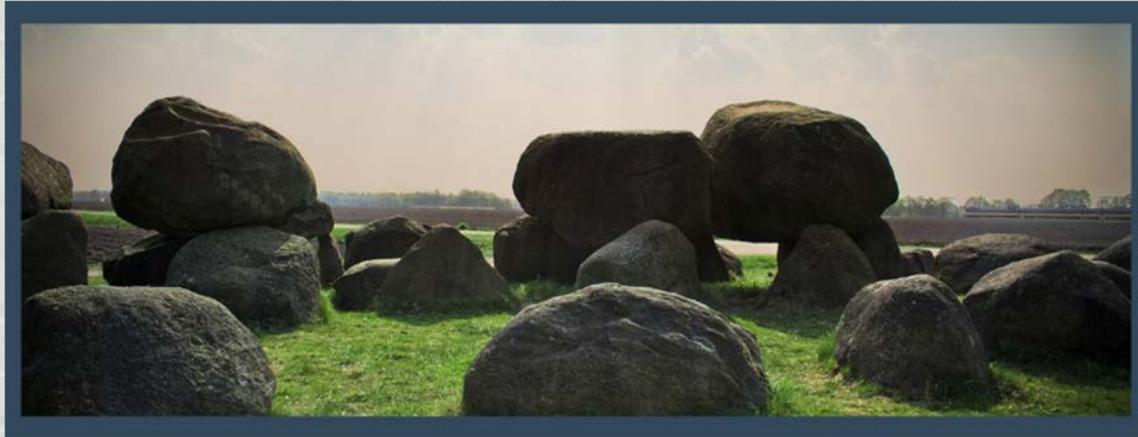


To Go Around the Rocks or Move the Rocks?

Understanding Resistance and Culture



By Marisa Keegan

MK
Marisa Keegan

Today we'll cover:

Understanding Resistance

Structural Tension

Mapping Your Observations

Uncovering Your Blind Spots

Creating Your Action Plan

Utilizing Your Champions

Tools

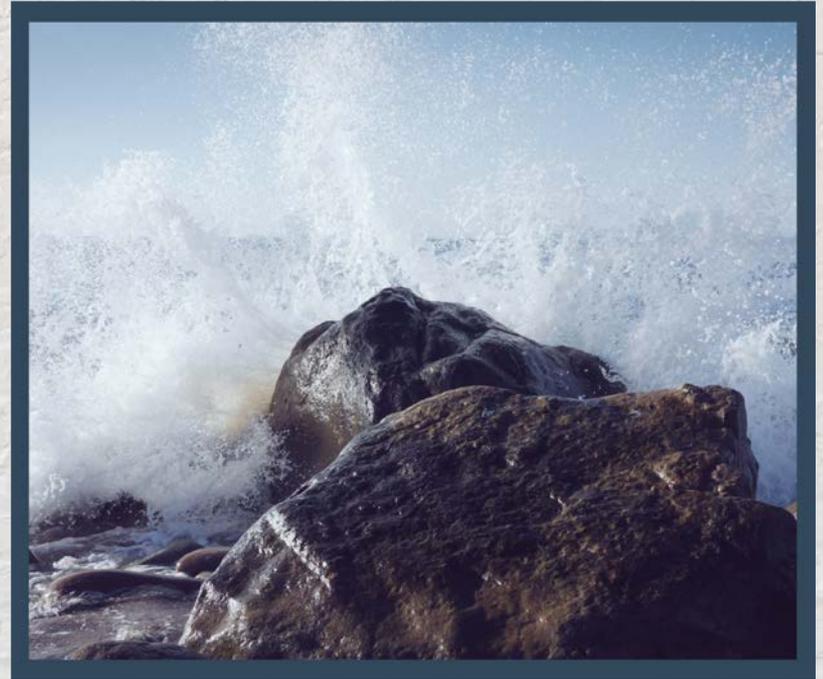
- Structural Tension
- Observation Map
- Johari Window
- Active Inquiry
- Group Facilitation Exercise

Understanding Resistance

Humans



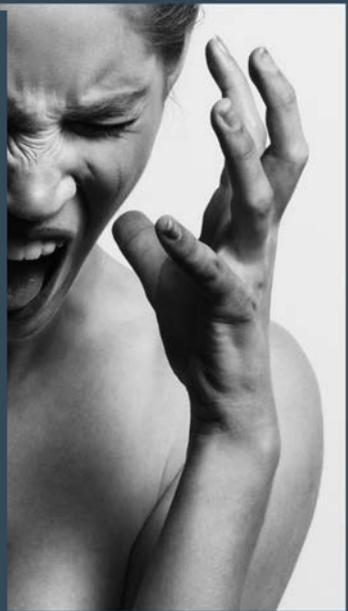
VS



Rocks

“Data Informs, Emotion Moves”

Emotion at Work





MK
Marisa Keegan

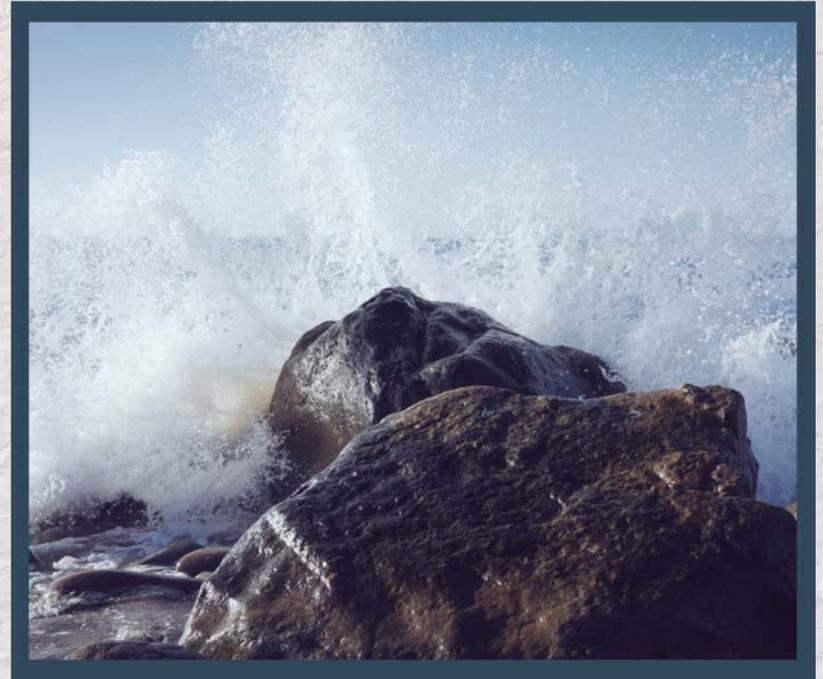
**“We hire employees and
humans show up to work”**

Understanding Resistance

Humans



VS



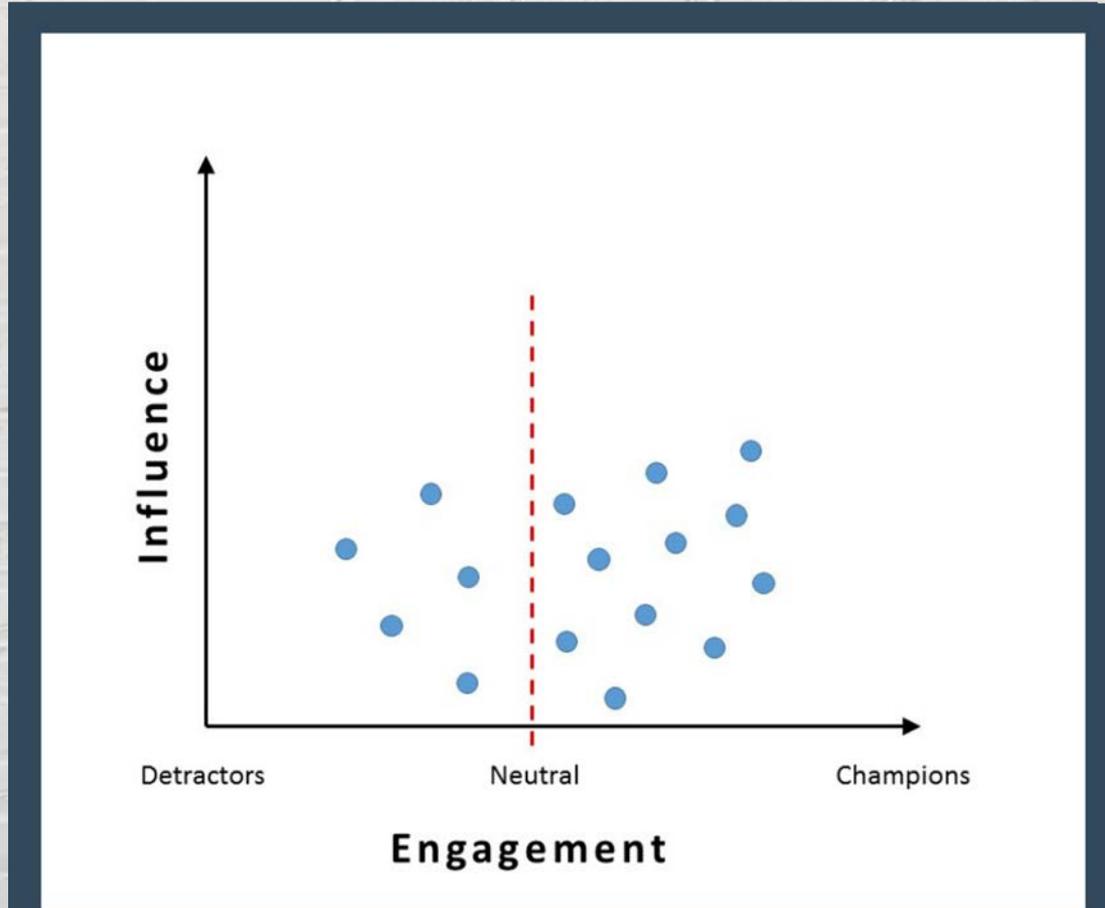
Rocks

**How do you compel a human to
move to the place you need
them to go?**

Structural Tension



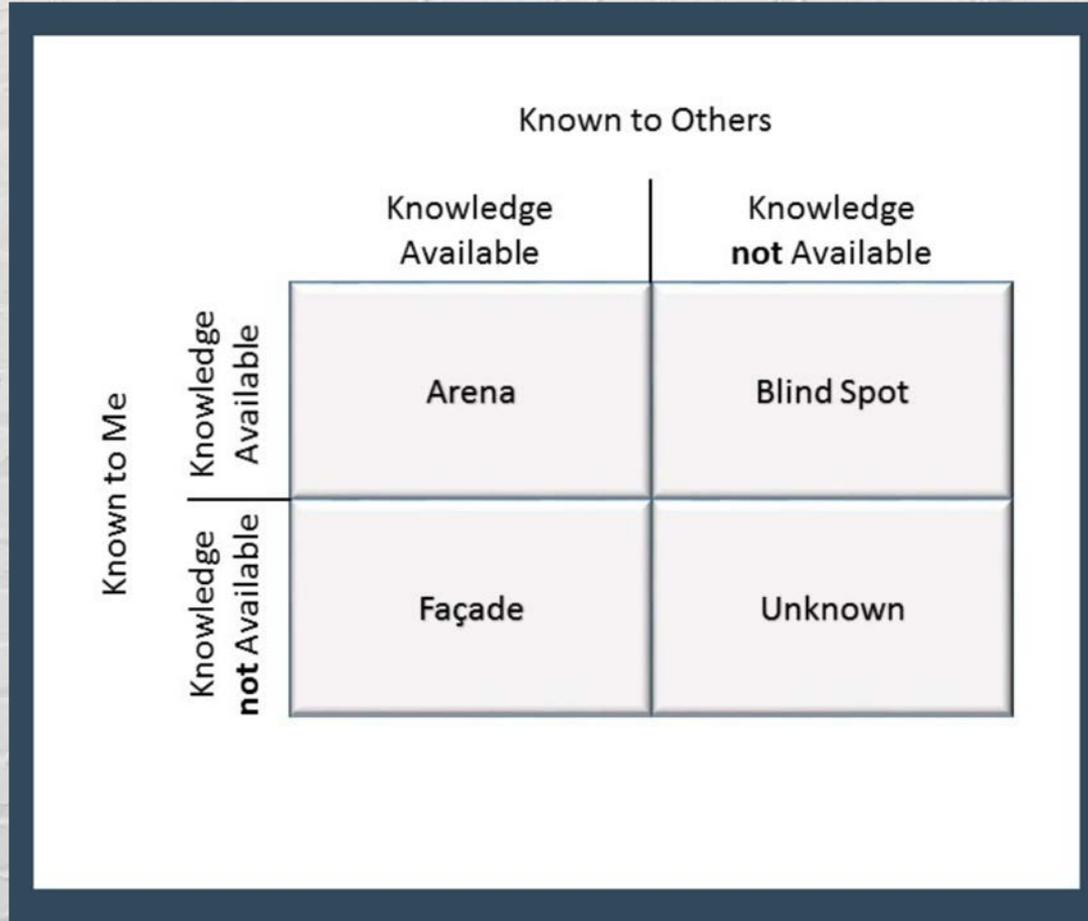
Map Your Observations



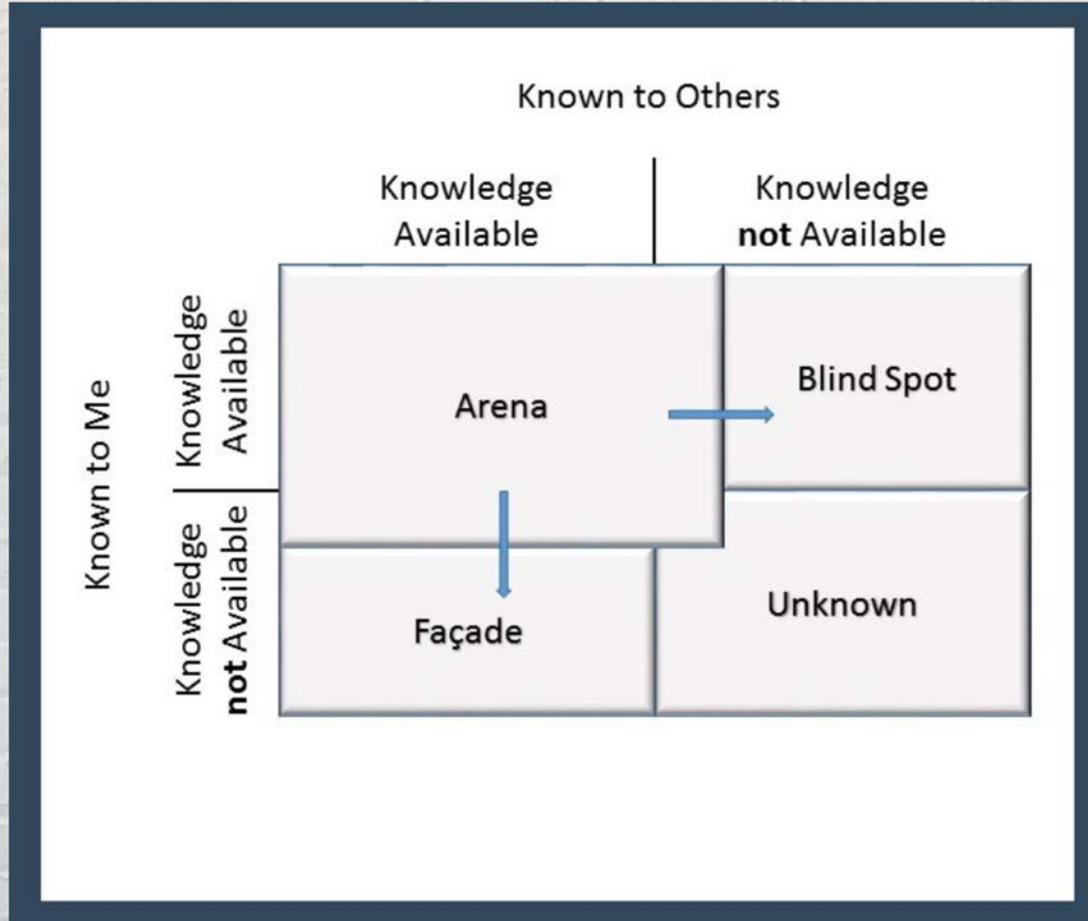
Uncover Your Blind Spots

**We don't know what we don't know
until someone tells us.**

Uncover Your Blind Spots: Johari Window



Uncover Your Blind Spots: Johari Window



Uncover Your Blind Spots

1:1 (Active Inquiry)

Group Setting (Group Facilitated Exercise)

1:1 (The Setup)

1. Acknowledge some of the behaviors you're seeing (the reason their dot is where it is on the Observation Map)
1. The story I'm making up in my head is...
1. Define the goal of the project (Structural Tension)
1. Reiterate why you're passionate about the project
1. Ask them to help you understand all the reasons this project might fail

1:1 (Active Inquiry)

What would change in your world if this project is successful?

What is it about this project that you struggle with the most?

What's the number one reason you think this initiative is going to fail?

What's your number one frustration with this initiative?

What are the top three concerns you have about our ability to hit our goal?

If you could say one thing about this project without any repercussions, what would you want to say?

What's one thing you think the team is missing that, if we focused on, could improve our chances of success?

Group Setting (Group Facilitated Exercise)

Pull the whole group together in a room with sticky notes, sharpies and large sheets of paper.

Re-state the goal of the initiative and your excitement about the impact it will have on the organization

Run the following exercise:

- One at a time, ask them the following questions
- Give them time to brainstorm their answers and write them down on sticky notes
- Have every person read their answers and stick the notes up on large sheets of paper on the wall

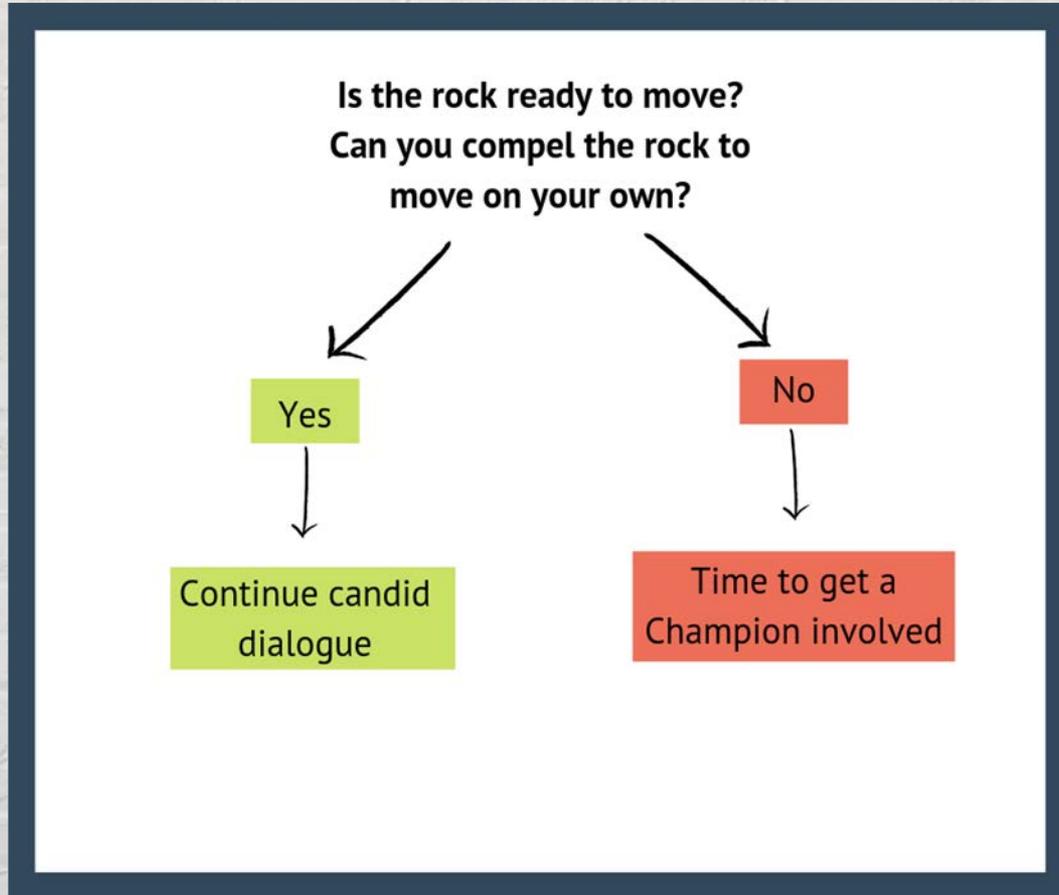
Questions:

- What are you the most excited about in terms of this initiative?
- What are you the most frustrated about in terms of this initiative?
- What are the top three things you believe we're missing that, if we don't focus on, could derail this project?

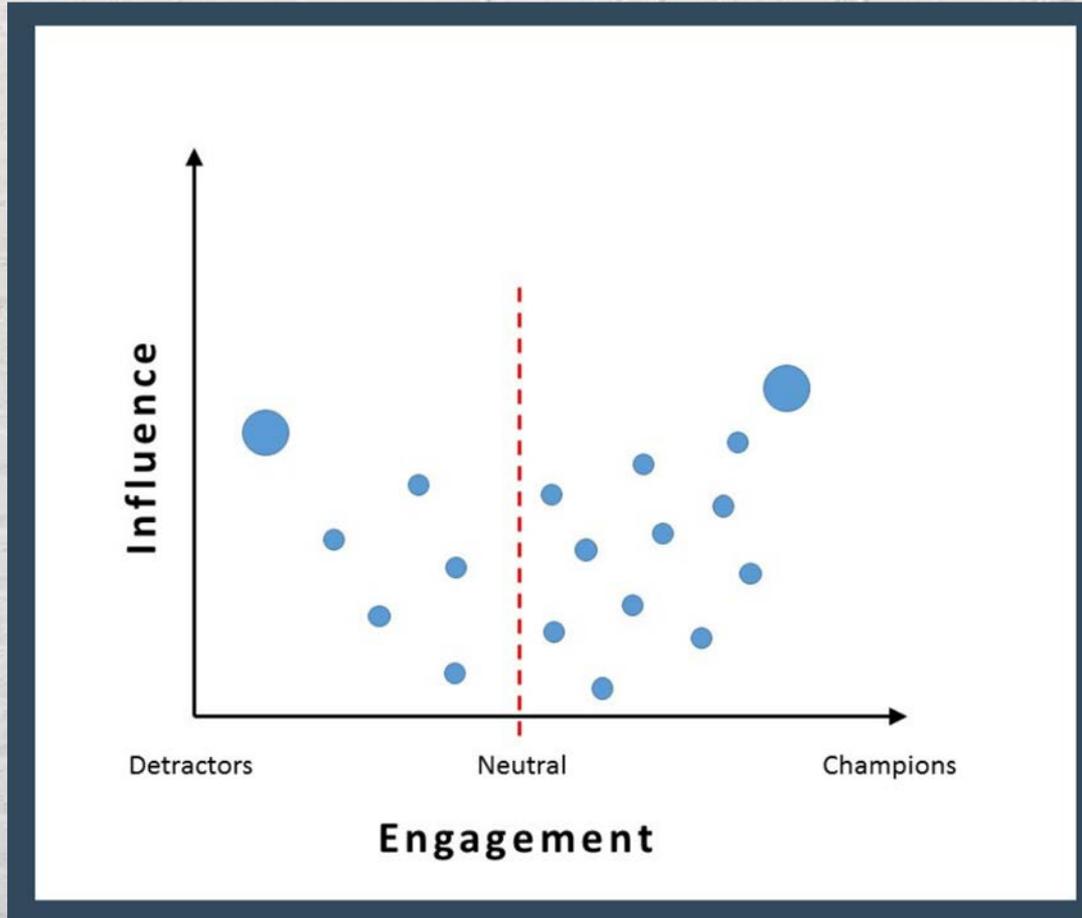
Creating Your Action Plan



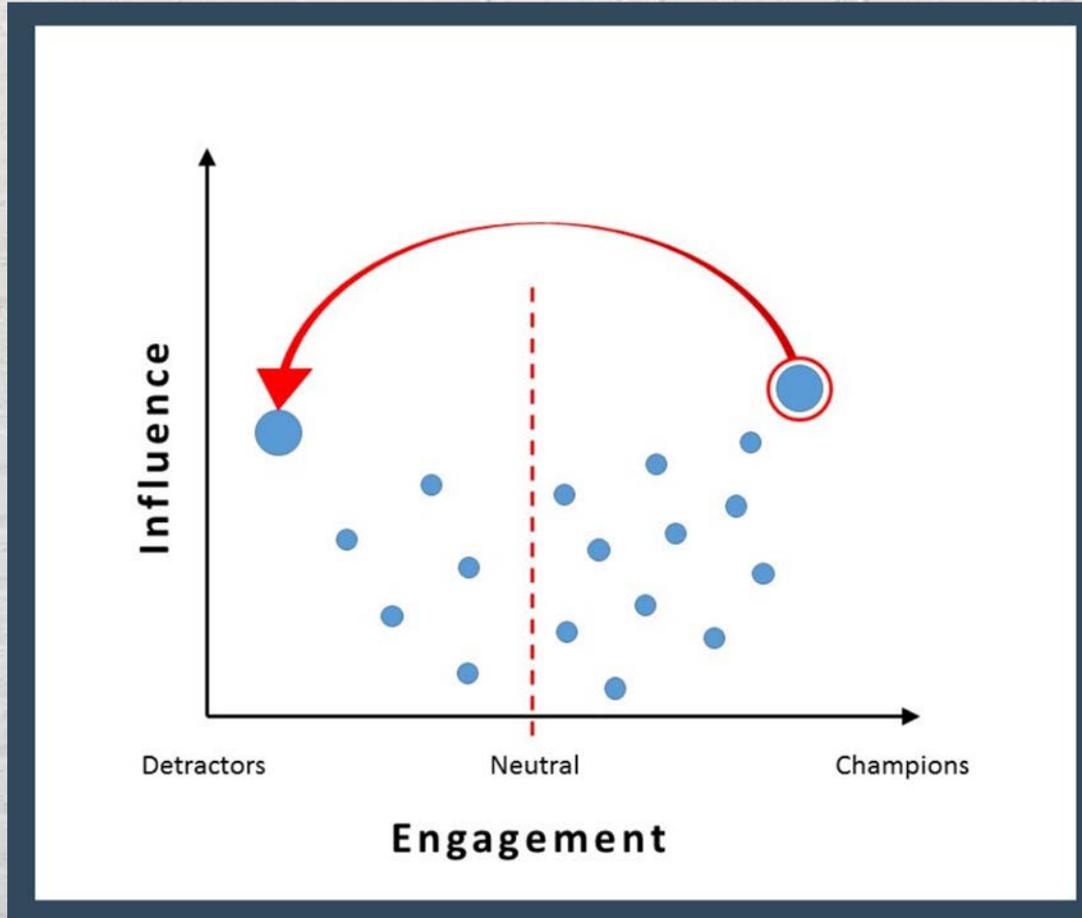
Creating Your Action Plan



Utilize Your Champions



Utilize Your Champions



Today we covered:

Understanding Resistance

Structural Tension

Mapping Your Observations

Uncovering Your Blind Spots

Creating Your Action Plan

Utilizing Your Champions

Tools

- Structural Tension
- Observation Map
- Johari Window
- Active Inquiry
- Group Facilitation Exercise

Thank you!

Marisa@marisakeegan.com

