

**RESISTANCE IS  
NOT FUTILE,  
JUST POORLY  
UNDERSTOOD.**

**in Adam Hsu**

 **@hsuflyguy**  **adam@kanbanese.com**



HOW

WHAT

IDEAS

WHY

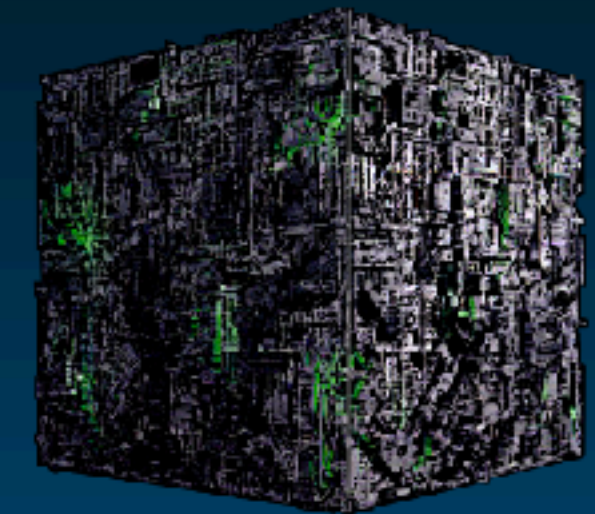
WHO

WHEN



**LeanKanban**  
North America 2018

# RESISTANCE TO WHAT?



AUDIENCE  
POLL





RESISTANCE  
IS  
FUTILE



*POLL: RESISTANCE TO...*

**slid.do**



**POLL: RESISTANCE TO...**





## Resistance to...

0 3 6

Join at  
**slido.com**  
**#KLR18**





## POLL: RESISTANCE TO...



resistance to |



resistance to **change**  
resistance to **civil government**  
resistance to **authority**  
resistance to **venous return**  
resistance to **antibiotics**  
resistance to **flow**  
resistance to **slavery**  
resistance to **british slavery apush**  
resistance to **civil government pdf**  
resistance to **british slavery**

Google Search

I'm Feeling Lucky

[Report inappropriate predictions](#)



resistance to |



resistance to **change**  
resistance to **civil government**  
resistance to **authority**  
resistance to **venous return**  
resistance to **antibiotics**  
resistance to **flow**  
resistance to **slavery**  
resistance to **british slavery** apush  
resistance to **civil government pdf**  
resistance to **british slavery**

Google Search

I'm Feeling Lucky

[Report inappropriate predictions](#)



**RESISTANCE IS  
NOT FUTILE,  
JUST POORLY  
UNDERSTOOD.**

**in Adam Hsu**

 **@hsuflyguy**  **adam@kanbanese.com**



**LeanKanban**  
North America 2018



**ADAM HSU**

Organizational Coach, JPMorgan Chase

**MY IDENTITY**





**ADAM HSU**

Organizational Coach, JPMorgan Chase

**DISCLAIMER**

**MY IDENTITY**

***THE VIEWS AND OPINIONS EXPRESSED IN  
THIS PRESENTATION ARE MINE AND DO  
NOT REFLECT THE VIEWS AND OPINIONS  
OF JPMORGAN CHASE***

## ***I HAVE SEVERAL IDENTITIES...***

- **Change** Champion (Agent)
- **Change** Enabler (Educator/Coach)
- **Change** Manager (Owner)

CHAMPION

ENABLER

MANAGER

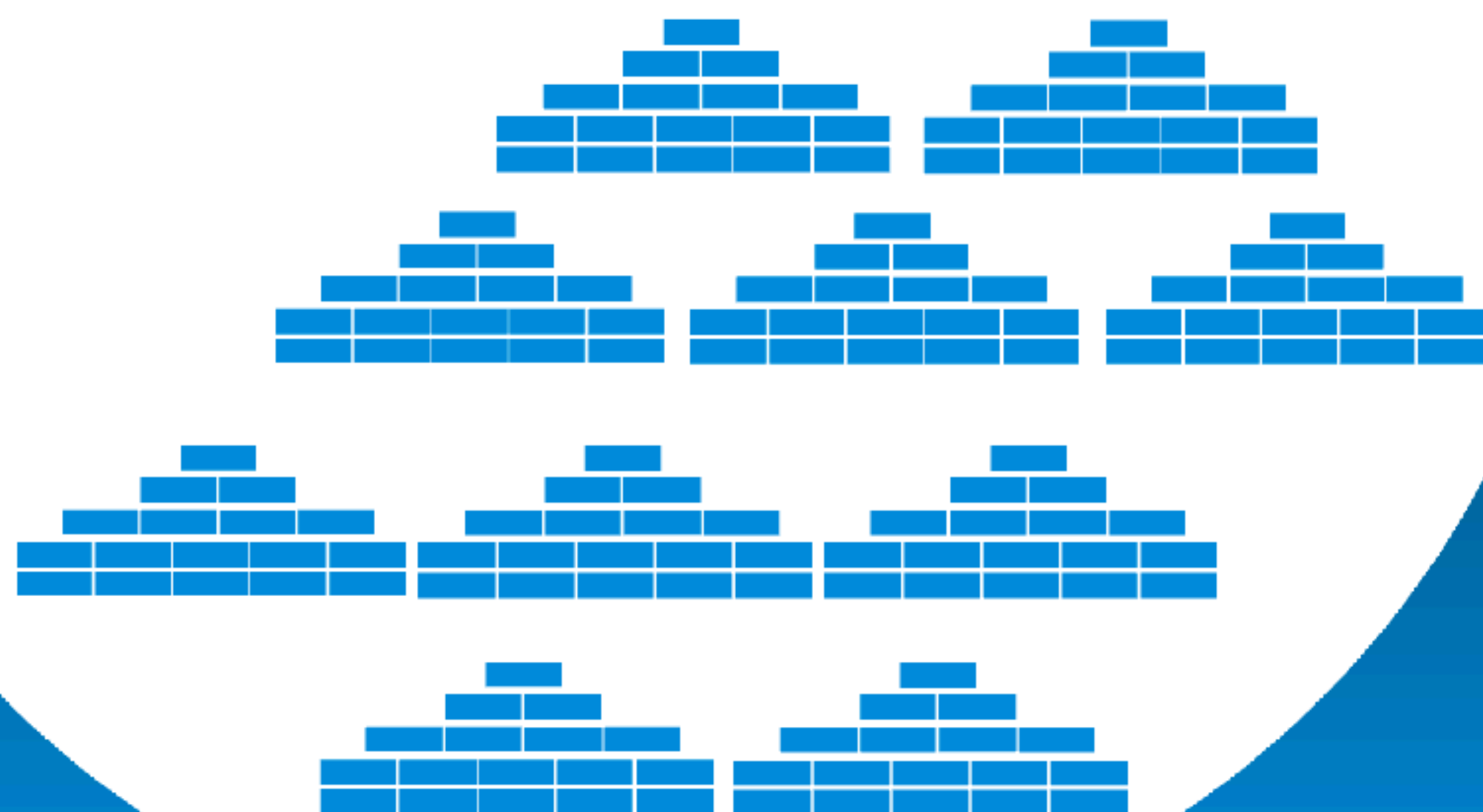
AUDIENCE  
POLL



# MY IDENTITY AS A CHANGE AGENT

EXECUTIVE

me





me



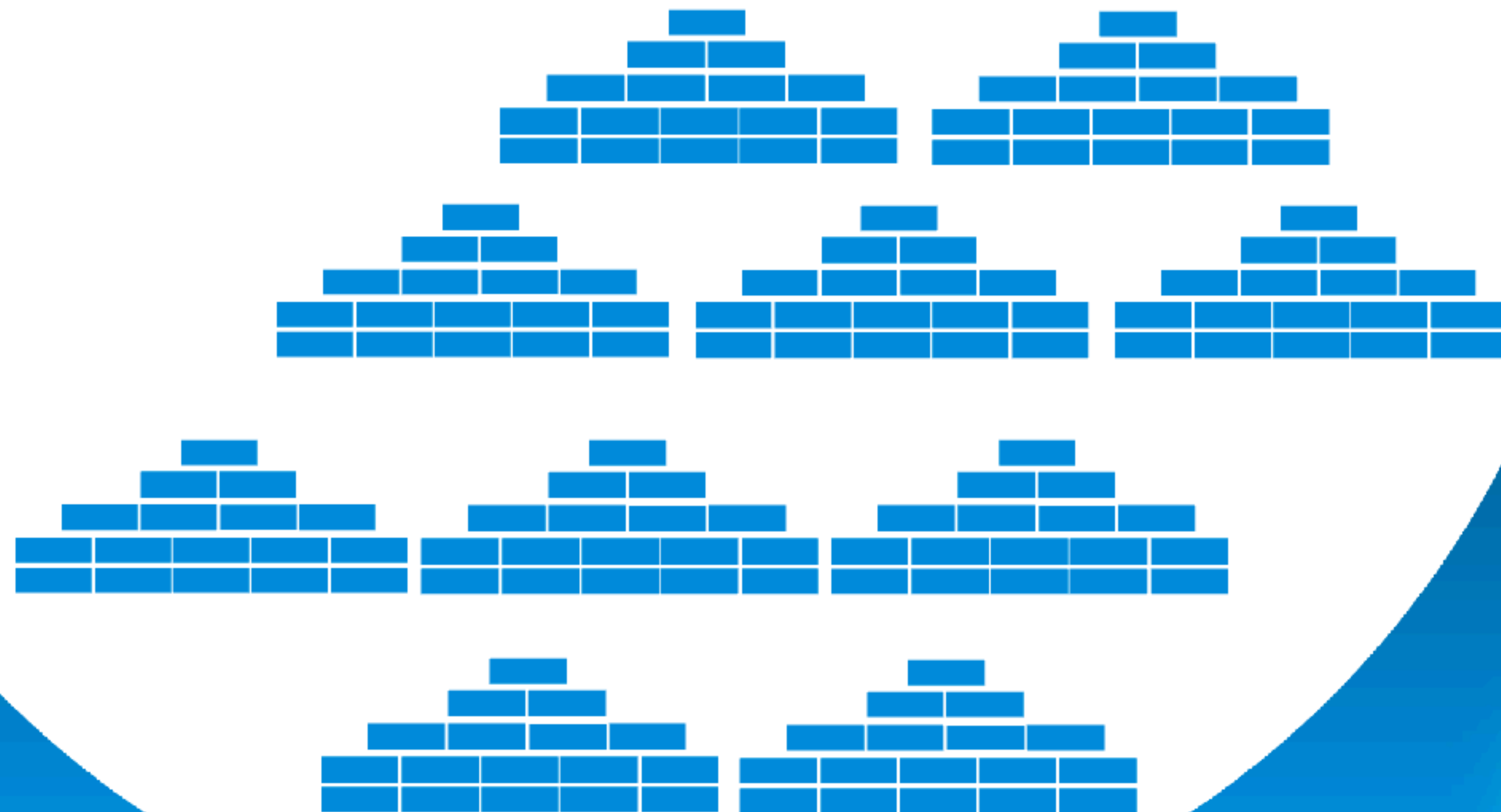
# MY IDENTITY AS A CHANGE AGENT

"Go transform my  
organization!"

Umm...okay.

me

## EXECUTIVE





# MY IDENTITY AS AN EDUCATOR & COACH



adam@kanbanese.com

@hsuflyguy

**Kanbanese**

Tampa, Florida, United States





# MY IDENTITY AS CHANGE MANAGER



Mean: 7.66, Median: 8, Mode: none (thankfully)





***POLL: WHAT IS YOUR IDENTITY?***

Change Champion (Agent)

Change Enabler (Educator/Coach)

Change Owner (Manager)

Change Recipient  
(Work Contributor)





## What is your identity?

0 4 4

Change Enabler (Trainer/Coach)



59%

Change Champion (Agent)



48%

Change Owner (Manager)



36%

Change Recipient (Work Contributor)



30%

Join at  
**slido.com**  
**#KLR18**



anbanese.com

LeanKa  
North America 2

 @hsuflyguy  adam@kanbanese.com



# LeanKanban

North America 2018

A diagram on a blue background. A large, light-blue circle with a white border is centered on the left. Inside it, the text "RESISTANCE TO CHANGE" is written in white, bold, sans-serif capital letters. To the right of this large circle are two smaller, white circles with blue borders. The top circle contains the word "CHANGE" in blue, sans-serif capital letters. The bottom circle contains the word "RESISTANCE" in blue, sans-serif capital letters. The background is a solid blue color with some faint, blurry white shapes.

# **RESISTANCE TO CHANGE**

**CHANGE**

**RESISTANCE**



# ***CHANGE***

***TRUTHS***

***STRATEGIES***

***SCOPE***

***MODELS***

***PRINCIPLES***

# **TRUTHS OF CHANGE**

Inevitable

Stimulated internally/externally

Intervals of stability

Shorter intervals of stability  
w/ increased frequency

Resistance



## **STRATEGIES FOR DEALING WITH CHANGE**

### **Coercive**

Power - Does **not** work

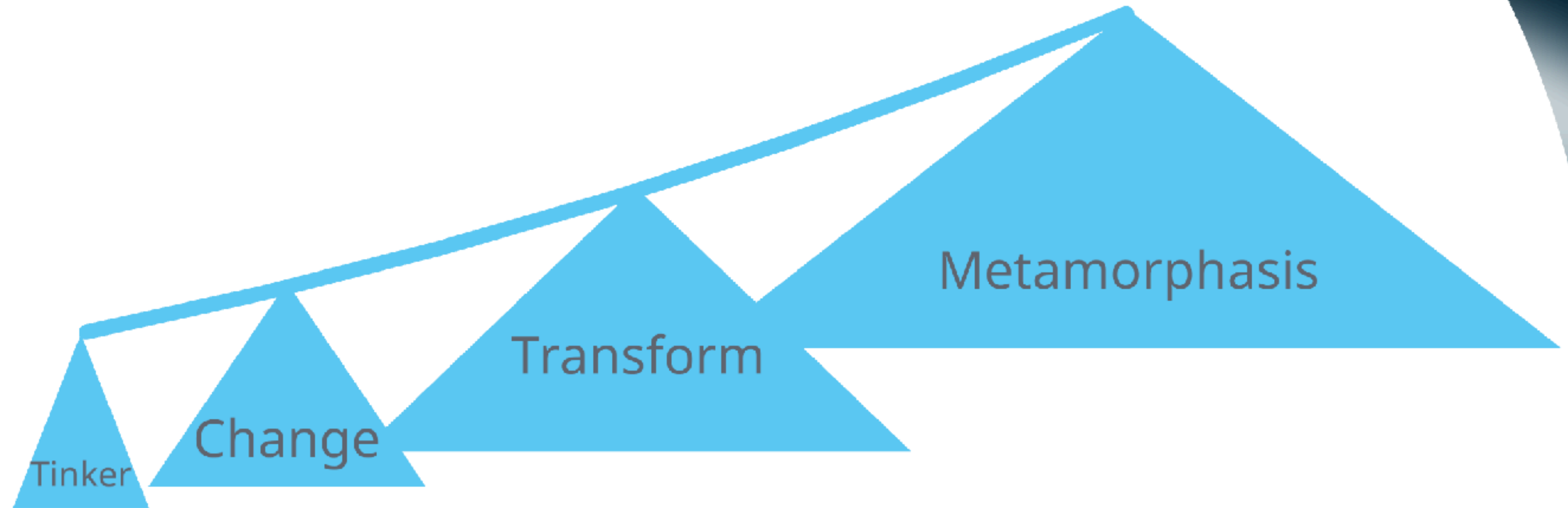
### **Rational**

Empirical - Least effective

### **Normative**

Re-educative - Takes a long time

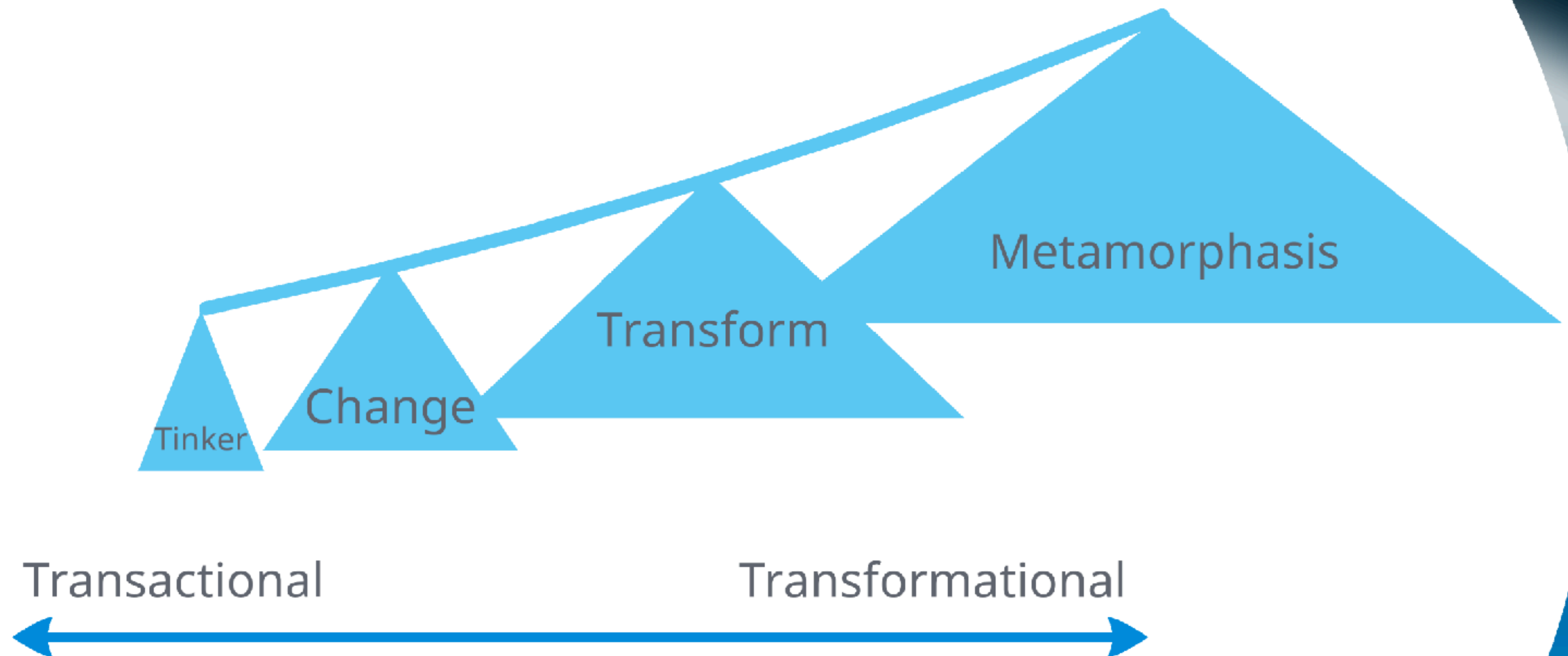
# SCOPE OF CHANGE



*Attribution: Burke Wyatt, Organization Change, Theory and Practice (2008)*



# SCOPE OF CHANGE



*Attribution: Burke Wyatt, Organization Change, Theory and Practice (2008)*

# **MODELS OF CHANGE**

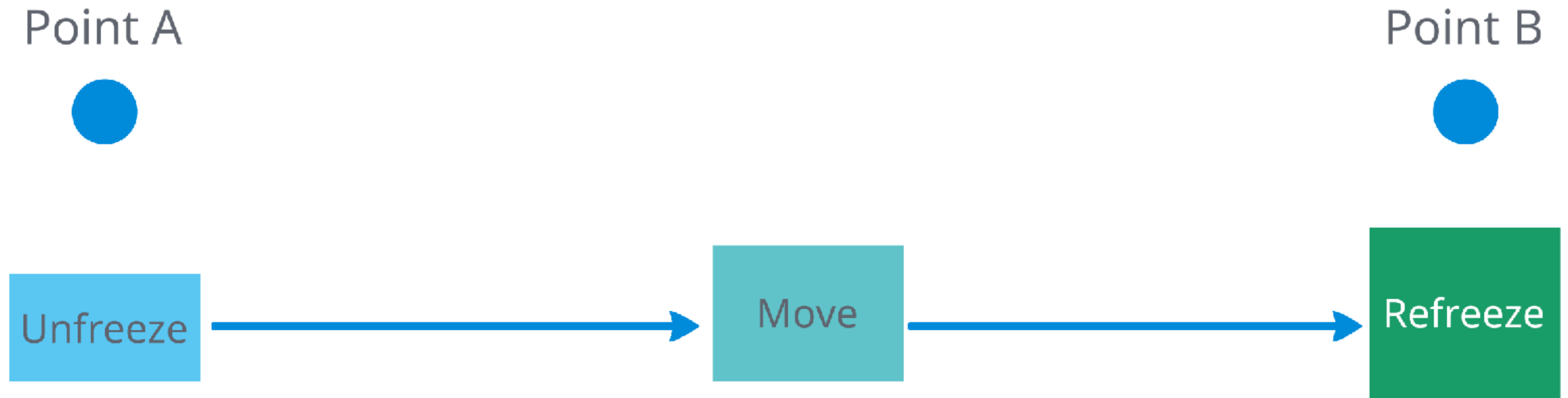
Directive  
Collaborative  
Combination

**LEWIN'S  
MODEL**

**OTHER  
MODELS**



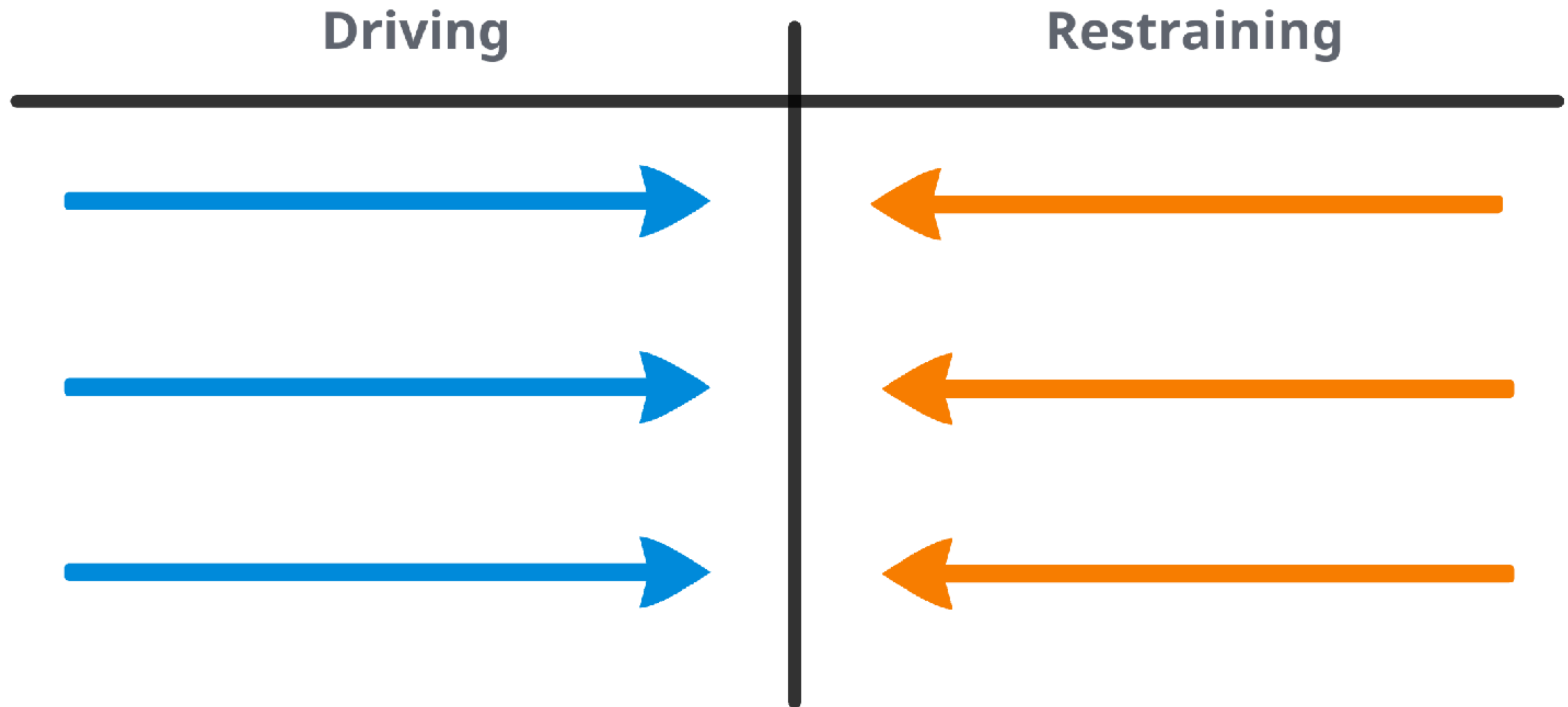
# LEWIN'S 3-STAGE CHANGE MODEL



*Attribution: Lewin, Kurt. Field Theory in Social Sciences (1951)*



# LEWIN'S FORCE FIELD ANALYSIS



*Attribution: Lewin, Kurt. Field Theory in Social Sciences (1951)*



## PHIL CONNOR'S APPROACH TO DECREASE RESTRAINING FORCES



*Attribution: Groundhog Day, Columbia Pictures (1993)*





















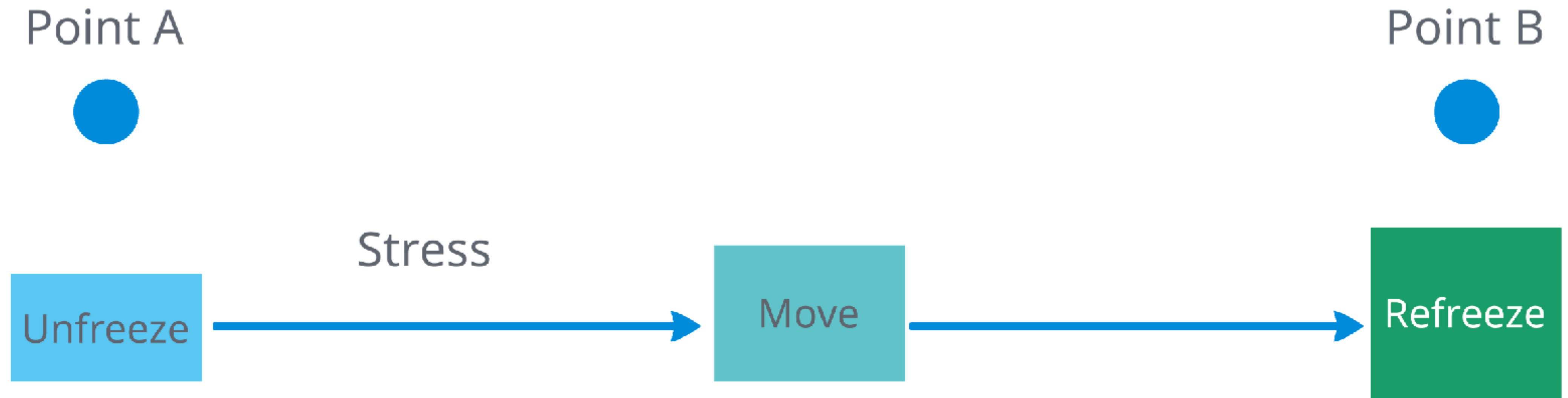








# LEWIN'S 3-STAGE CHANGE MODEL



*Attribution: Lewin, Kurt. Field Theory in Social Sciences (1951)*



Point A



Stress

Unfreeze



Move



Point A



Unfreeze



Move





Point A



Unfreeze

Move



Point A



Distress

Unfreeze

Move





Point A



Distress

Unfreeze



Move



Point A



Unfreeze

Move





Point A



Eustress

Unfreeze



Move



Point A



Valance



Unfreeze



Move





Point A



Potency



Unfreeze



Move



## ***MANY CHANGE MODELS...***

- Zaltman's Ten-Step Problem Solving Model (1977)
- Lippitt, Langseth and Mossop's Seven-Step Approach (1985)
- Kotter's Eight-Step Process (1996)
- Harvey's Checklist for Change - 21 Steps in 3 Phases (2001)
- Jim Collin's Good to Great Flywheel Model (2001)



## *LEADING TO SAME 3 BASIC PHASES*

1. Analysis
2. Planning & Strategizing
3. Implementation

# PRINCIPLES OF CHANGE

- Change is more likely to occur in **environments conducive/favorable to change**
- Change is always a **loss**
- Change inherently involves **conflict**
- In the absence of **shared ownership**, change is likely to fail
- People must believe they are **capable** of change
- If you want lasting change, do it **gradually**
- Whenever possible, link change with **joy**
- Never underestimate the power of **Organizational Culture**
- Top **leadership** support is a key ingredient in adopting change
- Building **trusting relationships** is key to persuading change

*Attribution: Thomas Harvey and Elizabeth Broyles, Resistance to Change (2010)*



# RESISTANCE

```
graph LR; R((RESISTANCE)) --- P((POLL)); R --- F((FACTORS)); R --- PS((PSYCHOLOGY)); R --- C((COACHING));
```

POLL

FACTORS

PSYCHOLOGY

COACHING

*WHAT DO YOU THINK CAUSES  
CHANGE RESISTANCE?*

slido

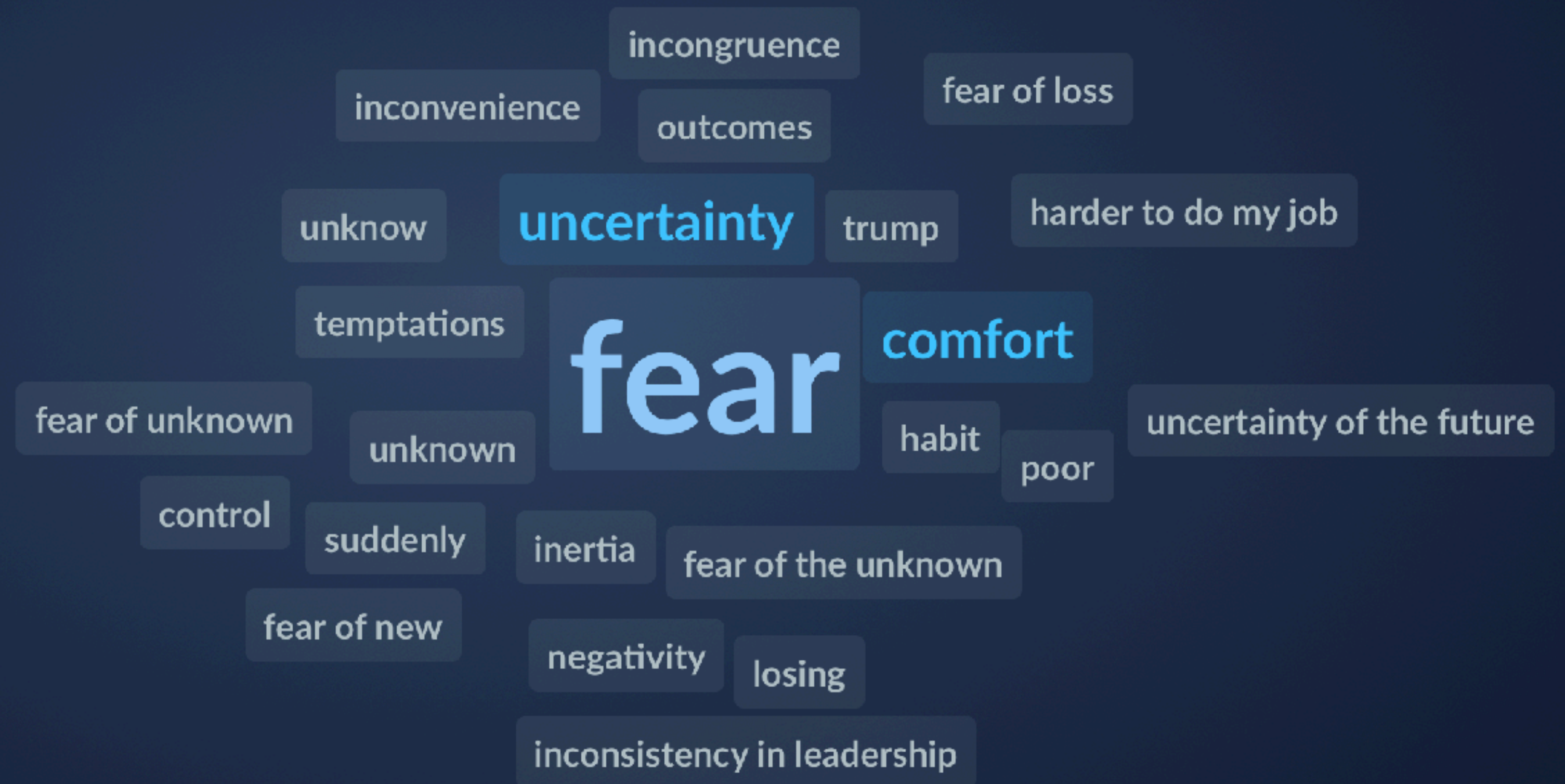




## What do you think causes change resistance?

038

Join at  
**slido.com**  
**#KLR18**





# ***FACTORS OF CHANGE RESISTANCE***

***FEAR***

***RELUCTANCE***

***KEEP  
STATUS  
QUO***

***LACK OF  
SUPPORT***

***OTHERS***



# FEAR FACTORS

- Fear of failure
- Suspicion - Trust Issues
- Insecurity - Heirarchy of Needs
- Loneliness (guinea pig/on an island)
- Ambiguity
- Differential knowledge
- Chaos

## **RELUCTANCE FACTORS**

- Increased burdens
- Lack of benefits
- Lack of recognition
- Lack of ownership - "Not My Idea"
- Boredom - Disengagement



# *KEEPING STATUS QUO FACTORS*

- Sudden wholesale change
- Inherited culture
- Inertia

# *LACK OF SUPPORT FACTORS*

- Absent Leadership
- Unskilled Leadership



## ***OTHER RESISTANCE FACTORS***

- Judgement - Implication current system is broken
- Culture Clash - Norm Incongruence
- Hypocritical / Unfair Champion Behavior
- Damaged Relationships & Personality Clashes
- Extremes of Org Structure - High Centralization or Decentralization

*IS RESISTANCE GOOD OR BAD?*

slido





## Is resistance good or bad?

0 4 2

Both



71%

Neither



21%

Good



5%

Bad



2%

Join at  
**slido.com**  
**#KLR18**



# JONATHAN HAIDT - ELEPHANTS RULE



**Rider = Concious Reasoning**  
**Elephant = Unconcious Intuition**

**Affective Primacy** - feeling (and reacting) before evaulating  
- W. Wundt / R. Zajonc

**Social Persuasion** - Elephants can be open to reason when persuaded by other friendly elephants



***"Intuitions come first, strategic reasoning second."***



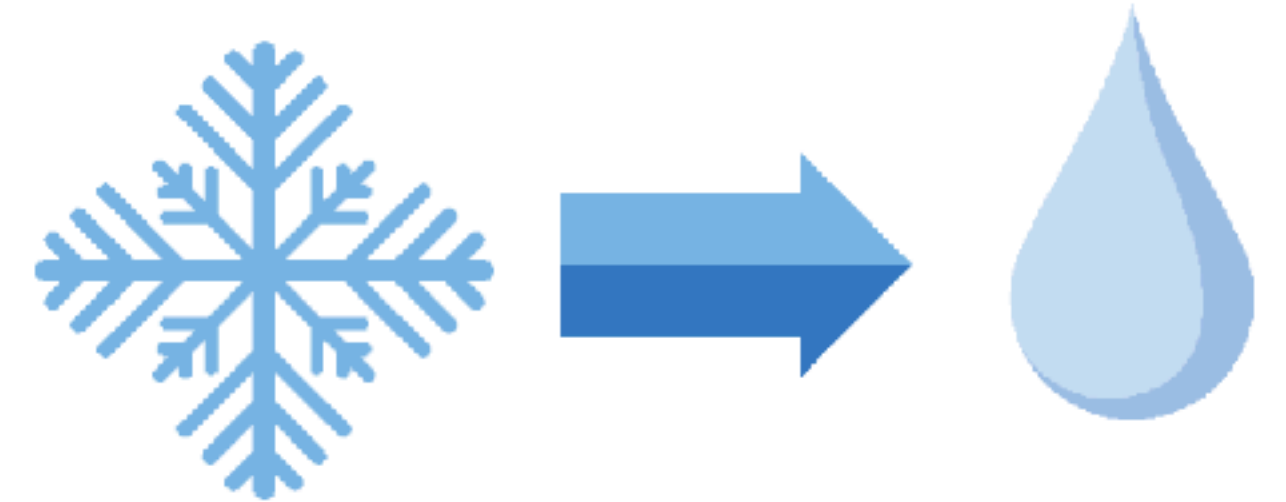
# THINK DIFFERENTLY ABOUT RESISTANCE



Resistance (stressor) is natural and needed for change



Reduce resistance by minimizing restraining factors



Resistance occurs in every phase of change

# PERSUASION & PRE-SUASION - ROBERT CIALDINI

## 6 Principles of Persuasion

1. Reciprocation
2. Scarcity
3. Authority
4. Consistency
5. Liking
6. Social Proof



## Pre-suasion Key Concepts

1. Pre-suading through trust
2. Importance of Privileged Moments
3. What's Focal is Causal
4. Linking changes to create changes
5. Geography of Influence
6. Togetherness through Unity
7. Use Pre-suasion Ethically



# ***KANBAN METHOD CHANGE MANAGEMENT PRINCIPLES***

1. Start with what you do now
  - Understand current process, as actually practiced
  - Respecting existing roles, responsibilities and job titles
2. Gain agreement to pursue improvement through evolutionary change
3. Encourage acts of leadership at all levels



**CONCLUSION**



**SUMMARY**



# MAPPING METHOD TO CONCEPTS

1. Start with what you do now

- Understand current process, as actually practiced
- Respecting existing roles, responsibilities and job titles

Change Principles



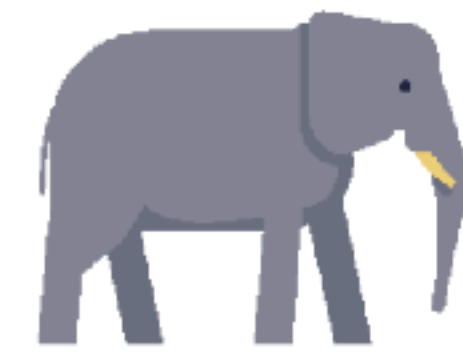
Reduce Restraining Force

Resistance Factors



Fears  
Reluctance  
No Judgement

Elephant Rules



Appeal to Intuition 1st

Persuasion/Pre-suasion

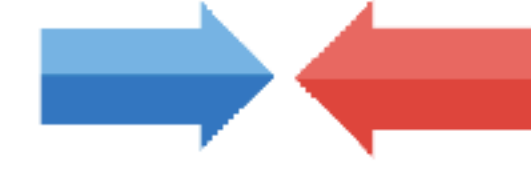


Linking changes to create changes

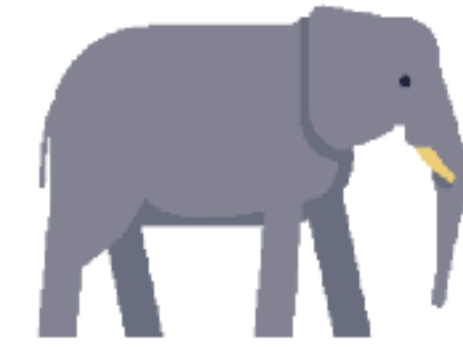
2. Gain agreement to pursue improvement through evolutionary change



3 preconditions of change



No Sudden Wholesale Chg



Appeal to Intuition 1st



Social Proof

3. Encourage acts of leadership at all levels



Collaborative approach



Lack of Leadership Support



Social Persuasion



Togetherness through unity

**RESISTANCE IS  
NOT FUTILE,  
JUST POORLY  
UNDERSTOOD.**

**in Adam Hsu**

 **@hsuflyguy**  **adam@kanbanese.com**



**LeanKanban**  
North America 2018