

**RESISTANCE ISN'T THE ENEMY.
IT'S A VALUABLE RESOURCE!**

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Learning Objectives

- Review the traditional approach to implementing organizational change
- Recall the myths of resistance and the traps that thwart change
- Discuss the critical partnerships of change
- Describe how resistance can lead to better results
- Identify tools that can transform resistance into an important resource that can be used as energy for effective change implementation

Financial Disclosure

GOJO Industries, Inc.
Clinical Educator, Healthcare



HAND
HYGIENE

Who wants change?



Clamoring for Change. 2020. Available at <https://clamoringforchange.com/welcome/>.

Accessed June 18, 2020.

Who wants to change?



Clamoring for Change. 2020. Available at <https://clamoringforchange.com/welcome/>.

Accessed June 18, 2020.

“So the announcement of the changes went well then?”



Enlightened HR. 2016. Available at <https://www.enlightenedhr.com/joining-a-mat-part-3-managing-change/joining-a-mat-managing-change/>

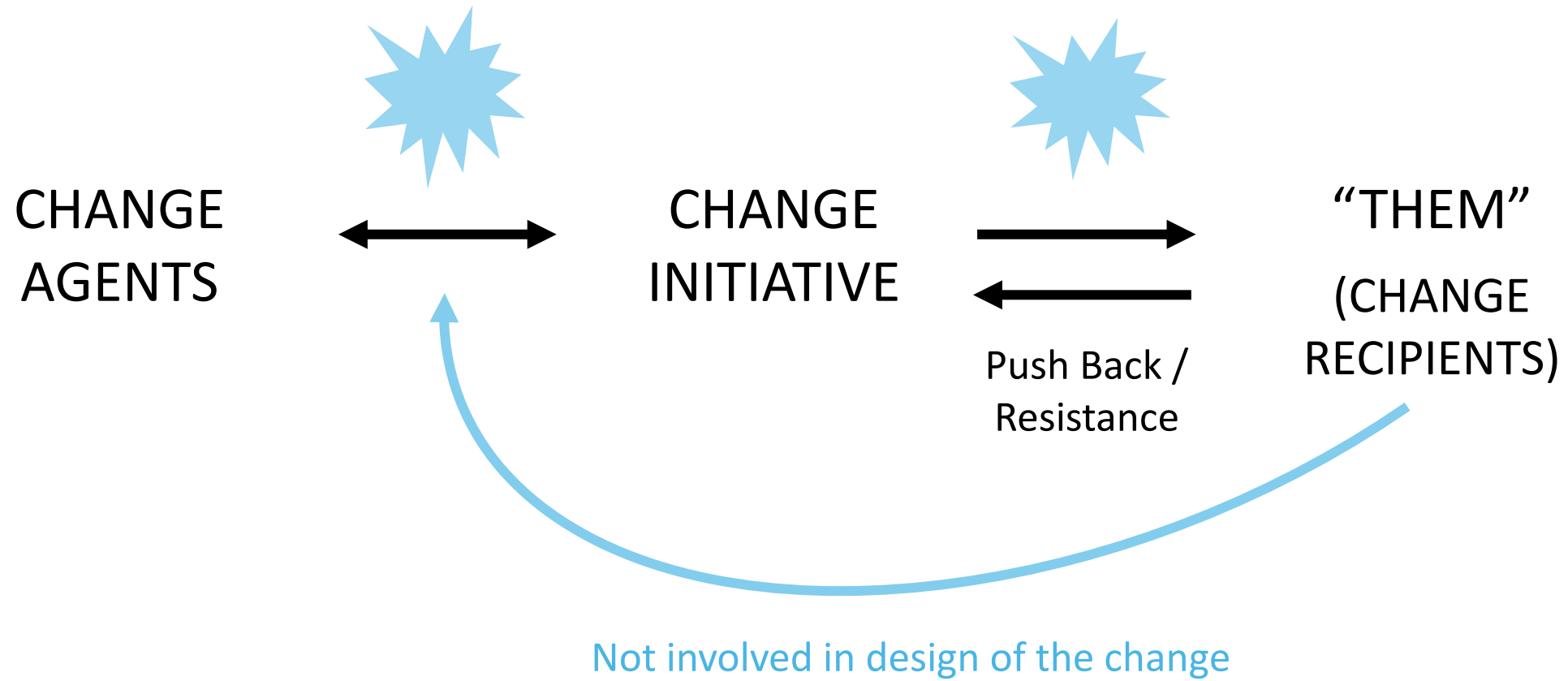
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70%
Fail....

TRADITIONAL CHANGE



RESISTANCE

A commonly
assigned cause



RESISTANCE

Wire Resistance

$$R = \frac{\rho L}{A}$$

$\rho = \text{resistivity}$
 $L = \text{length}$
 $A = \text{cross sectional area}$

Ohm's Law

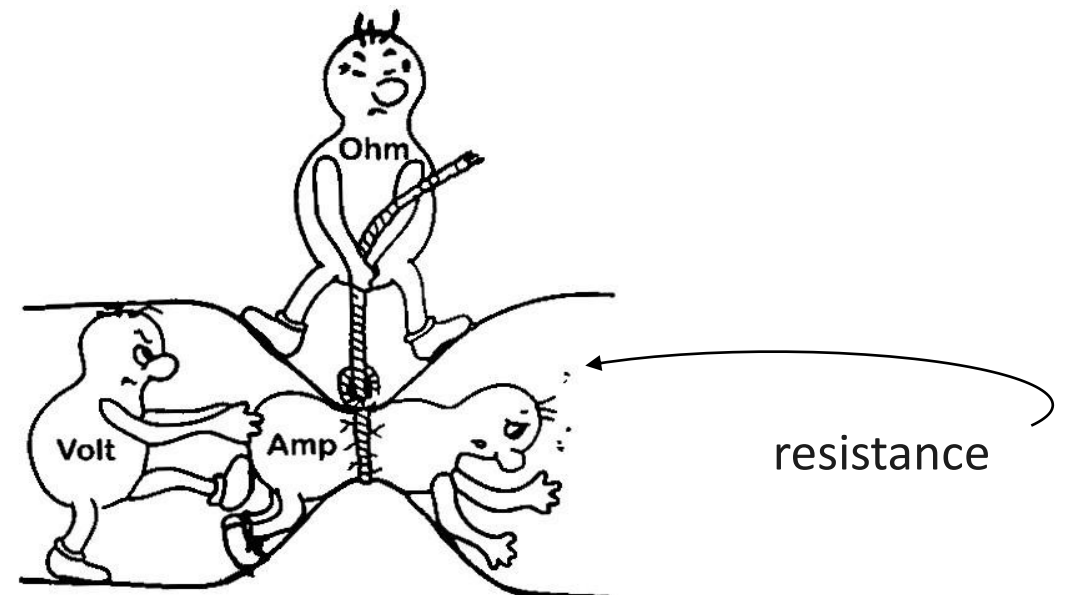
$$V = I * R$$

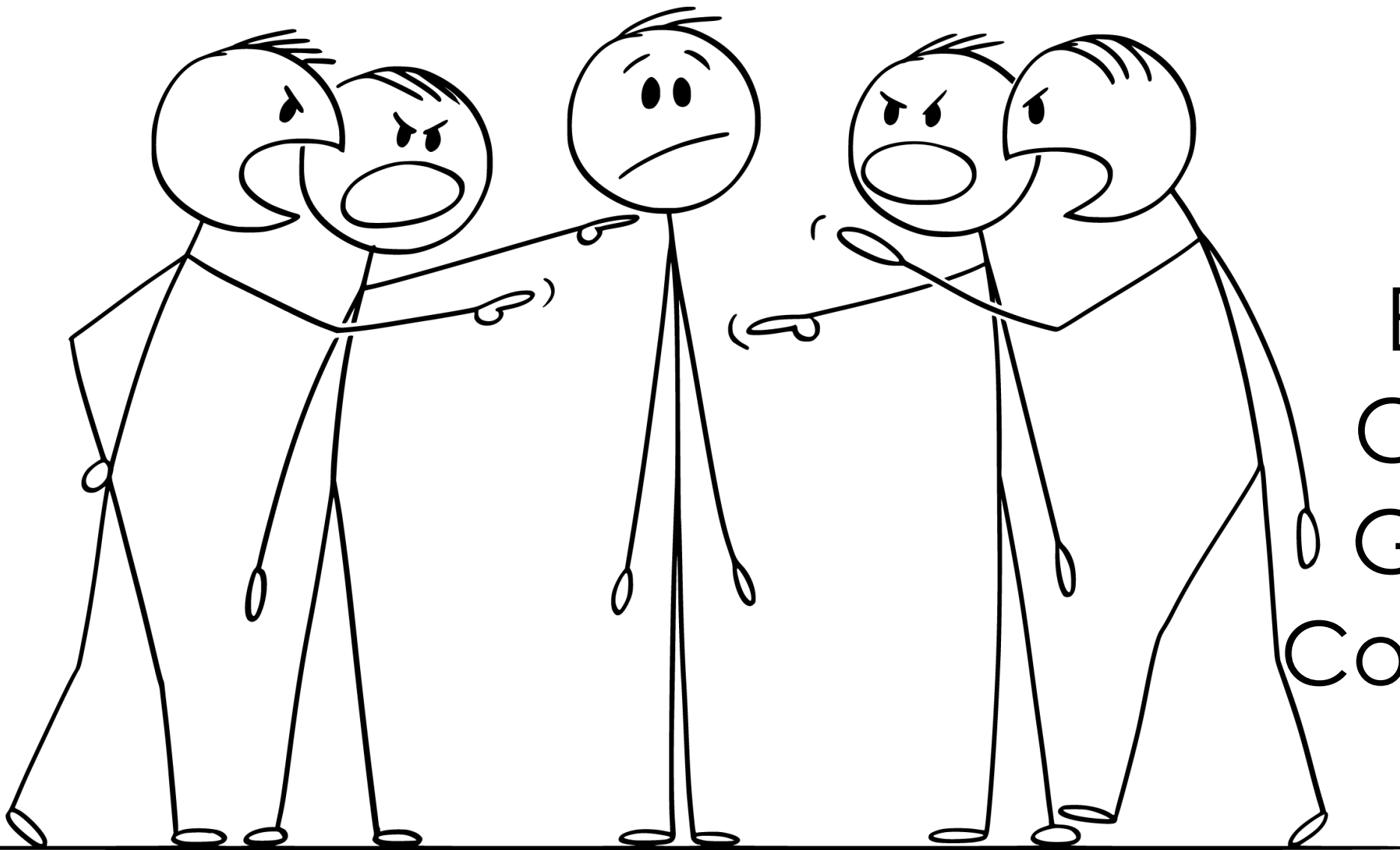
$V = \text{voltage in volts}$
 $I = \text{current in amps}$
 $R = \text{resistance in ohms}$

Drag Coefficient

$$C_D = \frac{2F_D}{\rho A V^2}$$

Organizational Change





Blaming
Criticizing
Gossiping
Complaining

Change Agents and Change Recipients

IT TAKES TWO TO TANGO

**CHANGE
AGENTS**



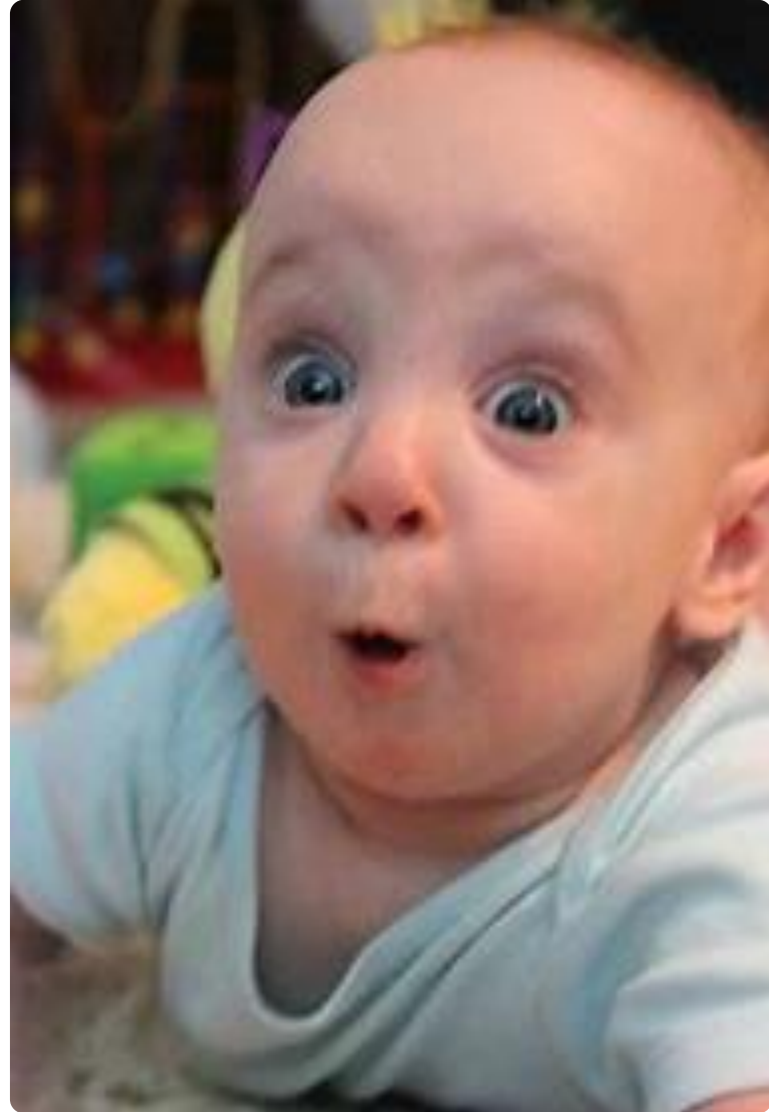
**CHANGE
RECIPIENTS**

There is no resistance independent of the other party



MY HAND HYGIENE IMPROVEMENT **JOURNEY**

You're asking me
to clean my hands
how many times?



We can't possibly
do that!



Seems to be
onboard.

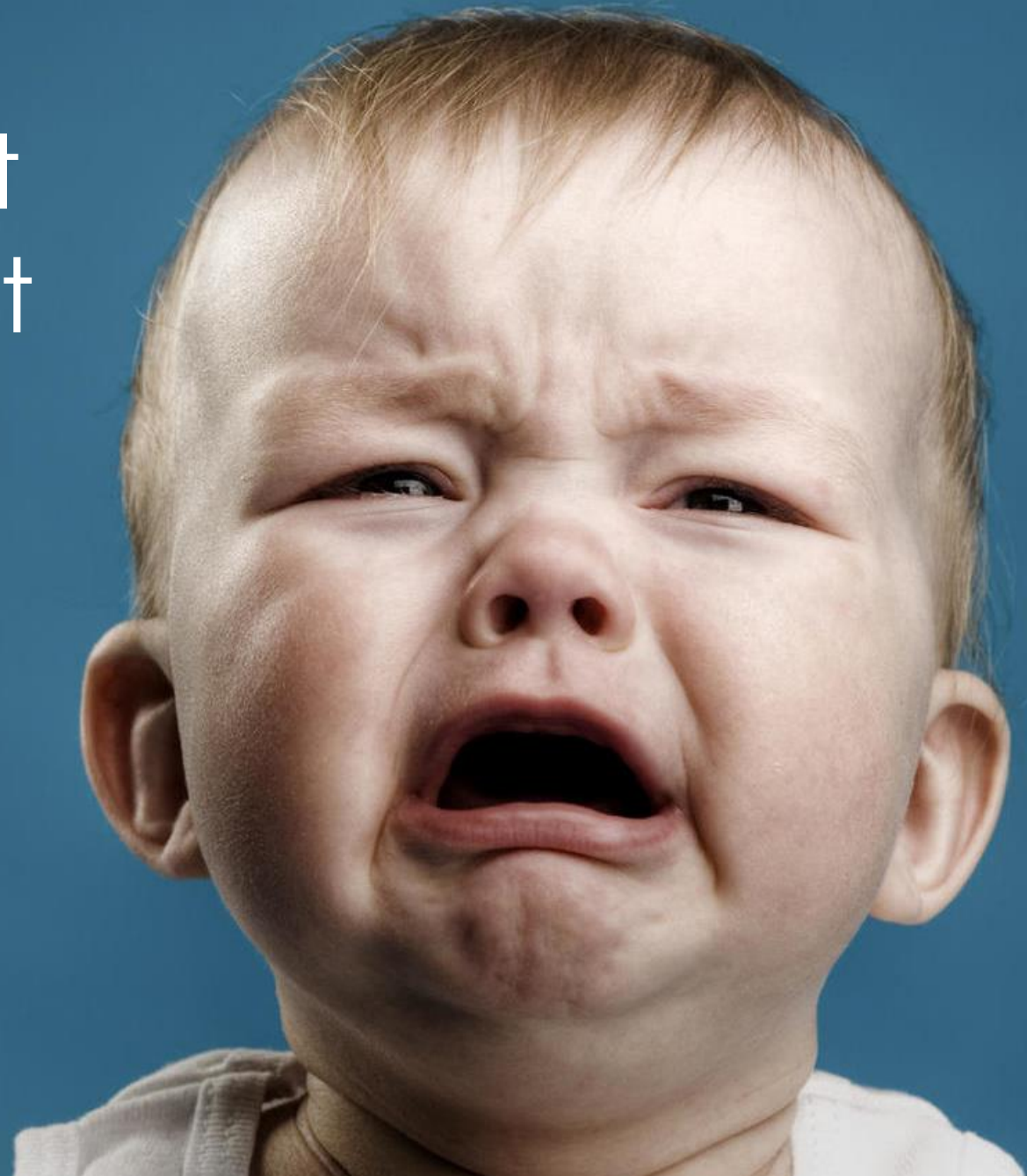
But those eyes...



Run!



They Aren't
Doing What
I Want!



FEAR

FRUSTRATION

RESISTANCE

FEAR
FRUSTRATION

MOBILIZING ACTION...

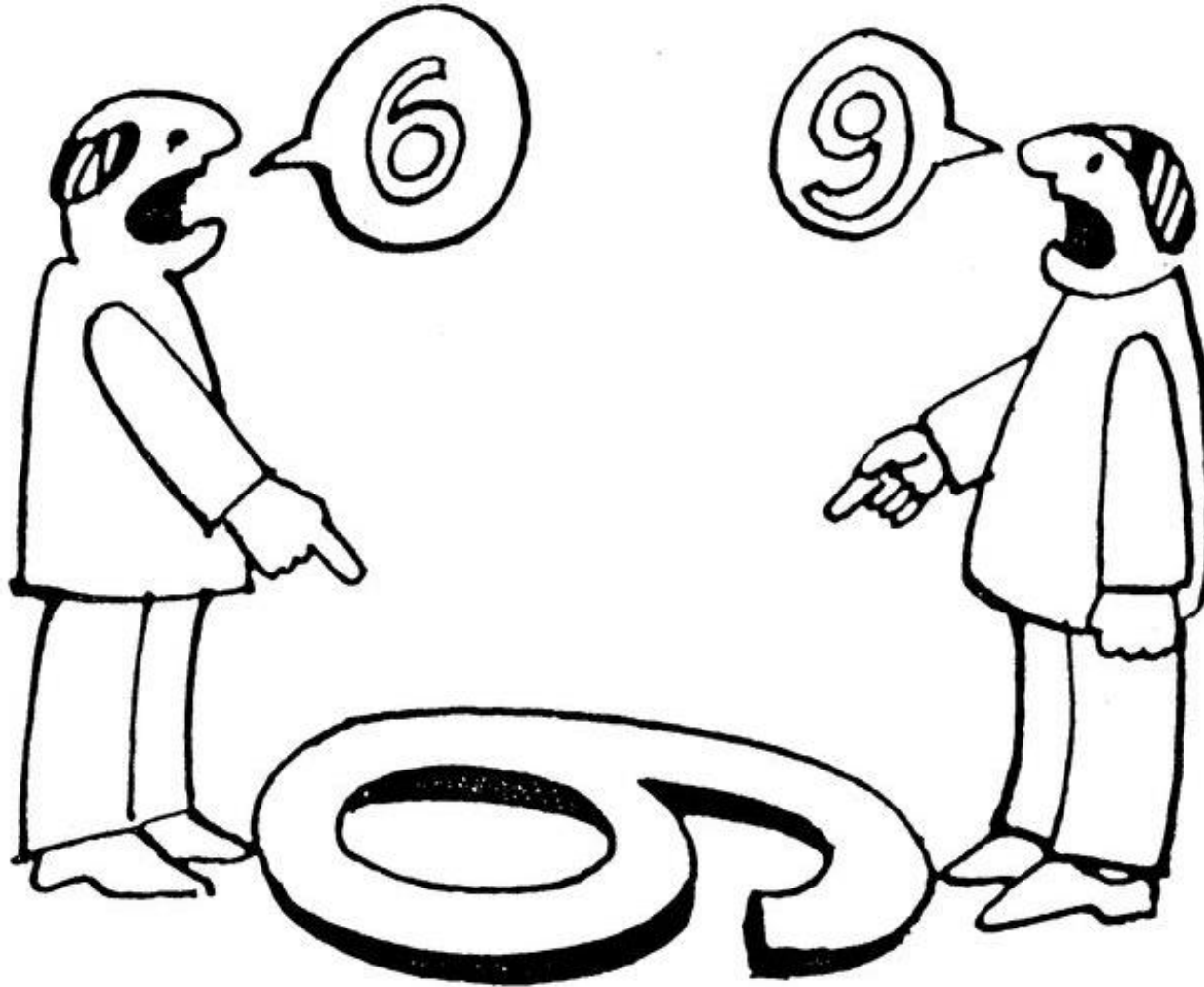
NOT ALL TALK LEADS TO ACTION

*(or at least the action that **we want**)*

CHANGE RECIPIENTS

- Why are we doing this?
- Avoiding eye contact with me
- ECM: The numbers won't be accurate; this is "Big Brother"
- I don't have time
- What if I don't touch anything
- The dispensers are always empty; not enough dispensers
- My hands were full
- I forgot
- It was an emergency
- What about the doctors, EVS, dietary?

CHANGE PERSPECTIVE



**Resistance
is a
function
of
perspective**

RESISTANCE IS LIKE....

Bad-tasting medicine



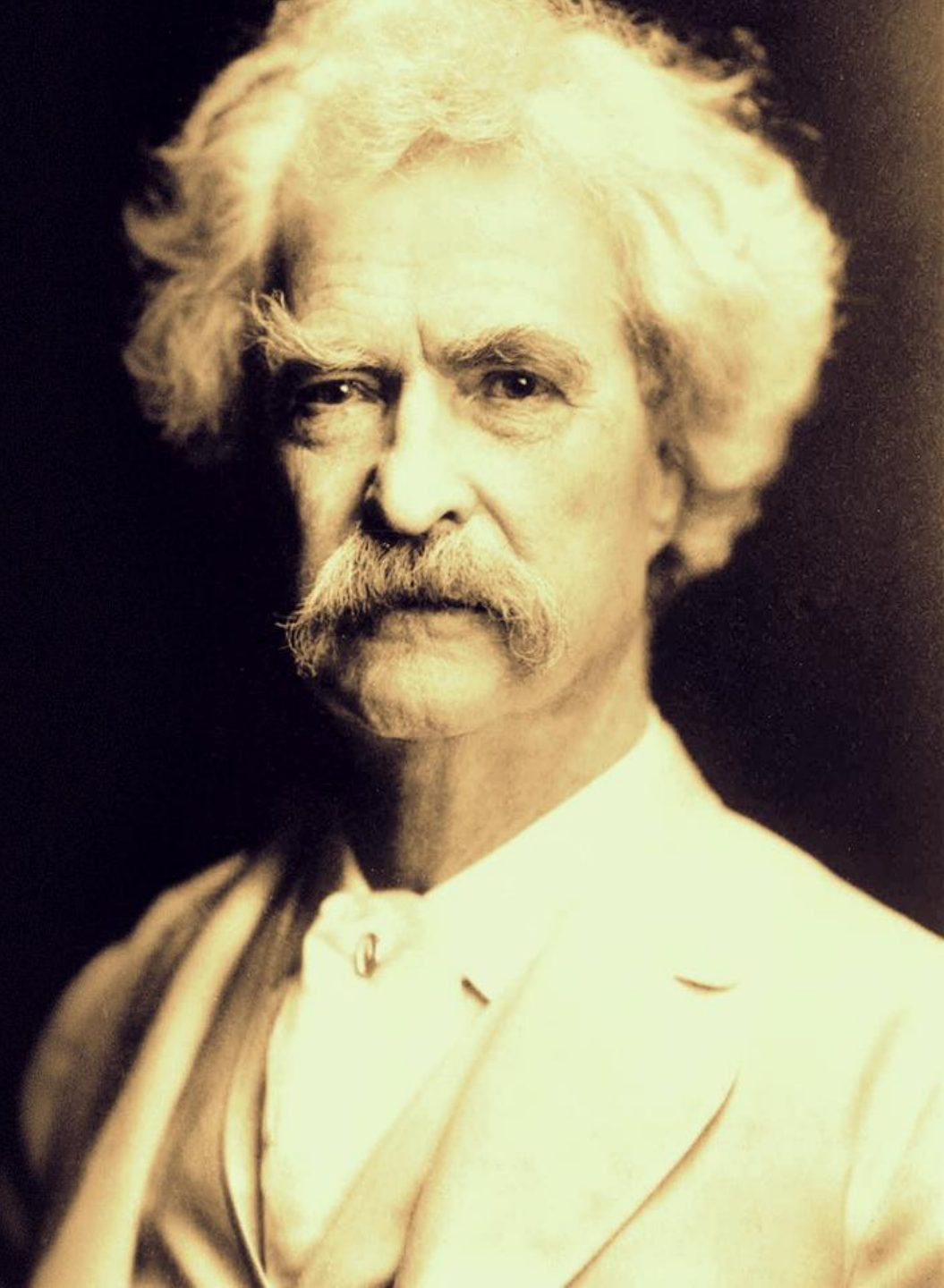
“It might not taste very good going down...
but you know it’s going to do you some good!”

“I” BEGAN TO CHANGE



'IT AIN'T WHAT YOU
DON'T KNOW THAT
GETS YOU INTO
TROUBLE. IT'S WHAT
YOU KNOW FOR SURE
THAT JUST AIN'T SO.'

Mark Twain



MYTHS AND TRAPS THAT THWART CHANGE

MYTH #1

RESISTANCE IS
“OBJECTIVE REALITY”





MYTH #2

RESISTANCE IS
“OVER THERE, WITH THEM”

The image shows several tall, dark industrial smokestacks in the foreground, each emitting a thick plume of white and orange smoke. The smoke rises and spreads across the sky, which is a mix of blue and orange, suggesting a sunset or sunrise. The overall scene is dramatic and emphasizes industrial activity and its environmental impact.

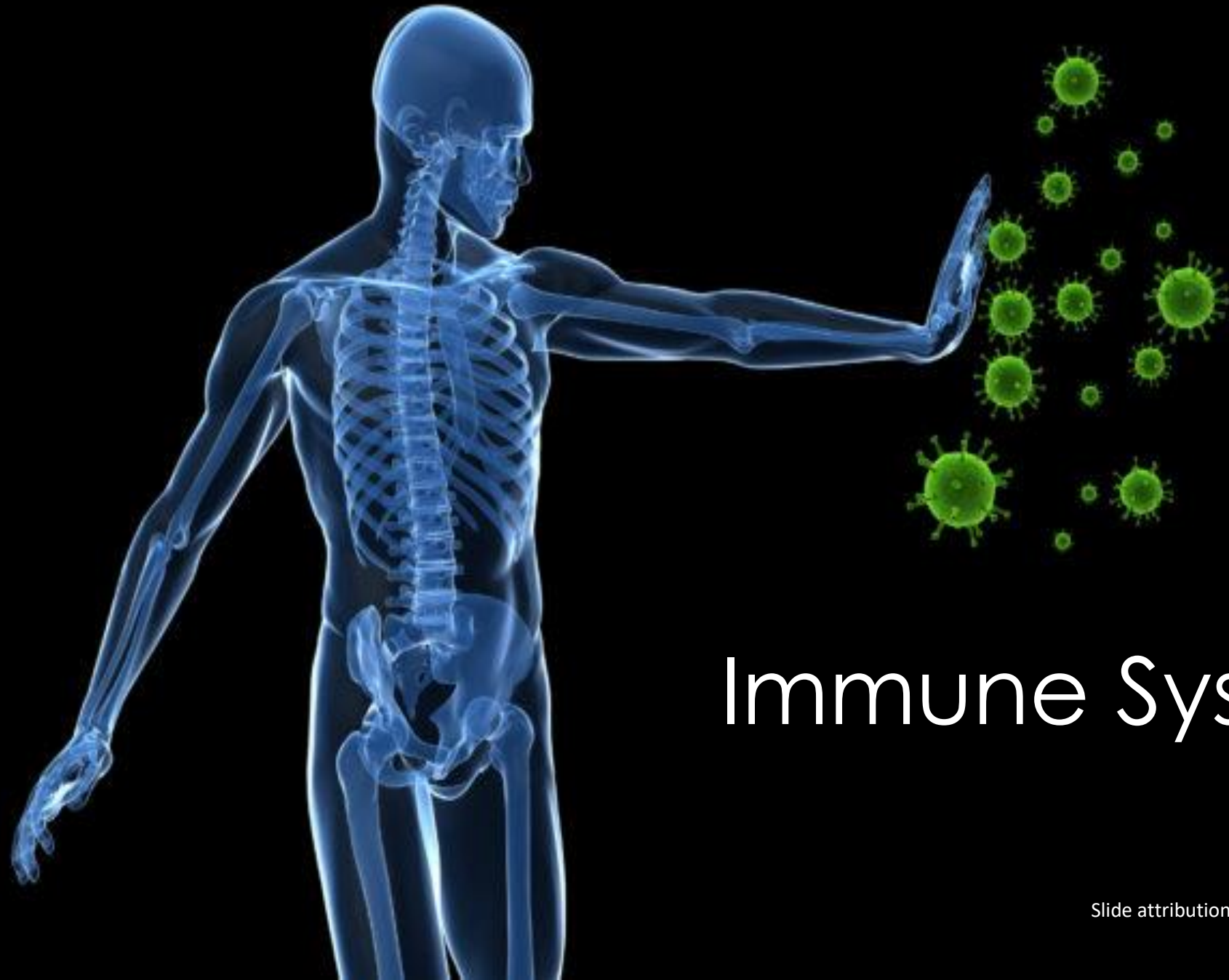
MYTH #3

**RESISTANCE IS
DETRIMENTAL**



RESISTANCE IS VALUABLE

Slide attribution: Courtesy of Jeffrey Ford PhD



Immune System

Slide attribution: Courtesy of Jeffrey Ford PhD

CRITICAL PARTNERSHIPS OF CHANGE

ONE SURE WAY TO ELIMINATE RESISTANCE

Stop giving advice

Stop making proposals and requests

Stop asking people to do things

If you never ask people to do anything; they have nothing to resist!

Stop Blaming Resistance and Start Using It

STOP RESISTING RESISTANCE

IT IS AN IMPORTANT
FORM OF FEEDBACK

TRADITIONAL ORGANIZATIONAL CHANGE

CHANGE AGENT-CENTRIC VIEW

- Expect resistance – plot against it
- Change would succeed if not for “them”
- Resisters are irrational and self-serving
 - Need to see the errors of their ways
- “They” need to alter their behavior
- They are just making excuses
- We are “right” – no other view counts
- Tells a one-sided story

**When we think we are
encountering resistance:
stop, think, reflect**

TRADITIONAL ORGANIZATIONAL CHANGE

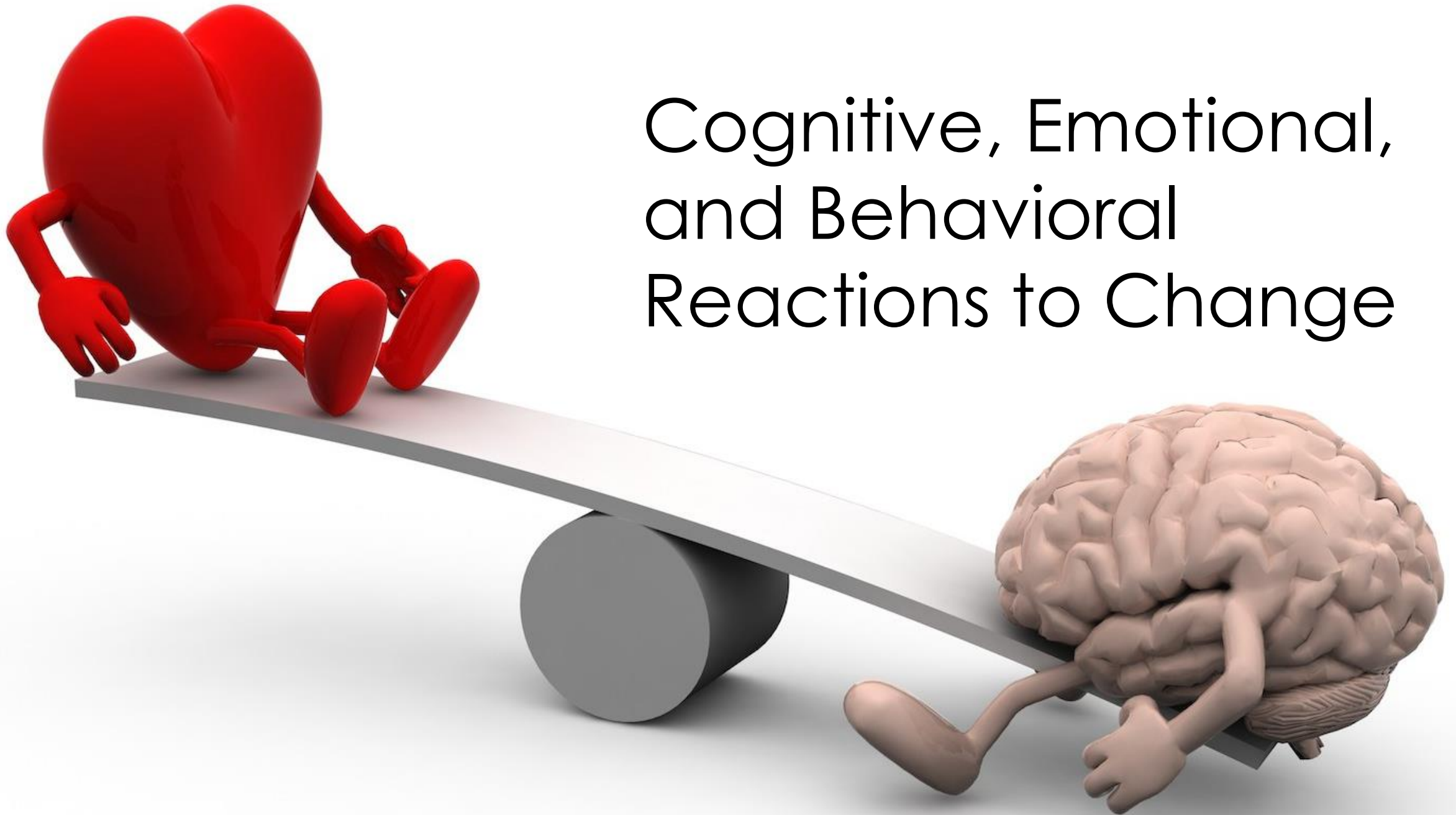
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CHANGE RECIPIENTS’ POINT OF VIEW

- Genuinely care about the organization
- Want to understand the “why”
- What does this mean for me, my job, my work day/flow?
- Well positioned to recognize a plan’s pitfalls
- Impacted by past failures and broken promises

Cognitive, Emotional, and Behavioral Reactions to Change



TRADITIONAL CHANGE RELATIONSHIPS

CHANGE
AGENTS



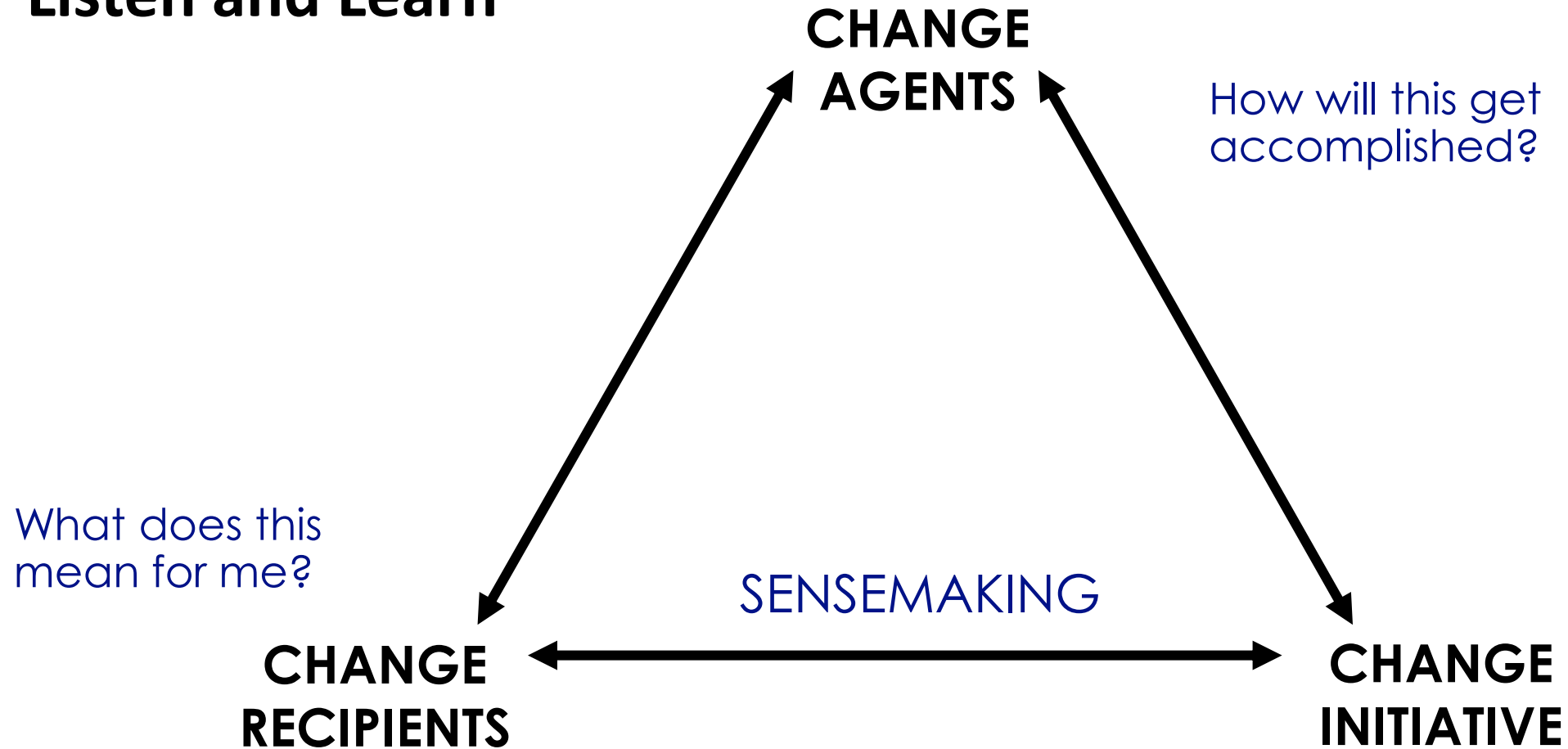
CHANGE
INITIATIVE



“THEM”
(CHANGE
RECIPIENTS)

CRITICAL PARTNERSHIPS OF CHANGE

Listen and Learn



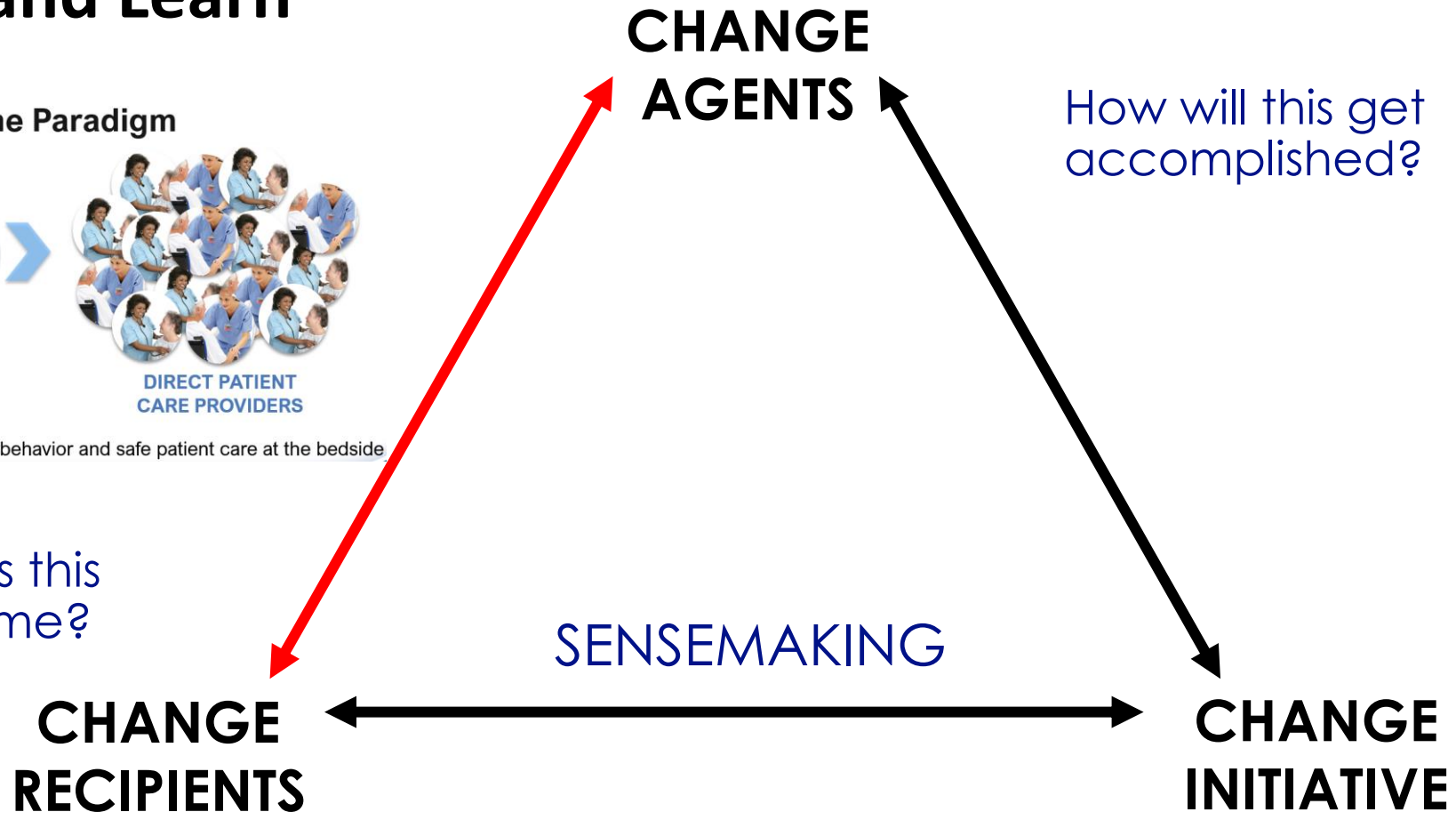
CRITICAL PARTNERSHIPS OF CHANGE

Listen and Learn



Working through others to influence behavior and safe patient care at the bedside.

What does this mean for me?



CRITICAL PARTNERSHIPS OF CHANGE



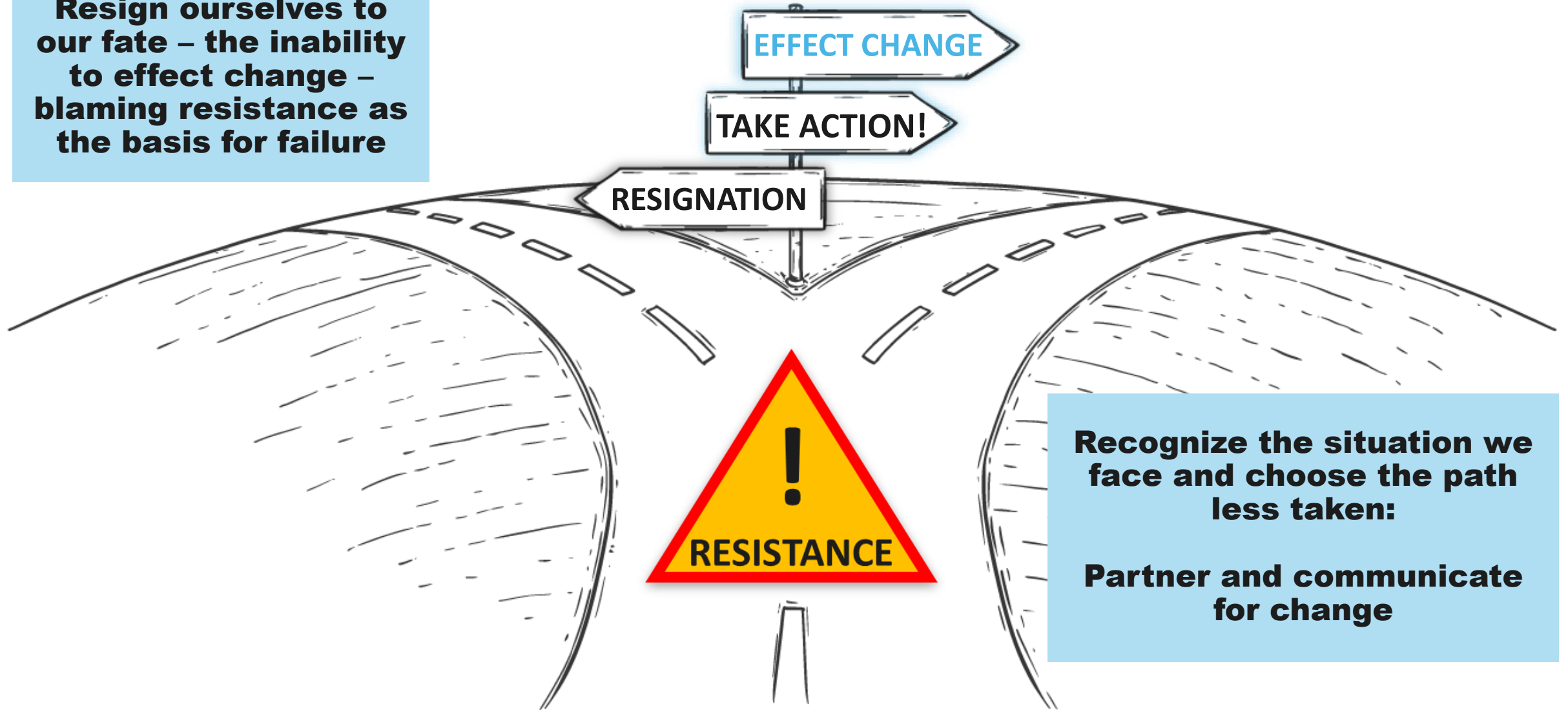
C
U
L
T
U
R
E



Shared pattern of learned behaviors and practices

TRANSFORMING RESISTANCE INTO ENERGY TOWARD CHANGE

Resign ourselves to our fate – the inability to effect change – blaming resistance as the basis for failure



Recognize the situation we face and choose the path less taken:

Partner and communicate for change

THE BENEFITS OF TRANSFORMING RESISTANCE

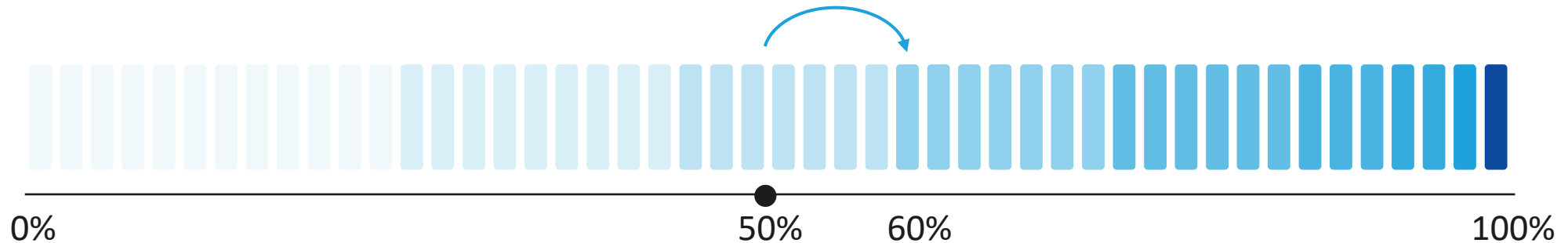
- Cultivates critical partnerships of change
- Keeps conversations in existence—negative talk often trumps no talk.
- Provides an opportunity for engagement and acceptance
- Highlights potential pitfalls in the intended change program
- Presents an opportunity for organizational learning and growth

THE BENEFITS OF TRANSFORMING RESISTANCE

Provides an Opportunity to Refine our Goals

GOAL

Increase the frequency and reliability with which people will engage in behaviors that will produce the desired result



START BY ADJUSTING YOUR MIND-SET

Why am I viewing this behavior as resistance?

If I viewed the resistance as feedback, what could I learn that could be used to refine the change effort?

| IN THE MIDST OF RESISTANCE

They are trying to tell you something. Find out what it is.

1. Stop and ask yourself, “What are they trying to tell me that I am unwilling to hear?”
2. You don’t have to agree with what they are saying; be willing to listen to what they say.
3. Make this about problem solving rather than “doing what we say.”
4. Everyone gets a voice; even the most “difficult” people have something to share
5. Write down everything they say; barriers, issues, complaints, etc.

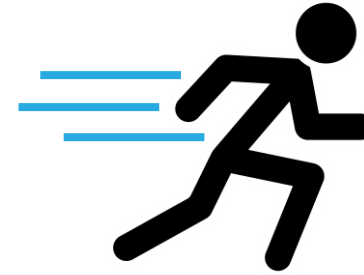
IN THE MIDST OF RESISTANCE

- “Tell me why it won’t work” —ask for specifics. Don’t argue it. Don’t debate it.
 - Try to understand the world they live in from their perspective
- Ask for ideas and solutions— “How might we....?”
- Compile a list of the comments and solutions
 - This is the basis for future conversations—very important



MOVE INTO ACTION

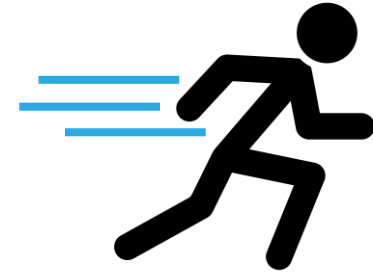
- Get to work on the list
 - Leave no stone unturned
- Close the loop (an iterative process)
 - Schedule follow-up meetings to further clarify and share findings and revisions
 - Be patient....Rome wasn't built in a day
 - Review the “why” and “value” of the change



THE MOST POWERFUL TOOLS YOU HAVE



+



Stop viewing
the behavior
as resistance;
translate it
into **feedback**

Listen carefully,
don't argue or dismiss;
**They are telling you
something useful**

Take appropriate action
based on what you
learned

The Change Began with Me

The Change **Begins with You**

THANK YOU!



REFERENCES

- Ford JD, Ford LW. Decoding resistance to change. *HBR OnPoint* Winter 2014.
- Ford JD, Ford LW, D'Amelio A. Resistance to change: The rest of the story. *Academy of Management Review*. 2008;33:362-377.
- Ford JD, Ford LW. Stop blaming resistance to change and start using it. *Organizational Dynamics*. 2010;(39):24-36.
- Dent EB, Galloway Goldberg, S. Challenging “Resistance to Change.” *The Journal of Applied Behavioral Science*. 1999;35:25-41.