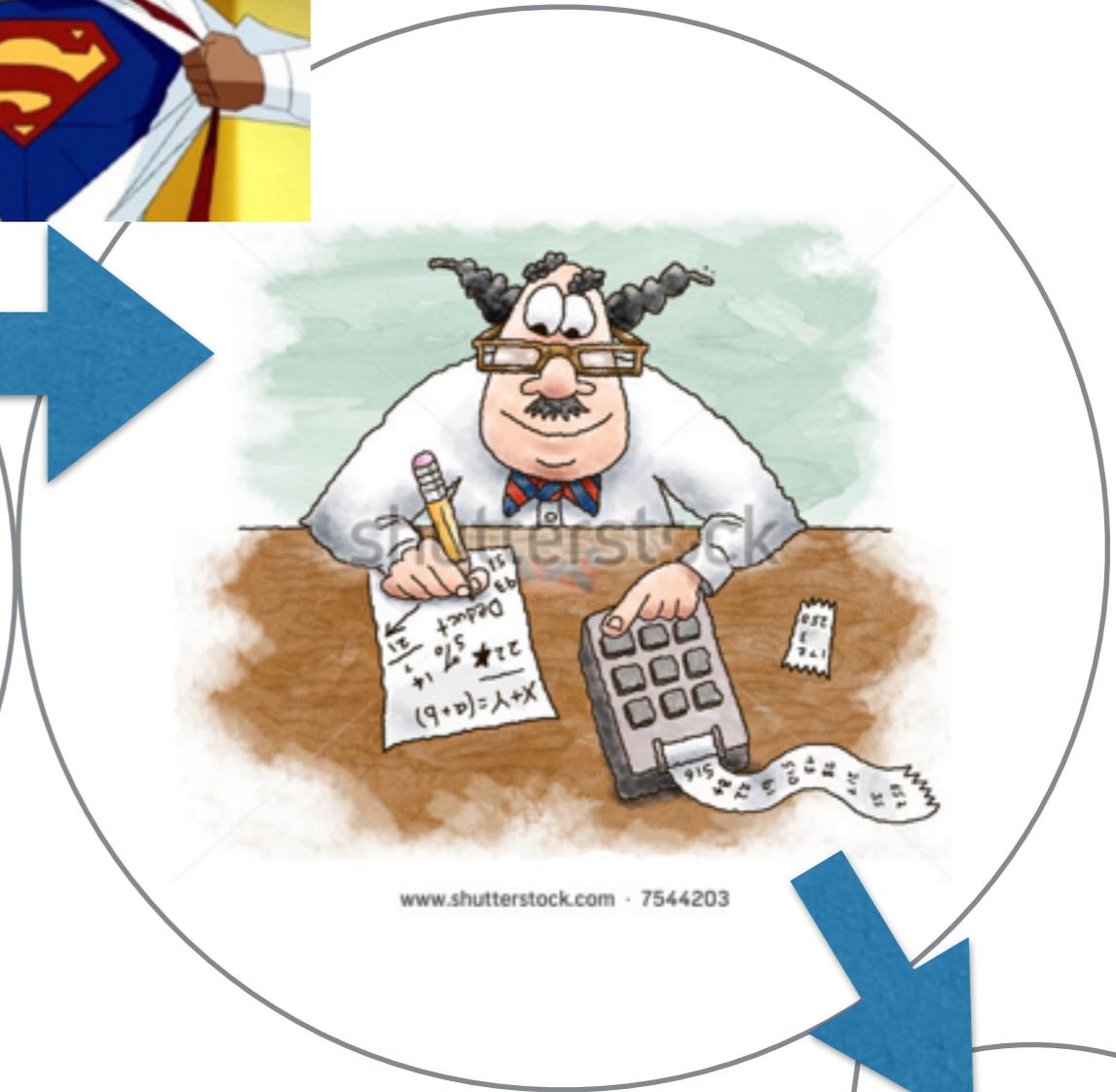
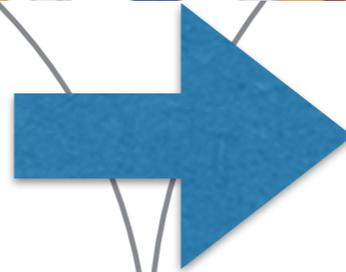




*certainty*



agree



rationalize  
justify  
defend

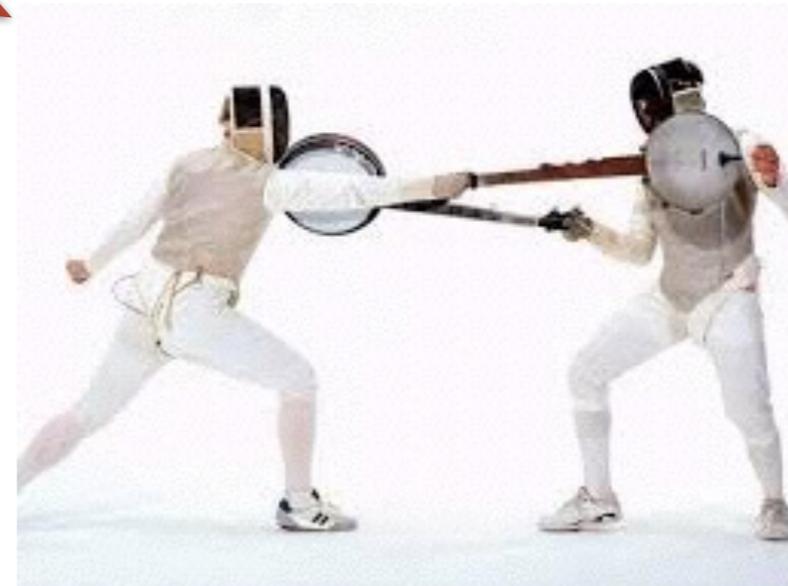
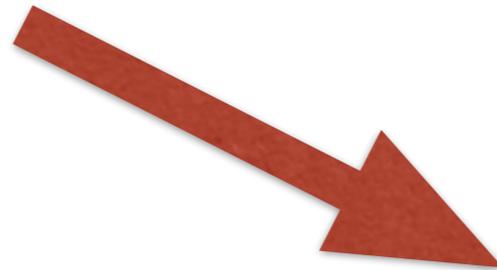
*certainty*



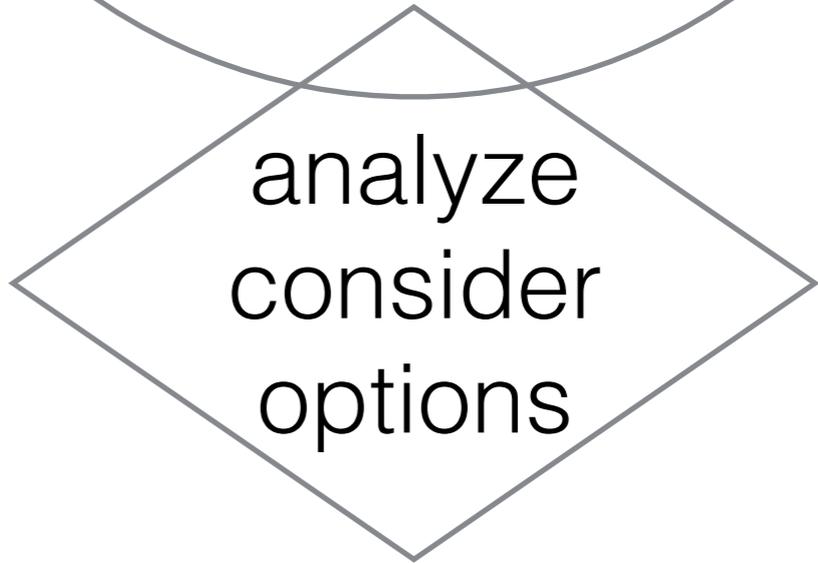
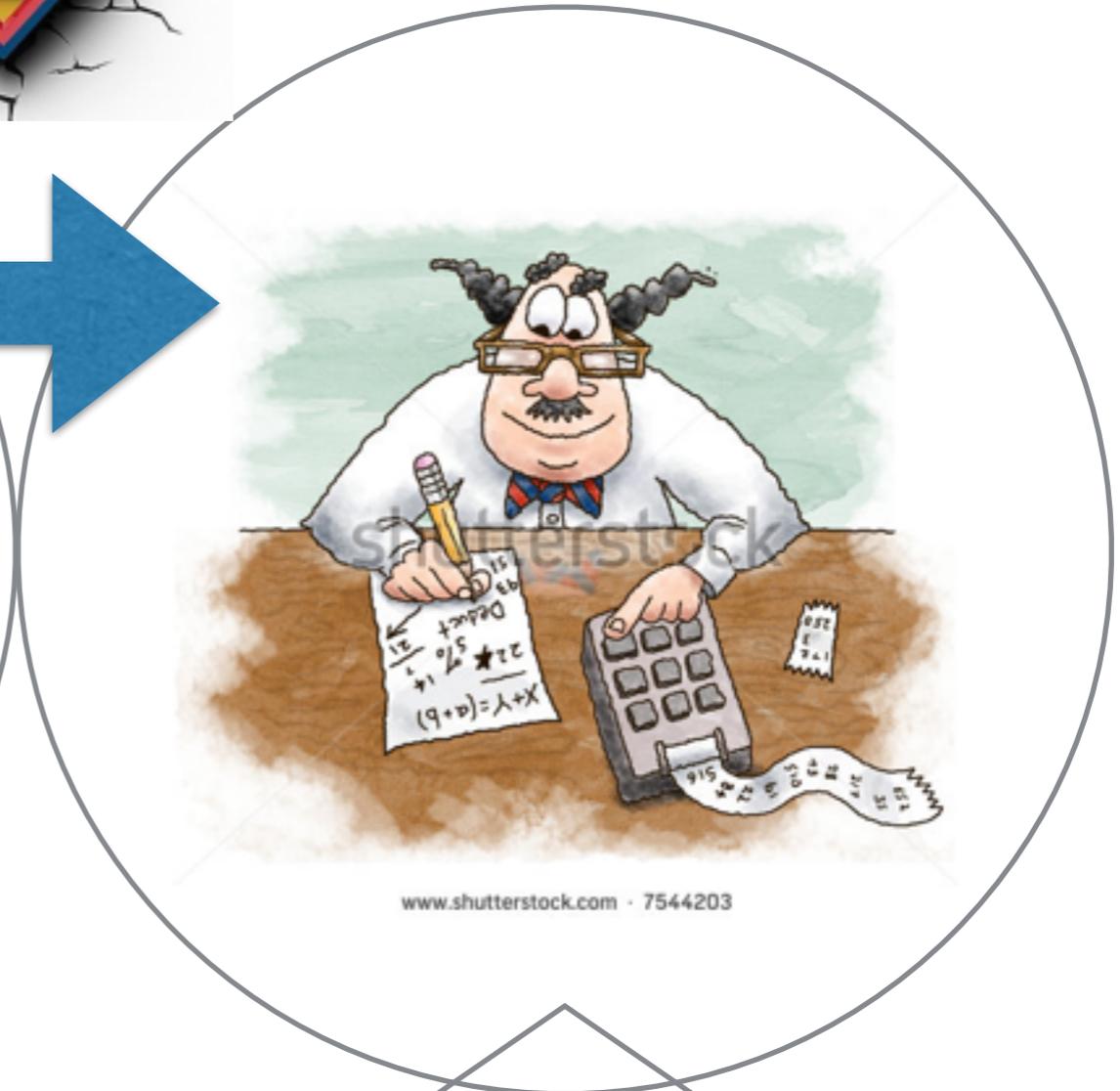
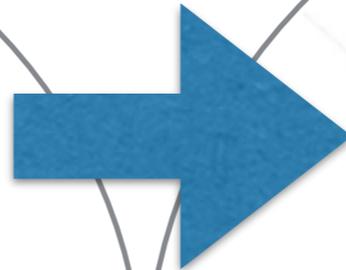
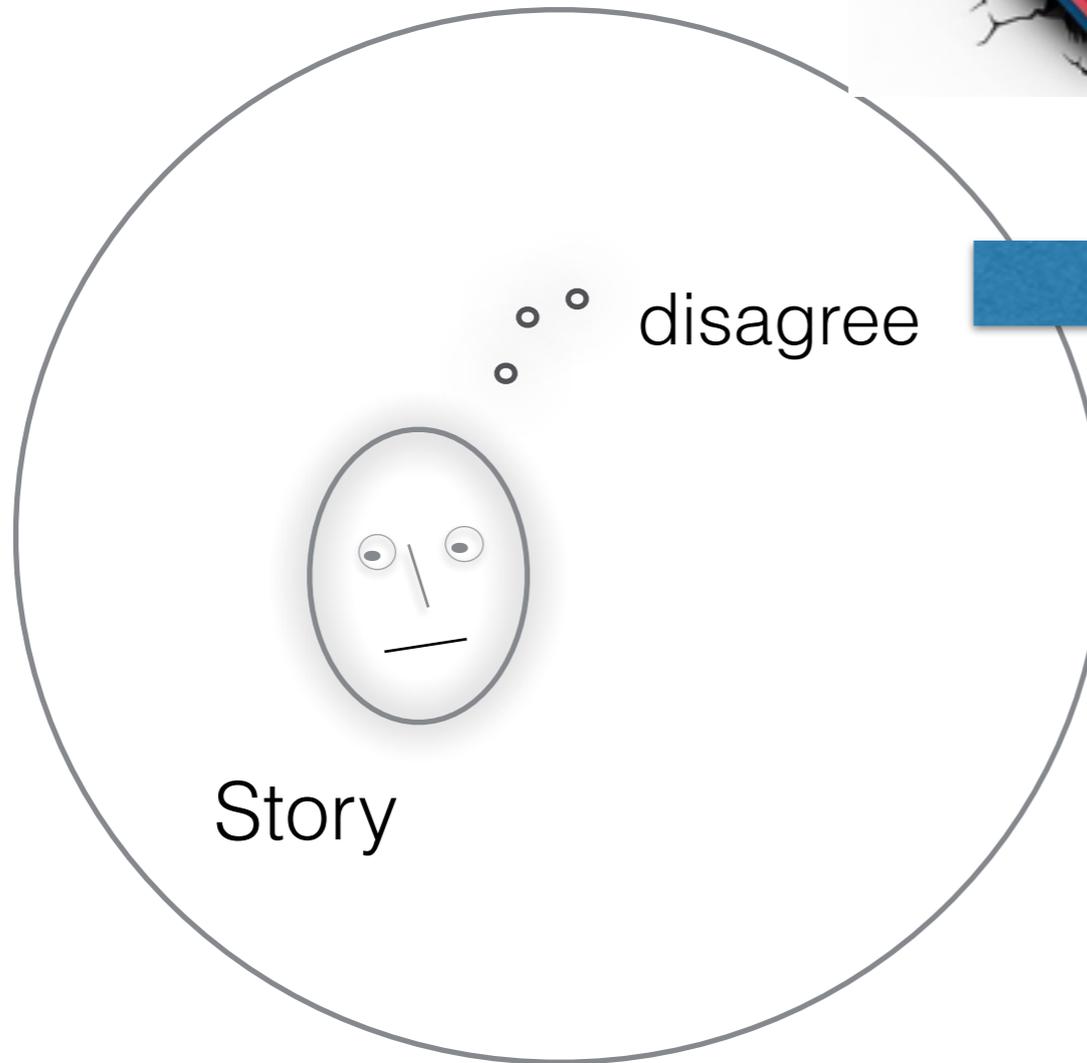
defending  
stance

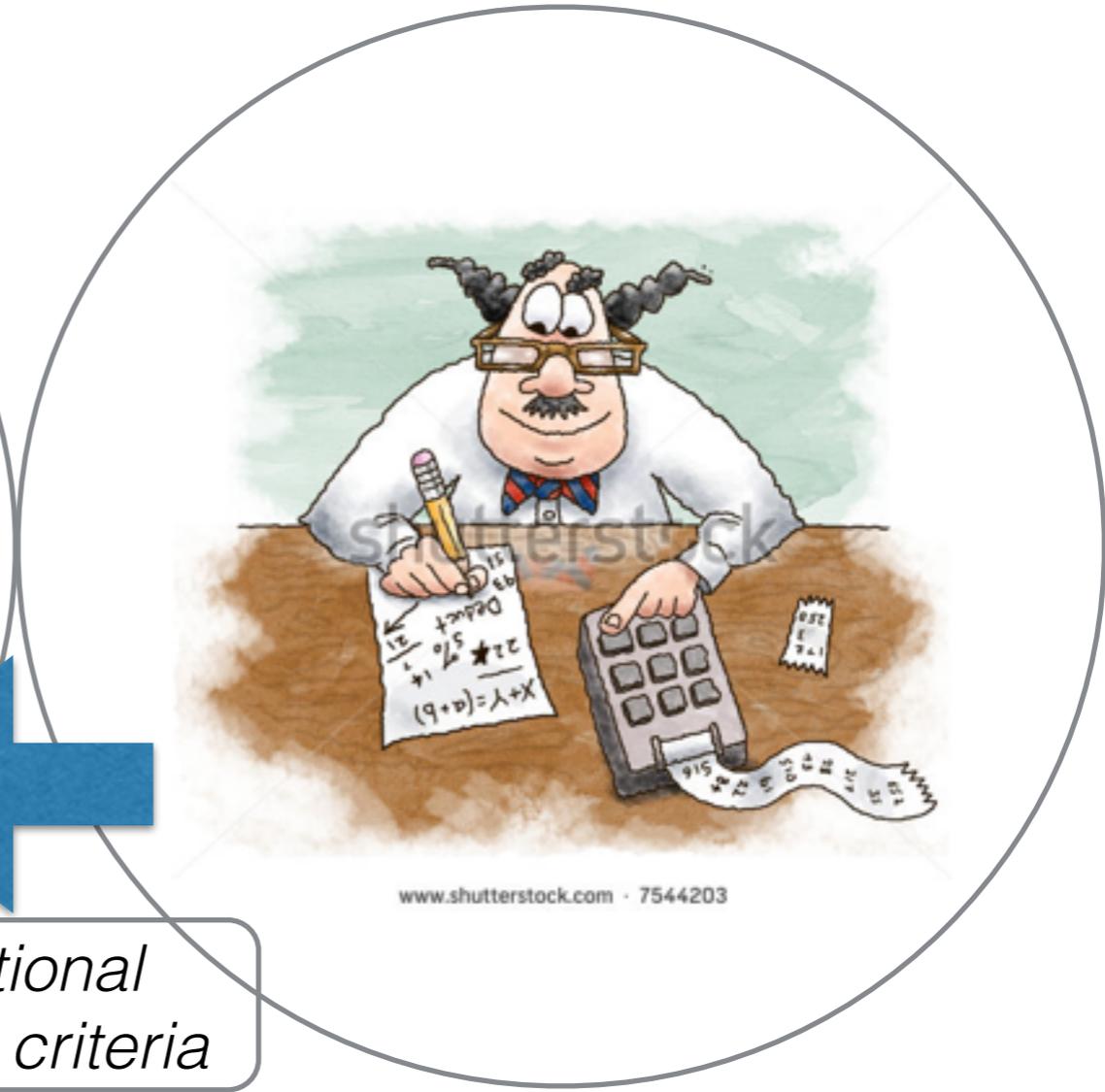
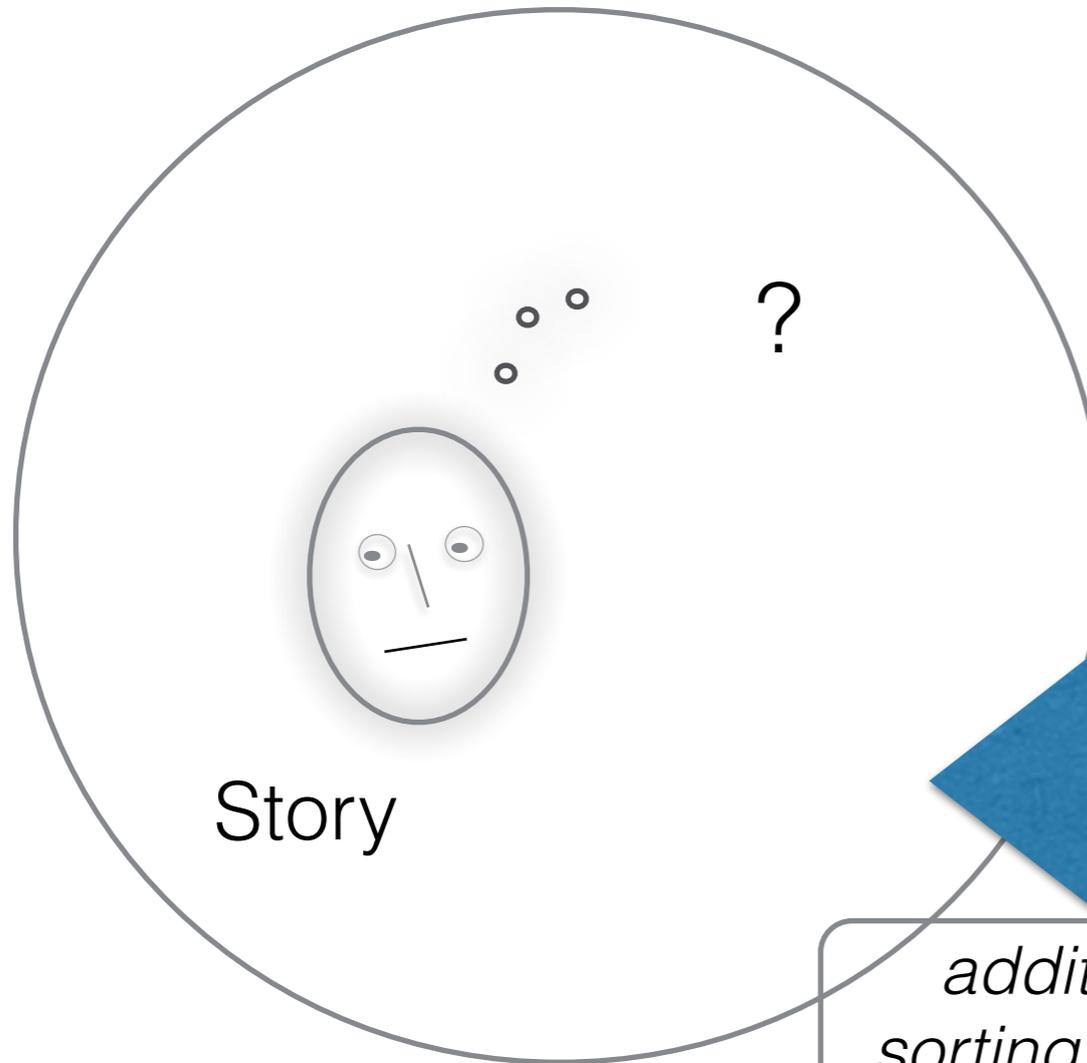


Issue—>Choice



*ambivalence*

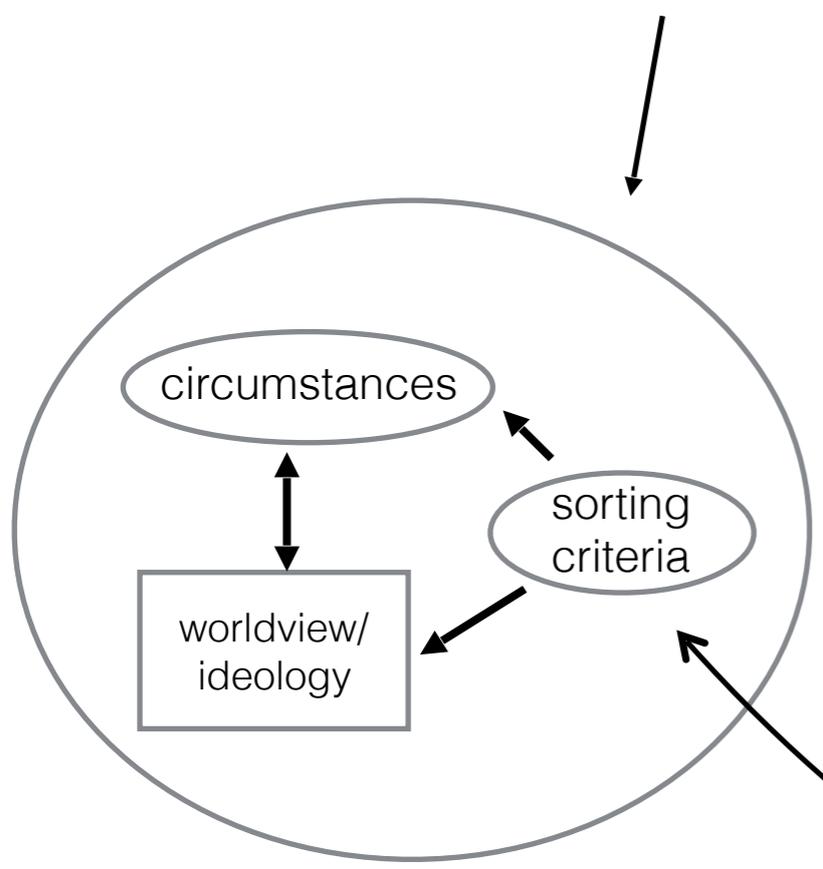




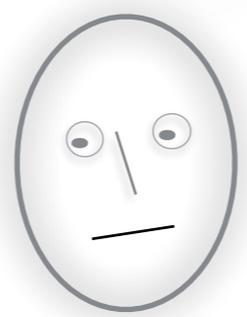
*additional  
sorting criteria*

*ambivalence?*  
*certainty?*

*re-prioritize*



new  
version

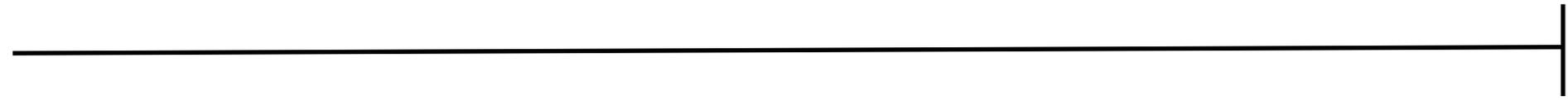


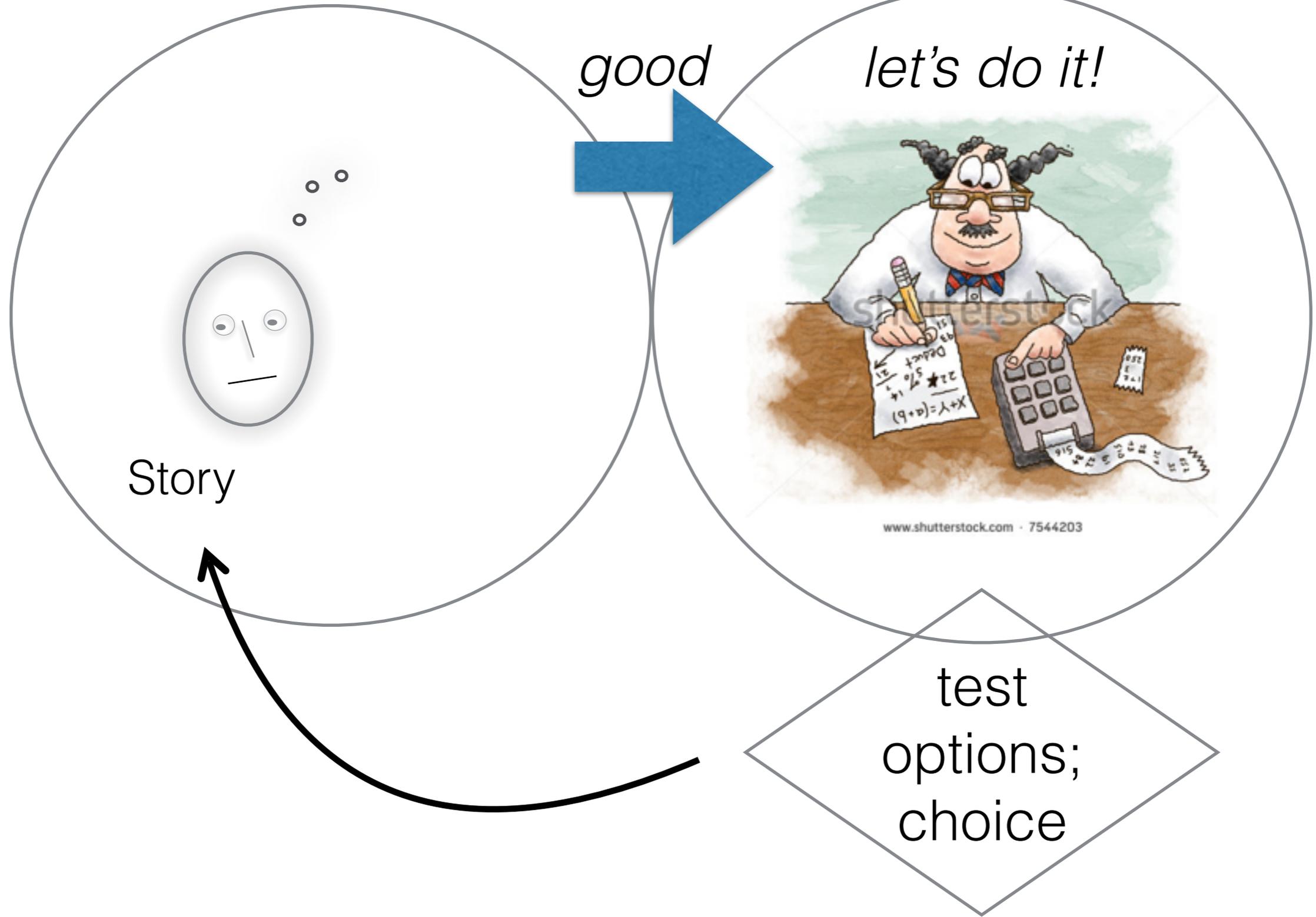
agree  
or  
disagree



*additional  
sorting criteria*

Hidden Brain





*good*

*let's do it!*

Story

test  
options;  
choice

*certainty*



**1) Brain is into plausibility, not reality—**  
*start with your story, just don't stop there*

*ambivalence*

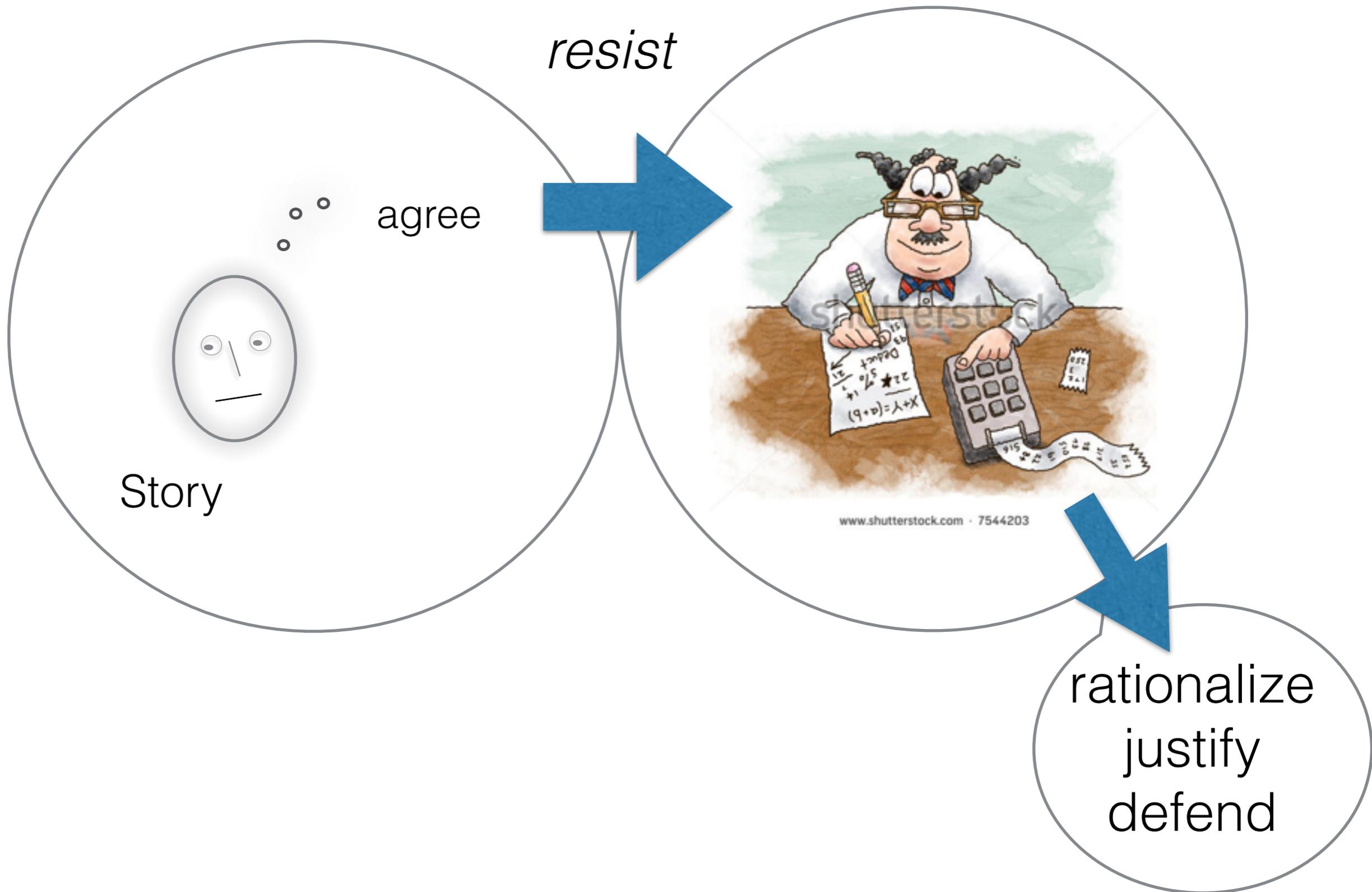


**2) There are always options—**  
**they are not always visible**

*good habits in the Hidden Brain*  
*uncluttered prefrontal cortex*



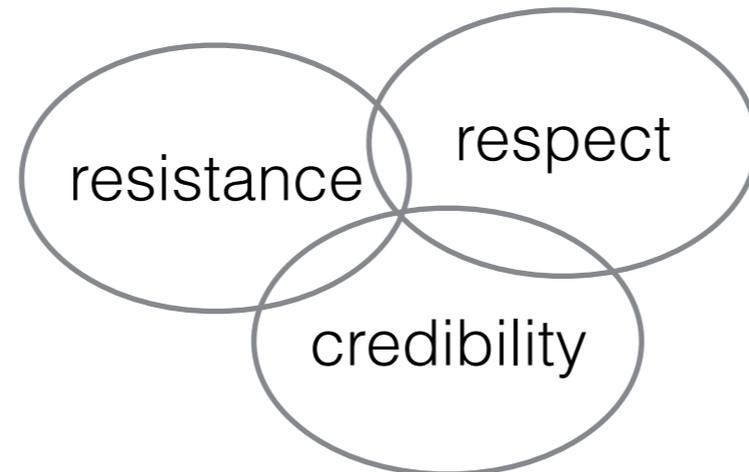
**3) Investors, not buyers—**  
*dopamine, not adrenaline*



## **Recipe**

Issue—> Shared Outcome—>Options—>Choice

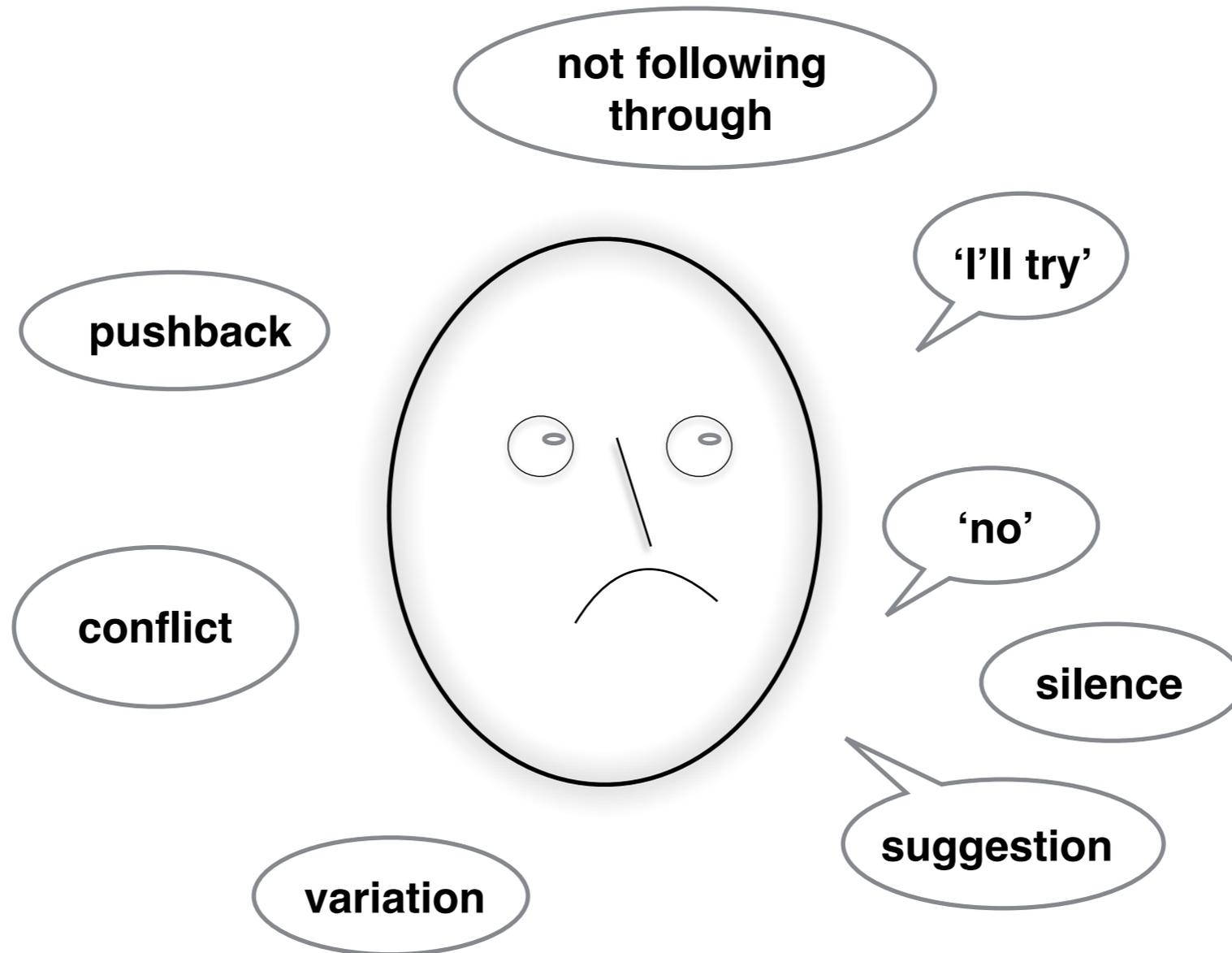
## **Ingredients**



***Resistance shows the path***

Ruth's story:

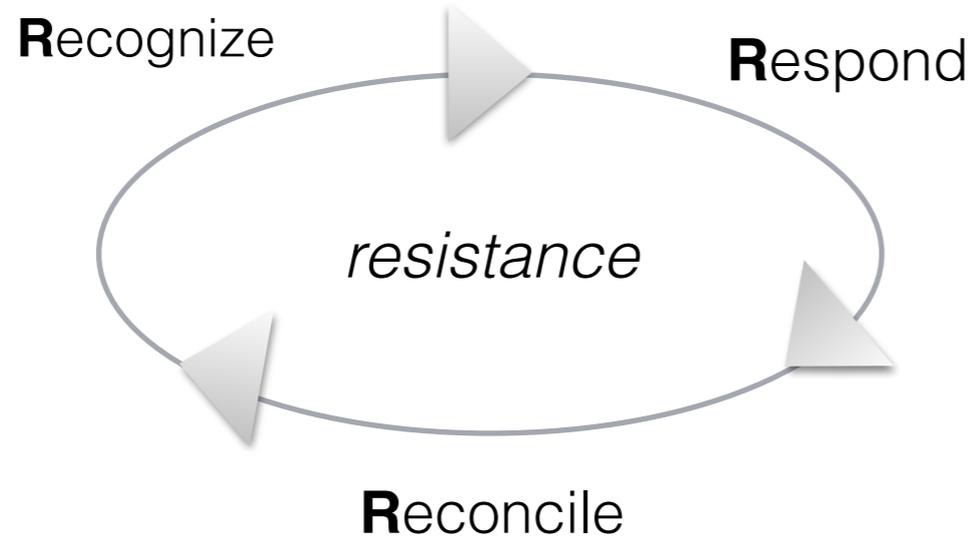
'I Don't Have Time!'



# An Engagement Kata

1- seek the resistance

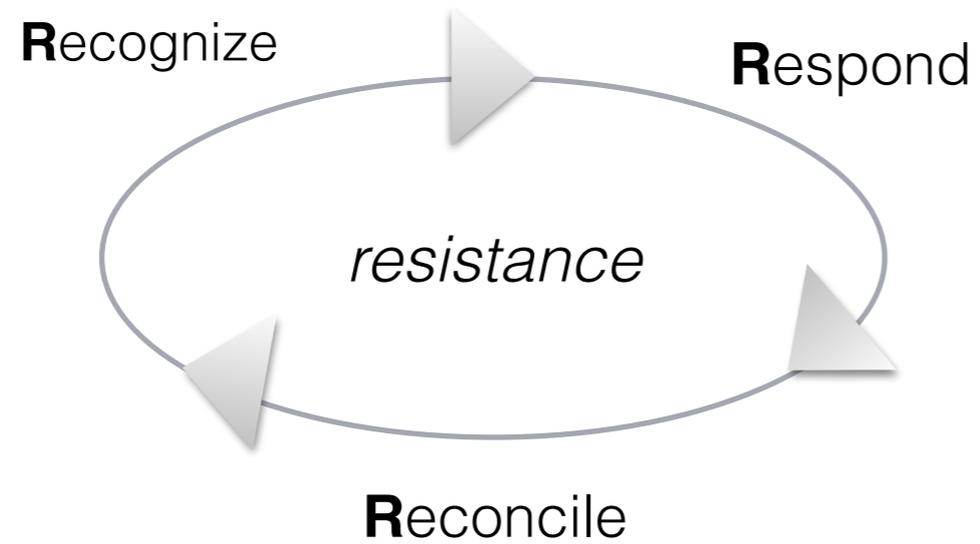
Are you happy with this?  
Something that makes this difficult?  
Questions? Concerns?



# An Engagement Kata

1- seek the resistance

2- seek their concerns



# 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

## **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

**and 2 conditions**

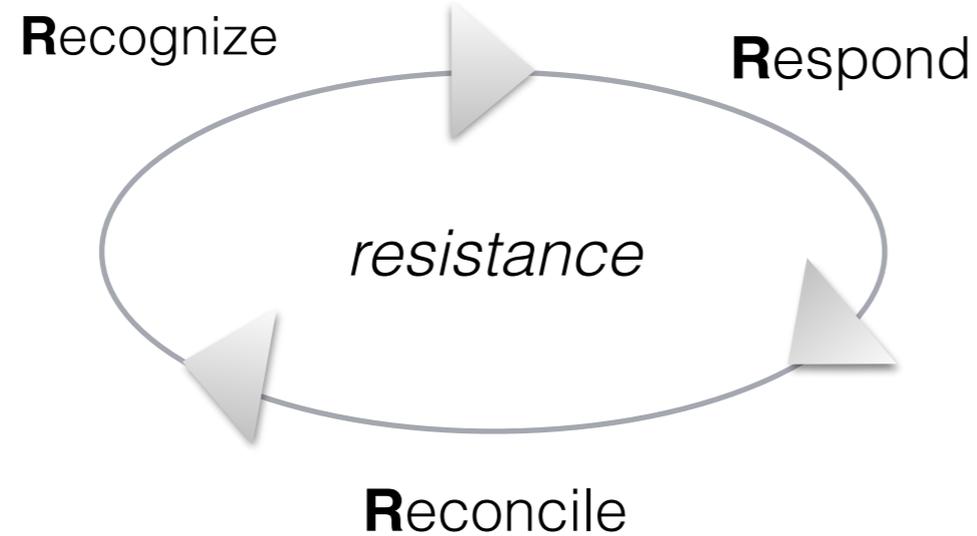
# An Engagement Kata

1- seek the resistance

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

2- seek their concerns

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



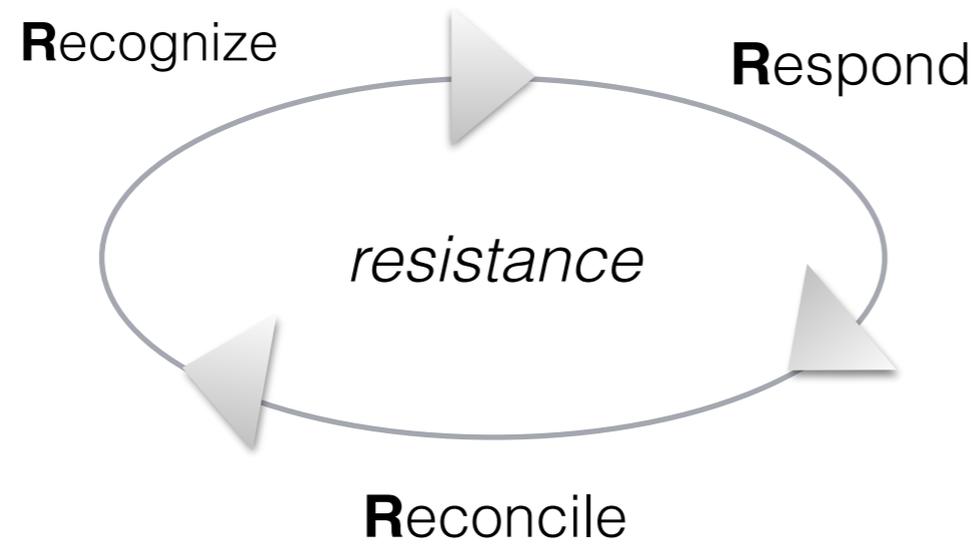
## **1st condition**

lack of bandwidth-  
an overwhelmed prefrontal cortex

# An Engagement Kata

1- seek the resistance

2- seek their concerns



3- check yourself

## **2nd condition**

# Credibility

trumps

reason

## *“A Question of Trust”*

Onora O’Neill. 2002 BBC Reith lecture

avoid

inadvertent deception

unintentional coercion

## ‘What We Don’t Understand About Trust,’

Onora O’Neill. 2013 TedxHouses of Parliament

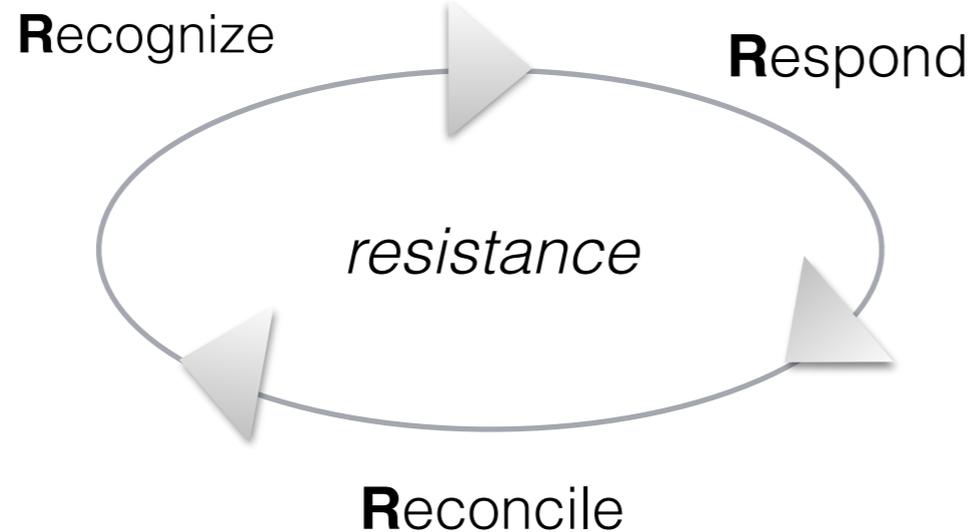
trustworthiness-

honest, competent, reliable

# An Engagement Kata

1- seek the resistance

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



2- seek their concerns

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

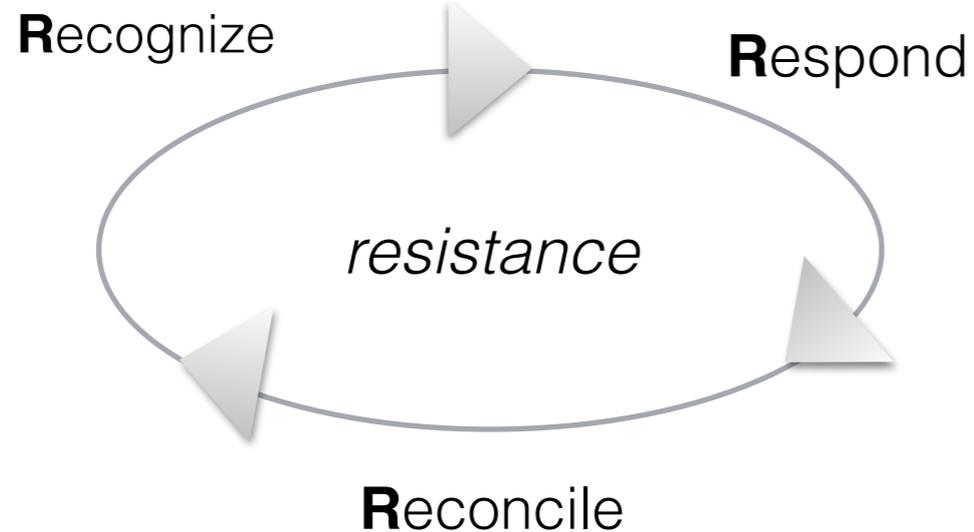
Am I clear with my language, terms?  
Misleading with my data?  
Misguiding with my metrics?  
Does my choice work and is it workable?

3- check yourself

# An Engagement Kata

1- seek the resistance

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



What do we want it to look like?  
What can we agree to do?  
What might happen if....?

4- find the next step

2- seek their concerns

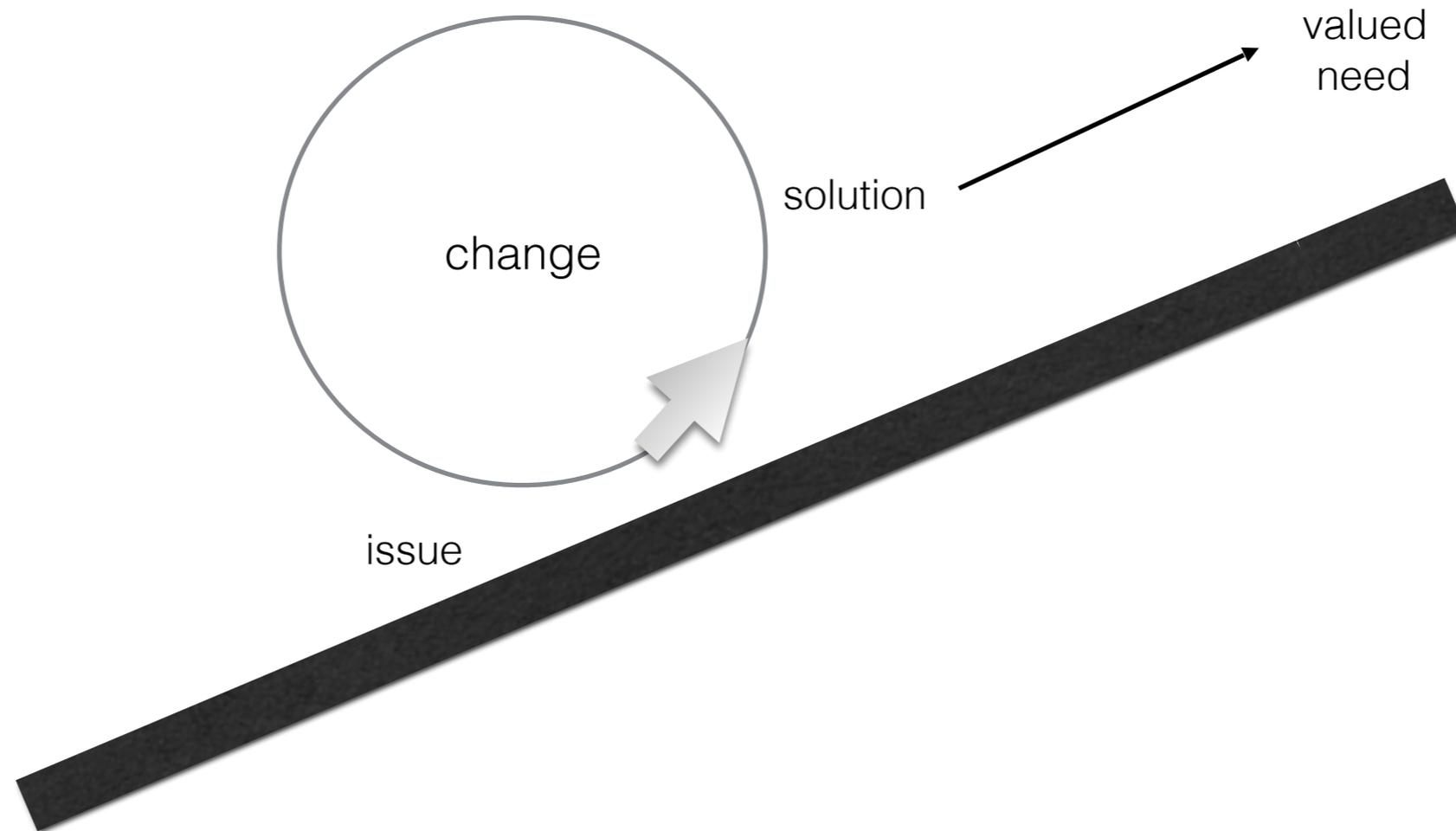
What doesn't work? an example?  
What doesn't work for you?

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

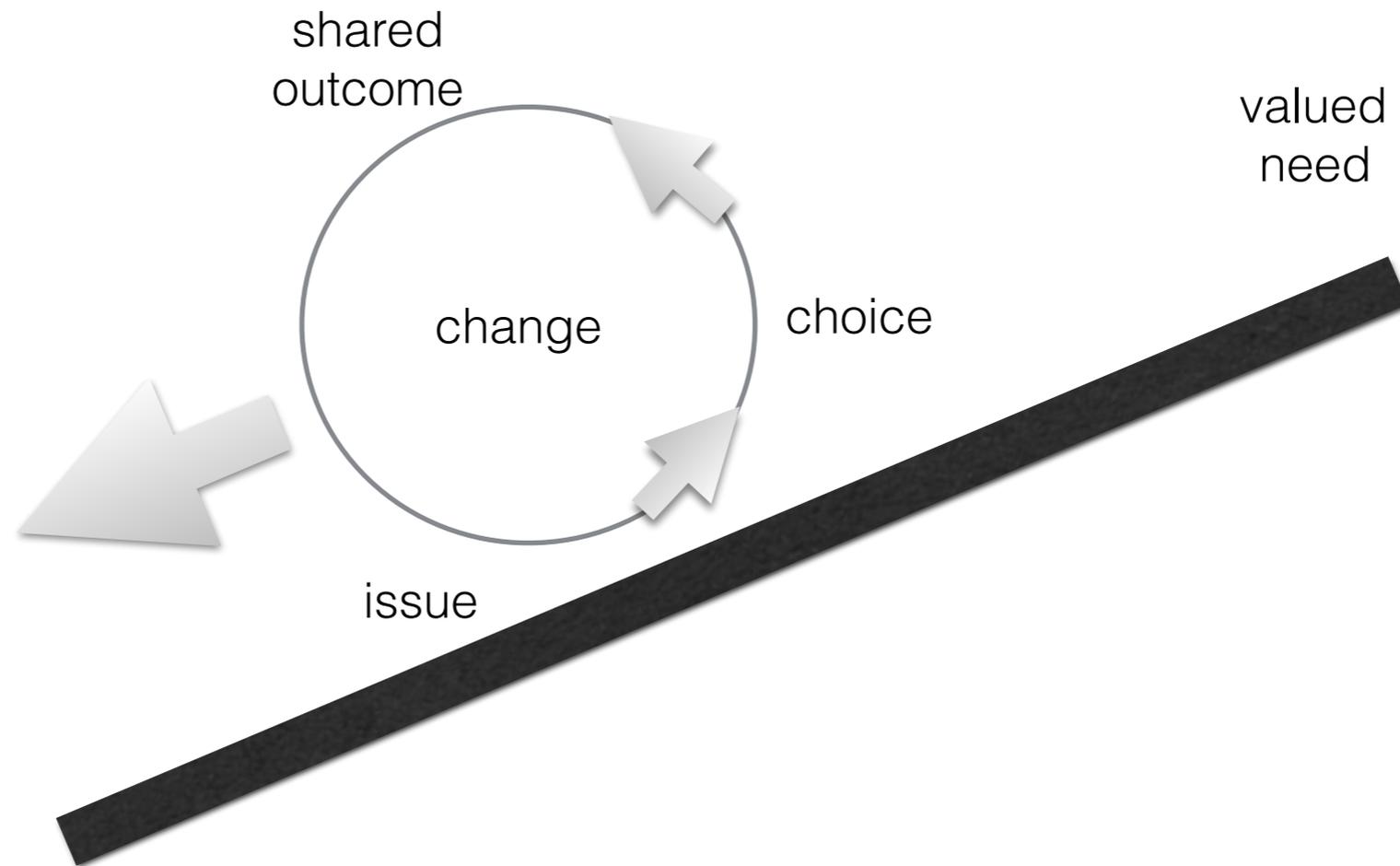
3- check yourself

What if you are the one resisting?

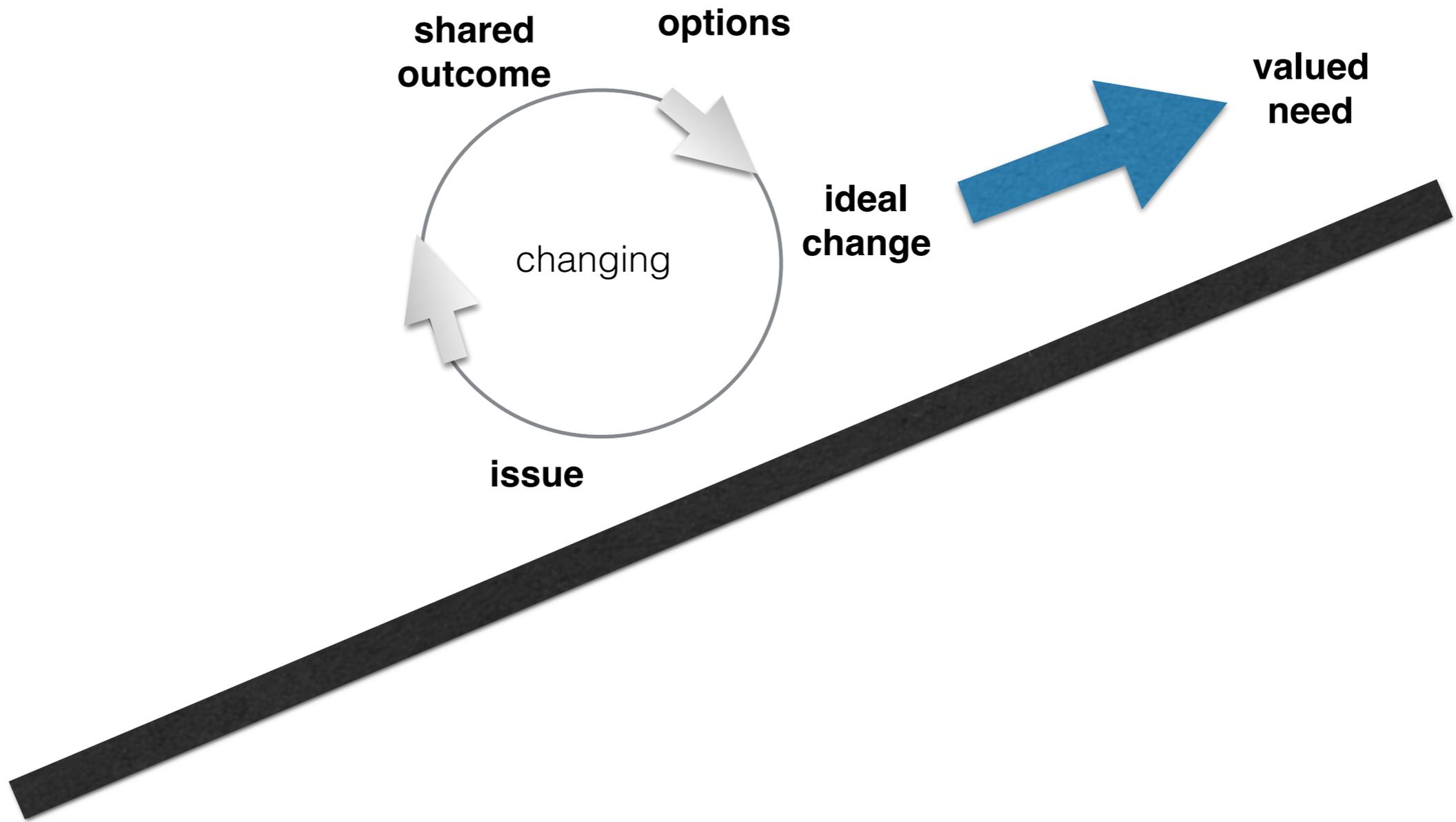
# *Toward an Ideal Change*



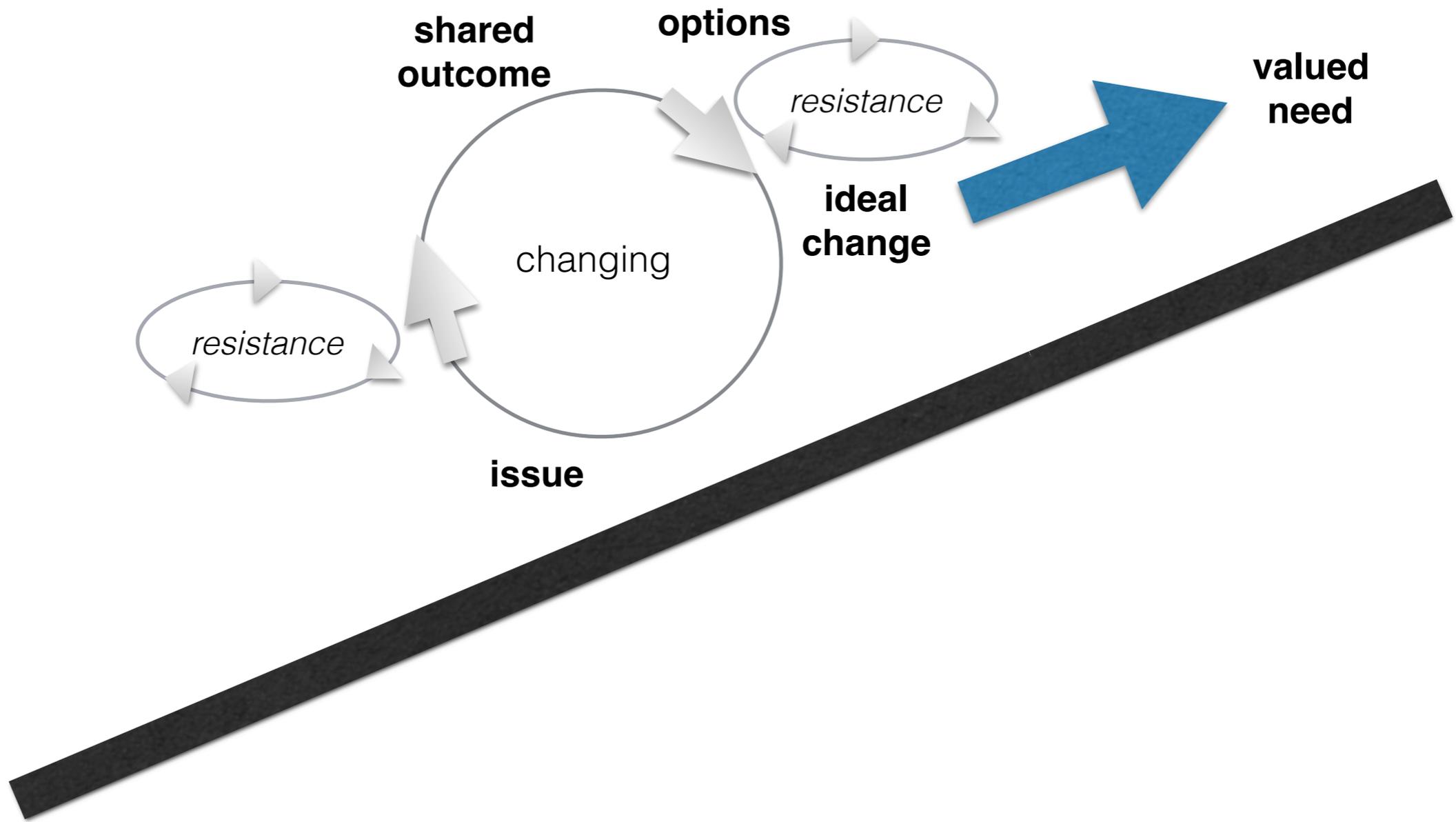
# *When we focus on choices first*



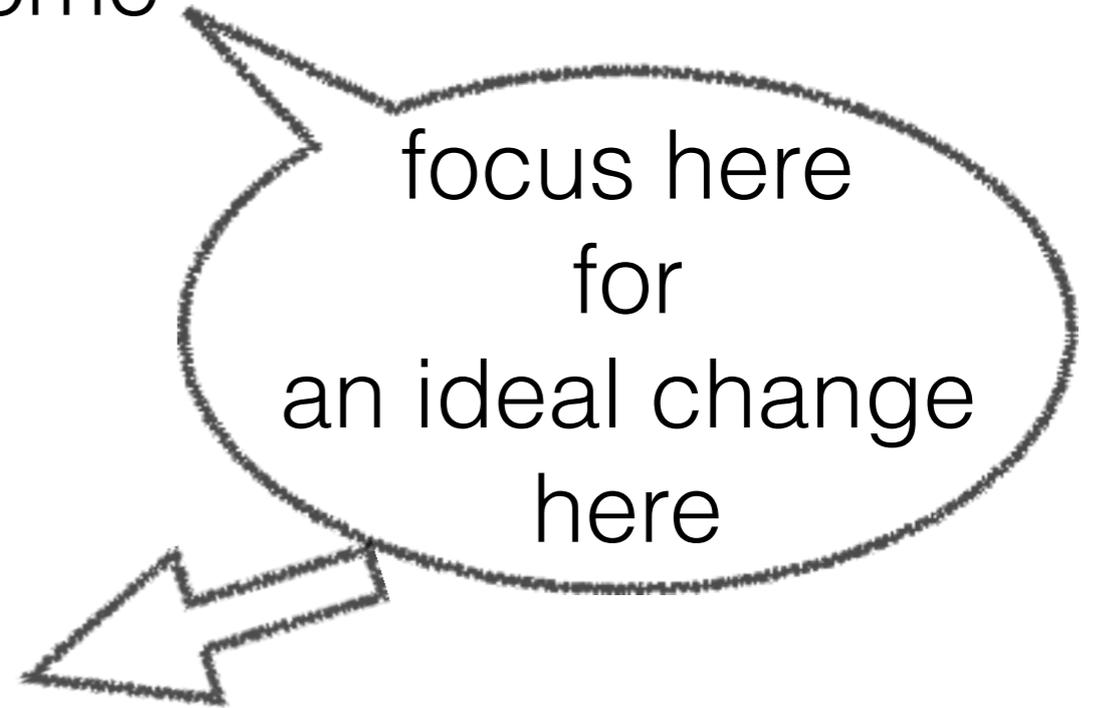
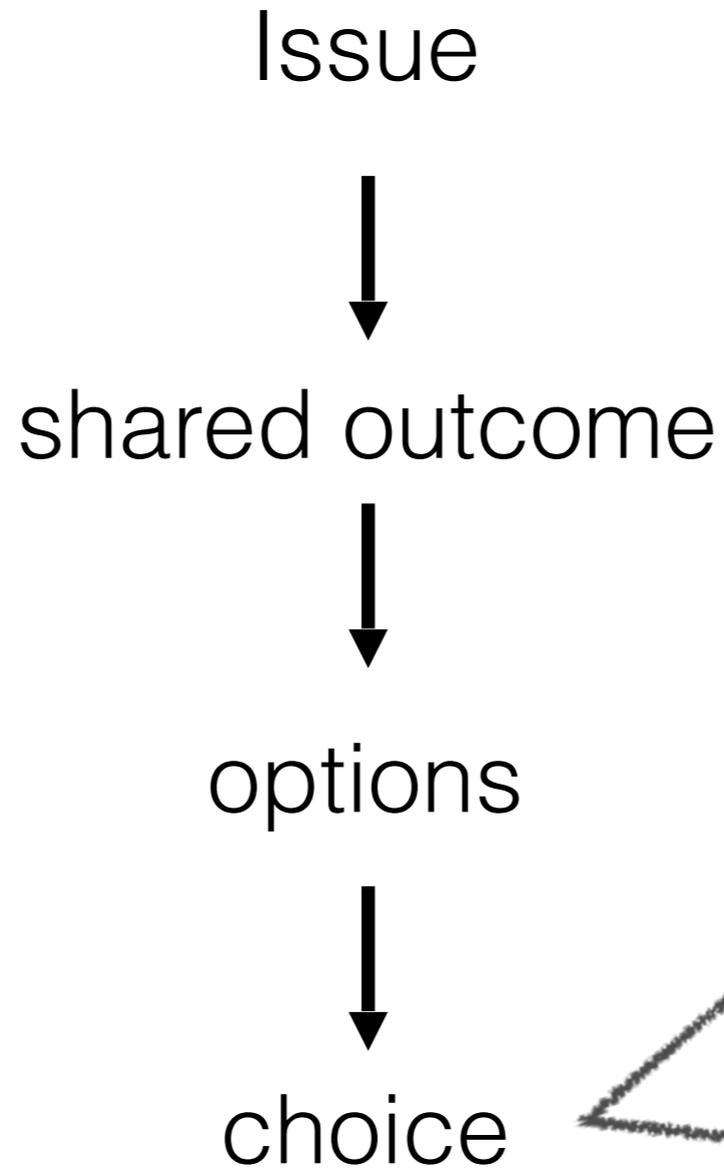
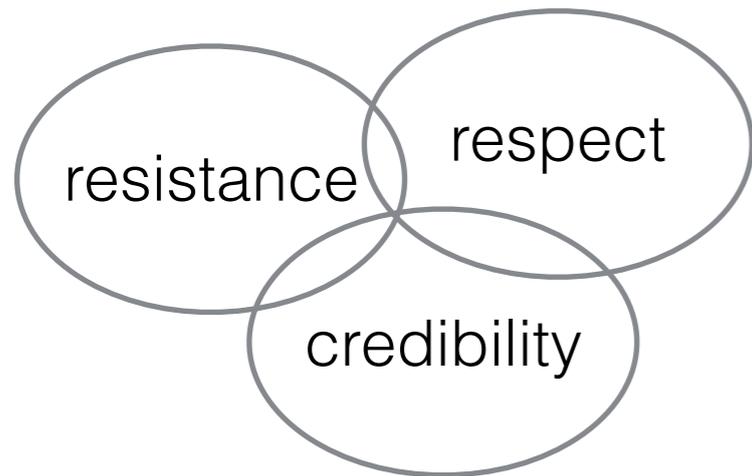
# *Toward an Ideal Change*



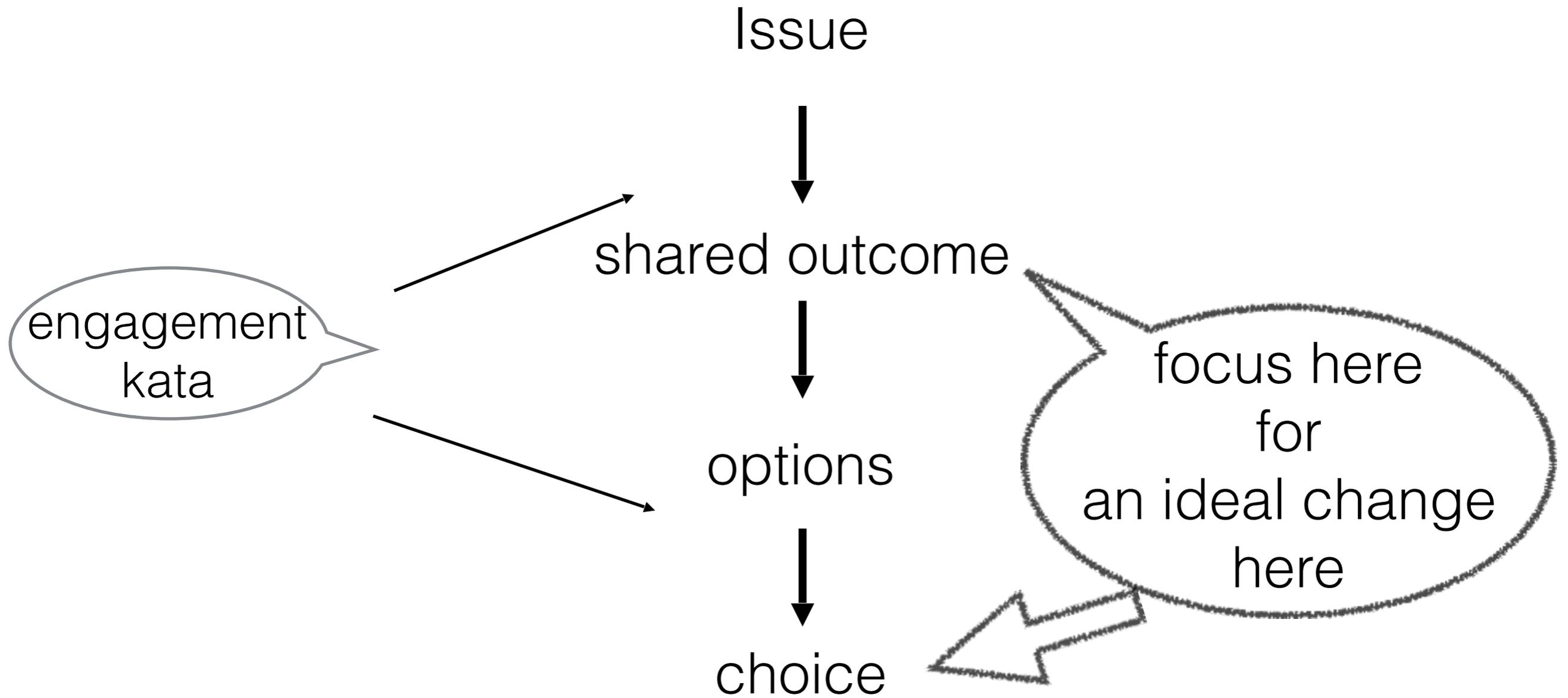
# Toward an Ideal Change



# ***Toward an Ideal Change***



# ***Toward an Ideal Change***



Questions? Concerns?

What will make this difficult for you to do?

Are You Happy?

Mark Jaben

[jabenmm@aol.com](mailto:jabenmm@aol.com)

Look for the soon to be released book:

Free The Brain:

Overcome The Struggle People And Organizations Face With Change

[freethebrain.com](http://freethebrain.com)