Housekeeping

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• Ask questions at any time during the presentation by using the question box on your console. We will answer them during the Q&A part of the webinar.
PRE-SUMMIT WORKSHOP  Coaching Those Who are not on Board, in Denial or “Addicted to the Status Quo” and Actively or Passively Resisting Change
Today’s Presenter

Ron Oslin

• Lean Coach & Leadership Therapist, Capital One Bank
• Senior Coach at onesystemonevoice.com
• Applied lean in printing, healthcare, education, banking, manufacturing
• Began process learning journey in 1982 as intern with W. Edwards Deming
Our Dance Card

Wisdoms about change
Change vs. Compliance
Wrestling vs. Dancing
Motivational Interviewing
Where/How to learn more
These statistics should cause each of us to question our assumptions

97% of all transformations Fail

90% of individuals will relapse and try to return to the before change condition

51% associates are not engaged

88% of associates don’t have passion for their work

80% of senior managers are not passionate about their work

We have been doing the same thing over and over again and expect a different result – It is time for a change
Four Wiscons from the Clinical Community

Our focus for today
Addiction is defined as:

a state defined by compulsive engagement in rewarding stimuli, despite consequences. The term has little or no pejorative meaning attached to it.

Examples:
- Cell phone
- Running
- Reading
- Watching TV
- Not letting others solve problems
- I did not invent it
No Person Can **Change** Another Person!
If our expectation is **Behavioral Change** we must change our approach to “Change Management”

We must learn how to approach change from a different perspective

- **Beliefs**
  - My Known Truths

- **Assumptions**
  - What I think is true of the environment

- **Behaviors**
  - Range of actions observed by others

- **Actions**
  - Specific activity observed by others

- **Results**
  - Qualitative and Quantitative

**Historic Approach:**
- Traditional Coaching,
- Socratic Method, etc.

**Insanity** – Continuing to do the same thing expecting different results

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No Person Can Motivate Another Person!
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Which do you need to succeed?
Behavioral change or the illusion of change

**Behavioral Change**
Maintains new behavior under stress
Words, Actions and Body Language congruent
Maintains new behavior when external stimuli are removed

Beliefs changed
Assumptions changed
Reward replacement

**Compliance**
Behavior dependent upon setting
Words, Action & Body Language inconsistent
Maintains new behavior as long as external stimuli are maintained

Behavioral change = upfront investment / Compliance = ongoing cost
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Research shows this is a typical associate segmentation for any change. The pie chart illustrates the distribution of people across different stages of change:

- **Precontemplation**: (Do Not Get It) - The largest segment, indicating the majority of people are not engaged in the change process.
- **Contemplation**: (Not On Board) - A significant portion, showing those who are considering the change.
- **Preparation**: (Supportive) - A smaller segment, indicating those who are supportive of the change but not actively engaged.
- **Action**: (Engaged) - A smaller segment, showing those who are actively engaged in the change.
- **Maintenance**: (Adopter) - The smallest segment, indicating those who have fully adopted the change.

Data is based on several research studies. Terms from Carlo C. DiClemente and J. O. Prochaska's five stages of change model.
We must meet each associate where they are and create an effective interaction.

The classical coaching methods change agents are taught and use can be effective in these segments to lower resistance and increase change. For the other 75% they increase resistance and lower the rate of change.

Classical Coaching is effective for 25% of the population.

Data is based on several research studies.
Typically when coaching those who do not want to be coached OR Trying to change someone who does not want to change

Listener argues for change
• Persuades
• Suggests, Advises
Speaker argues for staying the same

“We call this Wrestling”
We need to change our paradigm for the 75% and “Dance Toward Change”

Listener empathizes with status quo

Speaker explores options for change

Contemplation (Not On Board)

Precontemplation (Do Not Get It)
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The wisdom we found in the clinical community is:
What is Motivational Interviewing?

MI is a person-centered conversation style for addressing the common problem of ambivalence about change.

Research on empathy in deep-rooted habits conversations

Listeners who show high levels of empathic skill have speakers who are:

• Less resistant
• More likely to stay engaged
• More likely to change their behavior
• Less likely to relapse

Empathy is the single best predictor of a higher success rate in deep rooted habits conversations

Are you interested or trying to be interesting?
The *Spirit of Motivational Interviewing* summarized

Direct persuasion is not an effective method for resolving ambivalence.

The style is generally a quiet and eliciting one.

The listener is directive in helping the speaker to examine and resolve ambivalence.

Rollnick & Miller, 1995
We have learned many key lessons during our journey

Understand people’s assumptions

Meet each person where they are

The intellectual argument will always fail

Values and actions must be aligned

Leaders must lead not support

It’s about demonstrated proficiency NOT training
Success rates with Motivational Interviewing are high

Using MI a listener can assist an associate to change their behavior from being a resistor to an active advocate in 6 months
Key recap points

We must meet each associate where they are in their change journey

Coaching works well for associates who are willing and ready to be coached

Motivational Interviewing assist associates who are not ready for coaching

We cannot change another person, change comes from within

Accurate Empathy is the single best predictor of a higher success rate in Addicted to the Status Quo™ conversations
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MI – Coach’s Helper to facilitate behavior change
- 2017 Lean Coaching Summit
http://leancoachingsummit.com/

- One System/One Voice
http://www.onesystemonevoice.com

- Zur Institute
http://www.zurinstitute.com/motivational_interviewing_course.html

- Target magazine story
http://onesystemonevoice.com/resources/TargetSummer15_LeanCoaching_Reprint.pdf

Motivational Interviewing, Third Edition: Helping People Change
(Applications of Motivational Interviewing) by William R. Miller and Stephen Rollnick

Building Motivational Interviewing Skills: A Practitioner Workbook
(Applications of Motivational Interviewing) by David B. Rosengren (Jul 2, 2009)
Overcoming “The Addiction to Status Quo”™

Ron Oslin
Senior Leadership Coach
One System / One Voice
Time for …

Q&A
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