One System One Voice

Coaching Past Denial and Resistance to Create Receptive Leaders:

Overcoming "The Addiction to Status Quo"™

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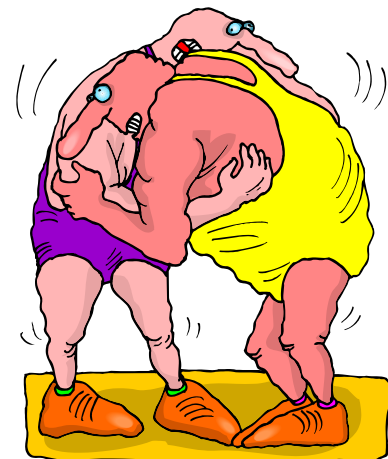**Thank you for spending 30 minutes of your valuable time with me today!**

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- **Wisdom about change**
- **The Addiction to Status Quo™**
- **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**

<div style="background:#1F3864;color:white;text-align:center;font-weight:bold;">

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

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Wisdom from the Clinical Community deployed in a "Bank"
Our focus for today

A large percentage of people in an organization are "Addicted to the Status Quo"™
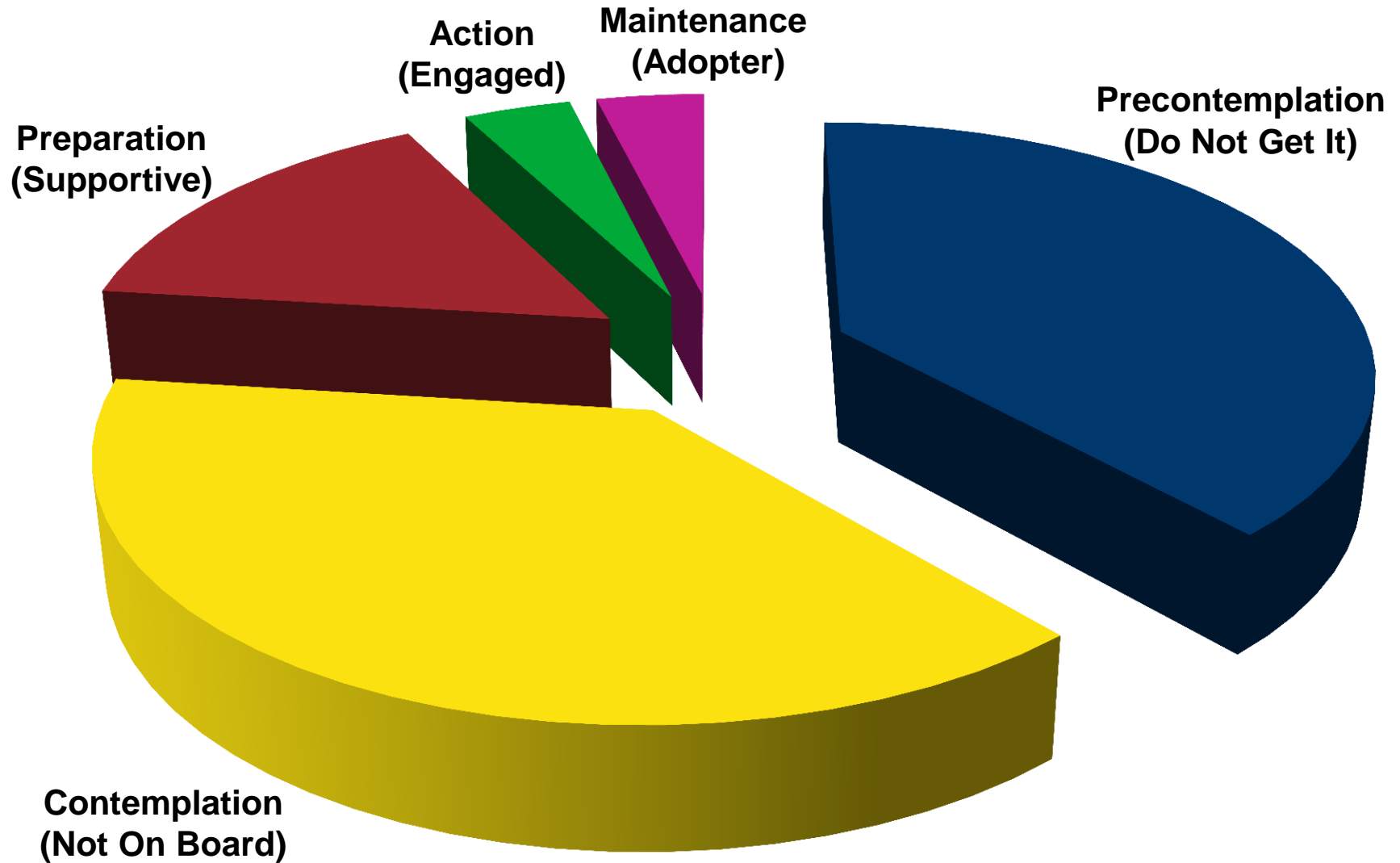
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Addiction is defined as:

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**

Research shows this is a typical associate segmentation for any change

Action (Engaged)

Maintenance (Adopter)

Preparation (Supportive)

Precontemplation (Do Not Get It)

Contemplation (Not On Board)

Data is based on several research studies. Terms from Carlo C. DiClemente and J. O. Prochaska five stages of change model

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We must meet each associate where they are and create an effective interaction

Action (Engaged)

Maintenance (Adopter)

Preparation (Supportive)
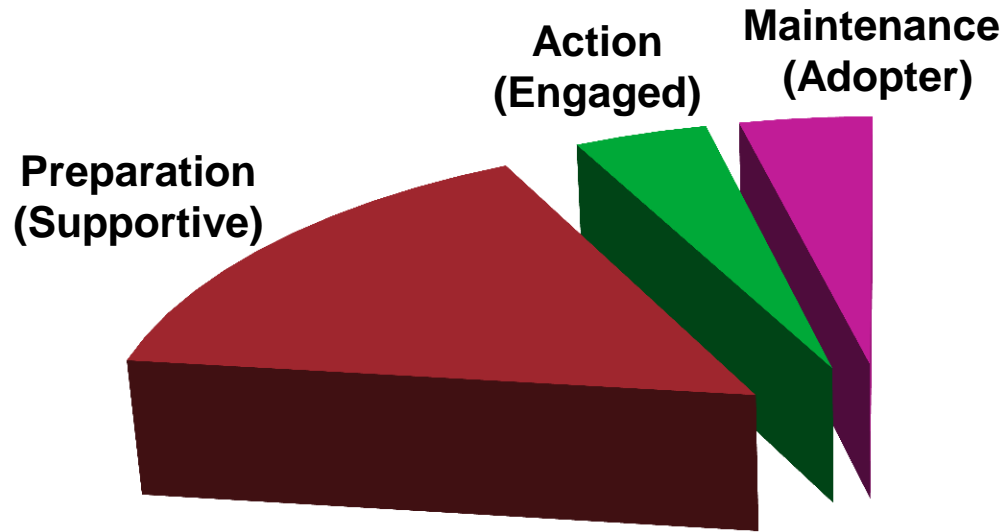
The classical coaching methods change agents are taught and use can be effective in these segments to lower resistance and increase change for the other 75% they increase resistance and lower the rate of change

Classical Coaching is effective for 25% of the population

Data is based on several research studies

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No Person Can Change Another Person! Change Must Come From Within!

Leadership must make choices - Behavioral Change or Compliance

Behavioral Change

- Assumptions changed
- Beliefs changed
- Words, Actions and Body Language congruent
- Reward replacement
- Maintains new behavior under stress
- Maintains new behavior when external stimuli are removed

Compliance

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

Are your expectations and your journey / methods aligned?

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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
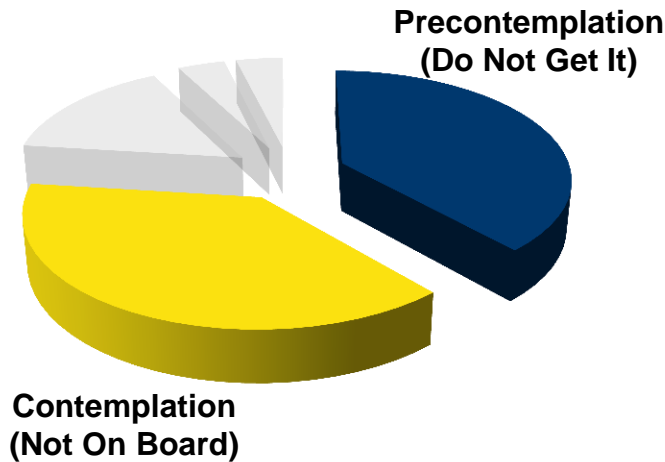 - Suggests, Advises
- **Speaker argues for staying the same**

Resistance
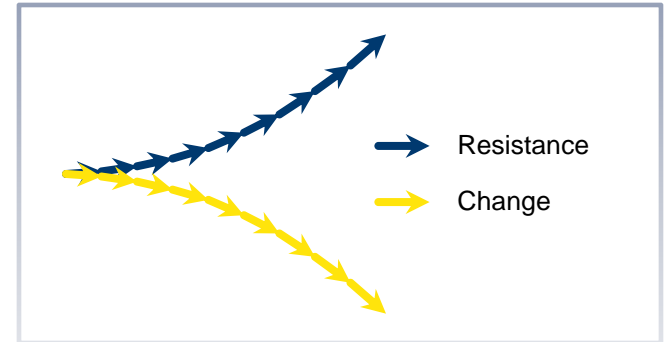
Change

"We call this Wrestling"
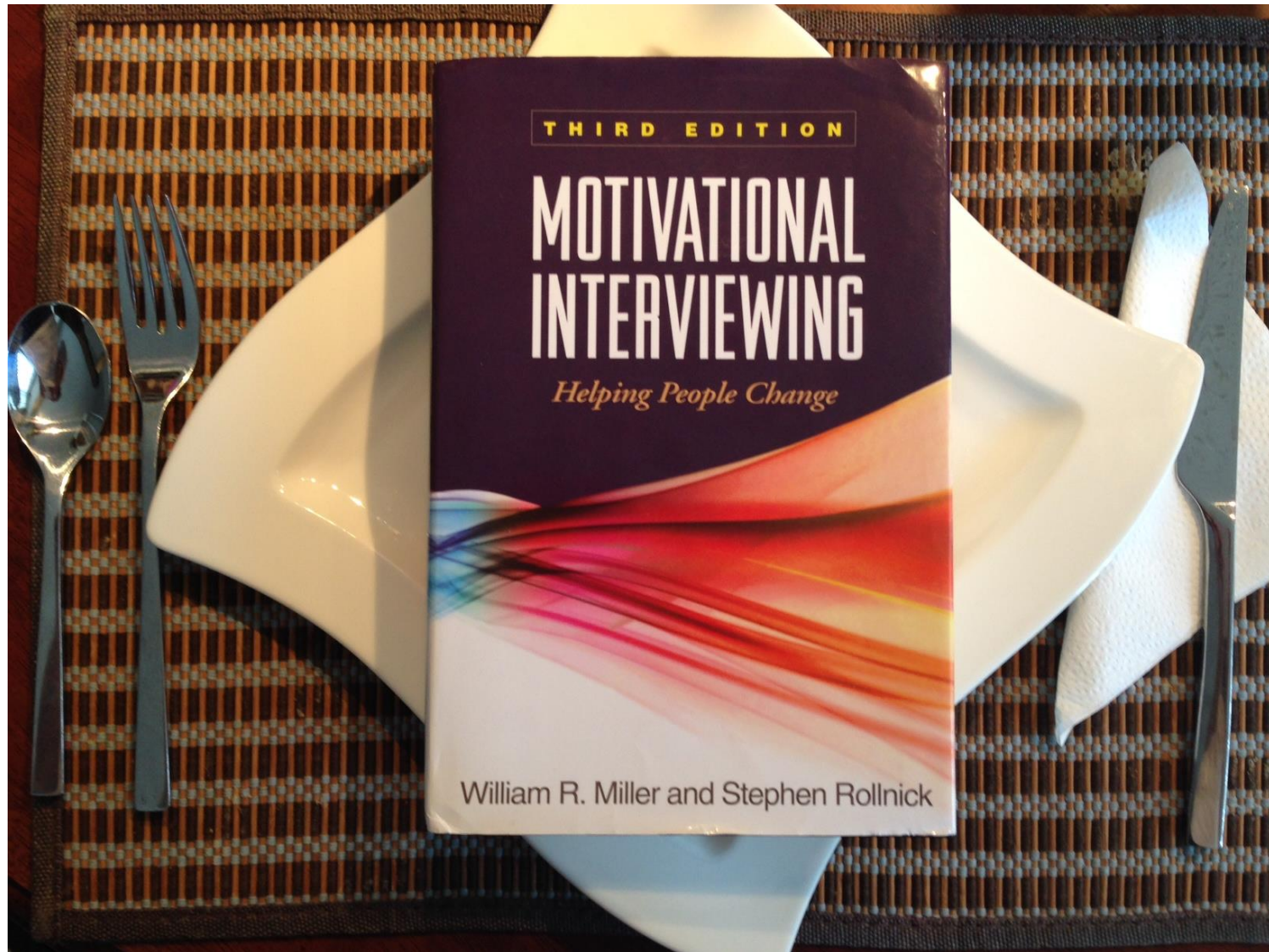
RESISTANCE

RESISTANCE
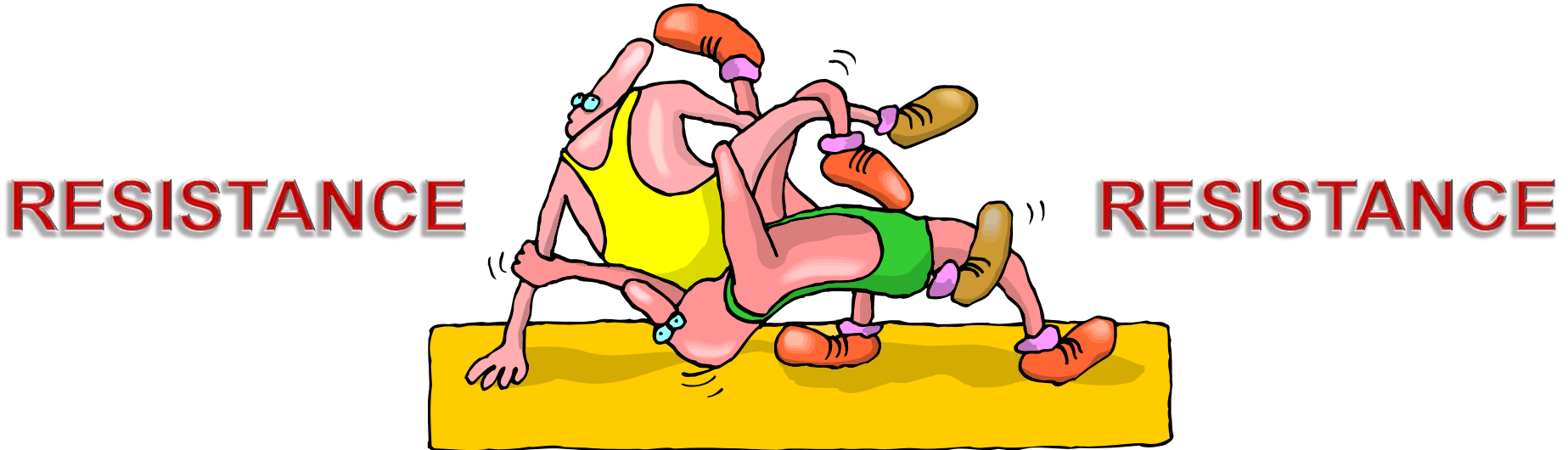
We need to change our paradigm for the 75% and "Dance Toward Change"

- **Listener empathizes with status quo**

- **Speaker explores options for change**

Precontemplation (Do Not Get It)

Contemplation (Not On Board)

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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

Miller WR & Rollnick S (2012). *Motivational interviewing: Helping people change (3rd ed)*. **New York: Guilford.**

Learning MI

Techniques

Listening Skills

Spirit

- **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?

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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

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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**

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

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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**

Reference Material Slide

- **http://www.onesystemonevoice.com**
- **http://www.motivationalinterview.org/**
- **http://www.motivationalinterview.org/quick_links/mitraining.html**
- **http://www.zurinstitute.com/motivational_interviewing_course.html**
- **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)
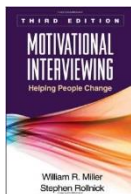
Target Magazine Article Summer 2015 – *Lean Coaching*

If you want to know more about how we are using MI in a business context please contact our coaching team at:

onesystemonevoice.com

Ron Oslin   **Tony Chamblin**   **Larry Anderson**

You Can Engineer Processes & Products
You Cannot Engineer People

and

You Cannot Change People They Must Change Themselves