

Dealing with Resistance

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Julie's Bicycle

Where are you encountering resistance?



SELF

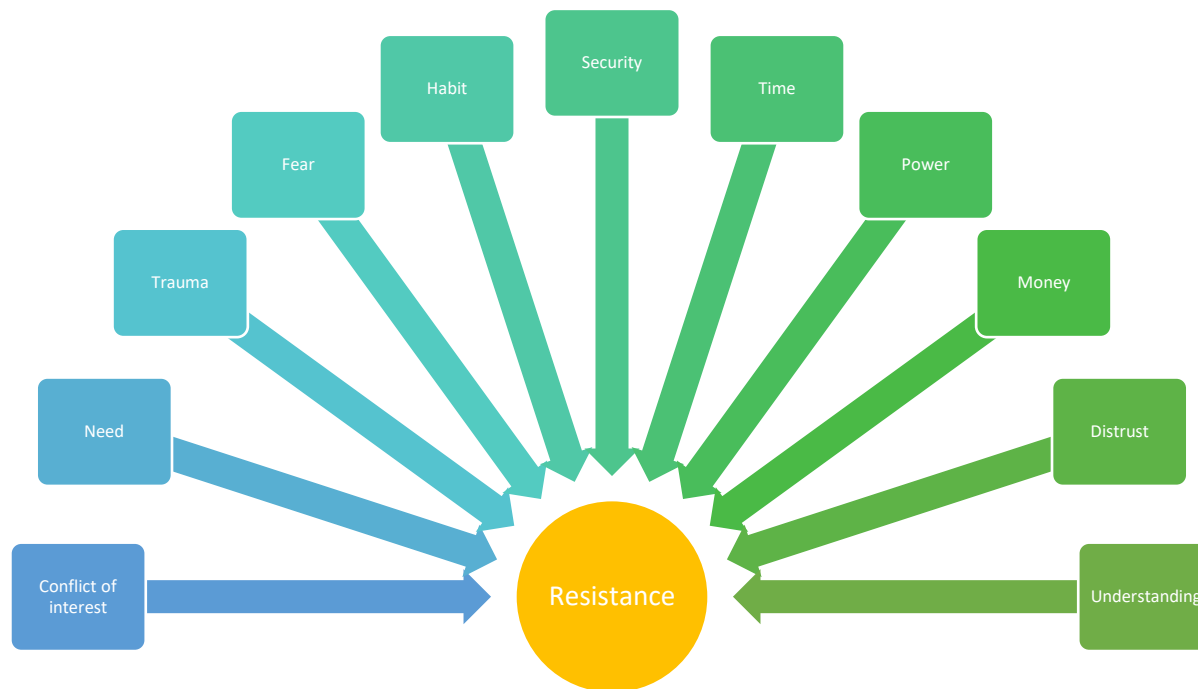


OTHER

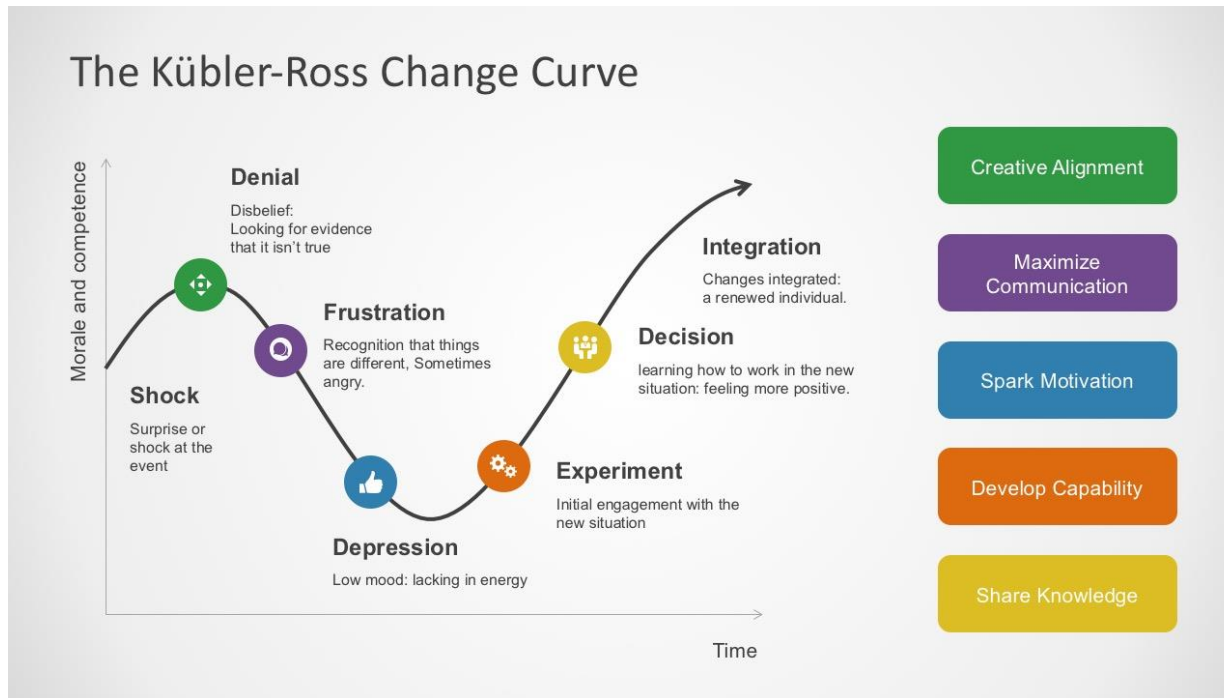


SYSTEMIC

Causes of Resistance



Our experience of change

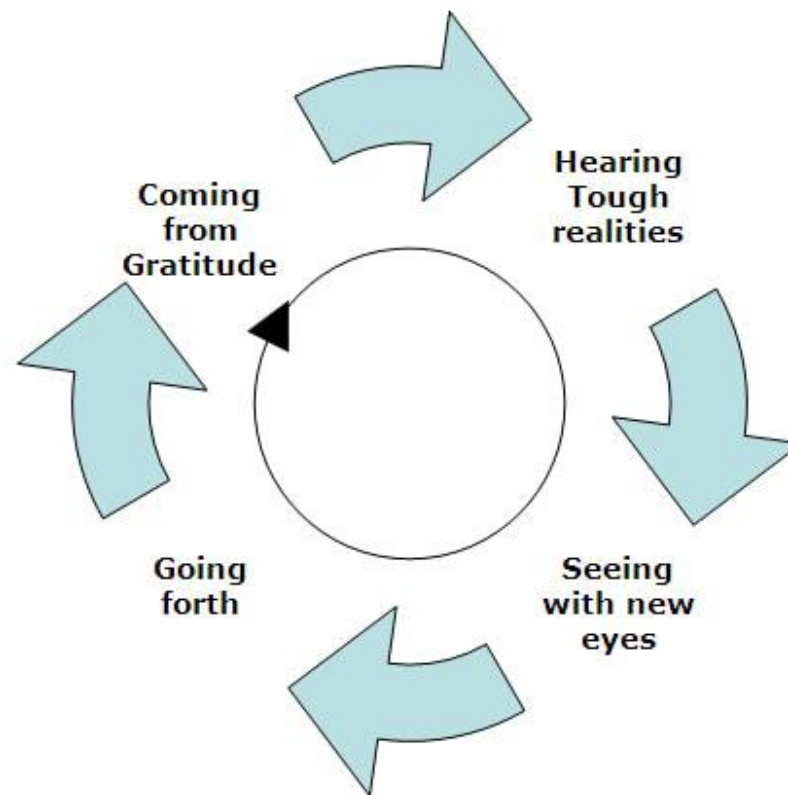


Familiarity, in essence, helps a person function more effectively in the world. The ability to function in one's surroundings, in turn, leads to feeling competent in one's abilities. Feeling as though one is good at and able to accomplish what one is doing is a powerful motivational force.

Source: Katherine N. Irving, "Coping with Change: The Small Experiment as a Strategic Approach to Environmental Sustainability"

https://www.researchgate.net/publication/11448581_Coping_with_Change_The_Small_Experiment_as_a_Strategic_Approach_to_Environmental_Sustainability

The Work That Reconnects



1. Coming from Gratitude: developing understanding of being part of nature and the implication of interdependence
2. Hearing Tough Realities: Accepting the reality and severity of our position and overcoming the numbing effects of distraction and fear
3. Seeing with New Eyes: reframing our perspective from this deep understanding, developing our ecological identity
4. Going Forth: acting on these, with no assurance that change happens in time

Overcoming resistance

- Be clear and transparent:
 - Uncertainty is a constant – we live with it every day in our lives
 - Unclear is within our control – if we are unclear about what we are trying to achieve, with/for who, how and why, it's no surprise people don't engage.
- Is the resistance active / passive?
- Listen to understand
- **Curiosity, consideration, courage**

Levels of Listening

Level one

ME NOW

- Waiting for your turn to speak

Level two

JUST LIKE ME!

- Sharing our experiences

Level three

TELLING (DO IT LIKE ME)

- Giving advice

Level four

ENCOURAGING

- Eliciting more

Level five

ACTIVE LISTENING

- Engaging with silence

Reflection

How does your identity influence your approach to leadership?

- What do you want to become more conscious of?
- What strengths is your identity offering?
- What aspects of your identity are you letting go of?

Practice: Active Listening

- Share the outcomes of your reflection
- 5 minutes each
- One person speaks, second person listens
- If the speaker is thinking, let the pause / silence be for a while
- If they would like support, ask an open question that relates to their last sentence

Difficult Conversations

I ntention	What is your desired outcome?
	What is the purpose?
	Are you trying to <u>resolve</u> or <u>get your own way</u> ?
	Are you making a <u>request</u> or a <u>demand</u> ?
C lean	State facts. Reserve judgement.
	Identify the stimulus of the conflict.
O wn	Own your responses.
	Don't generalise.
	Avoid blame.
C urious	Be open and curious.

“Seek first to understand and then be understood.” (Stephen Covey)

The difference between...

- Why the hell did you storm out of the meeting? You made me look like a complete idiot sat there on my own! Don't EVER do that again, it was ridiculous!

Inflammatory >> blame and judgement (cause and effect)

- When you left before the end of the meeting, I was concerned and frustrated because I wanted to finish the discussion. Can I ask what was going on for you? Can we agree what we'll do in the future if this happens again (mutual consent)?

Deflammatory >> non-blaming, non-judgemental (observation)

Reframing

- Think of a recent incident that you want to address
- Write your initial response
- Try to reframe it from inflammatory to deflammatory

If you need help:

Why didn't you tell our project partners the reasons why we changed the project brief in the meeting? You've made me look incompetent, don't do that again!

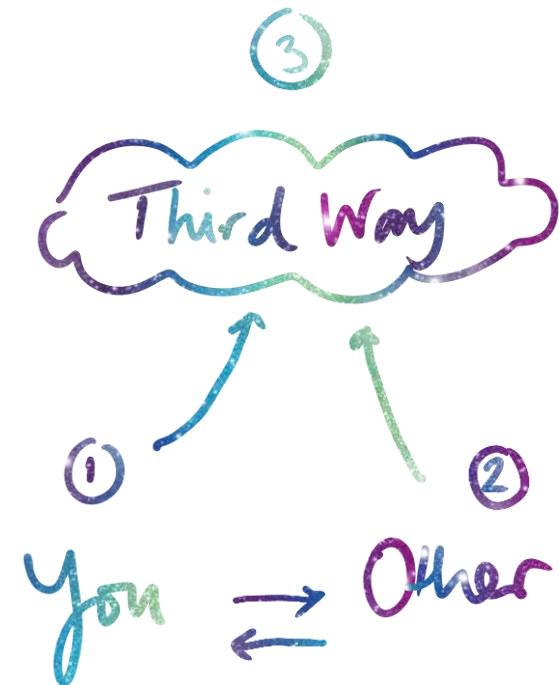
Get curious...

- Understand your “difficult person”
- 15 minutes
- Role play – 10 minutes questions, 5 debrief
- Step into the shoes of your difficult person
- Introduce yourself to your two group mates
- Tell them the scenario
- Invite open questions about why you find the conversation difficult

What did you notice? Did you get a sense of what mattered to them? What their values were? What might be holding things back?

Consensus Building

- What matters for each side? Map the issues.
- Look for common ground – what do you agree on?
- Focus on higher purpose – “what” and “why” (most disagreements are about “how”)
- Create a sense of shared vision, goals and benefits
- Make space for both sides to contribute ideas and solutions
- Check:
 - ✓ Do people want to work together?
 - ✓ Are the parties prepared to co-operate to find a win-win solution?
 - ✓ Are people ready to focus on how things can be better?



*The pessimist complains
about the wind.*

*The optimist expects it
to change.*

*The leaders adjusts the
sails...*

- John Maxwell

