One System One Voice, LLC

Overcoming the "Addiction to the Status Quo"

Dancing Together to Support Genuine Change

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Wisdom from Toyota

One System / One Voice Leadership Model©

Default State

Multi-System / Multi-Voice®	→	One-System / One Voice®

Desired State

Elements of One System / One Voice®

- ❑ Purpose
- ❑ View of the customer
- ❑ Optimization points – "Customer Outcomes"
- ❑ Metrics & measurement systems
- ❑ Standards and Goals
- ❑ Lexicon

- ❑ Systematic problem solving methodology (PDCA)
- ❑ Leader role & behavior (Trust &Verify, Std Work, etc)
- ❑ Managing in the moment (Daily Op Model)

What are the consequences of accepting the default state?

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We utilized the transformational matrix to determine the next future state
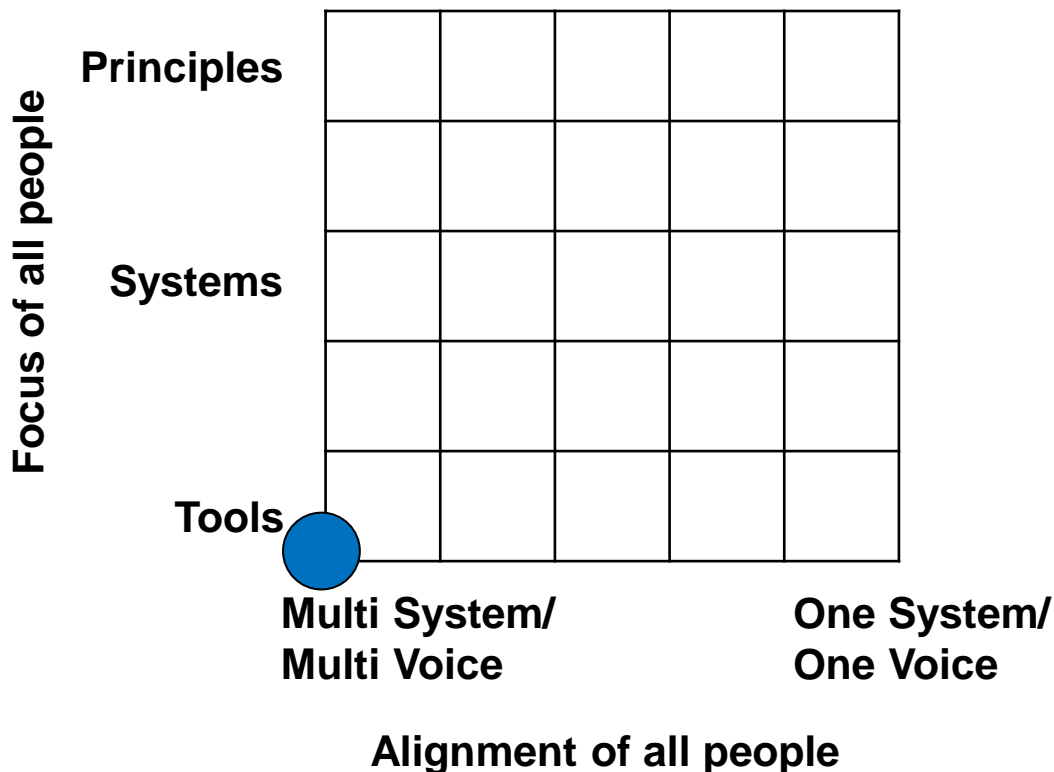
Principles:
Fundamental truth that is universally understood. Principles govern the outcomes of choices

Systems:
Purpose, Optimization Points, Value Chains, Metrics, Problem Solving, Daily Mgmt., Lexicon

Tools:
Charts, Visual Mgmt., Kanbans, Process Maps, SIPOC, etc**.**

Focus of all people

Principles

Systems

Tools

Multi System/
Multi Voice

One System/
One Voice

Alignment of all people

Multi System / Multi Voice:
Each person is aligned with themselves only

One System / One Voice:
There is only one set and everyone is aligned both up and down and side to side

# We utilized the transformational matrix to determine the next future state

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Focus of all people (vertical axis)

Principles

Systems

Tools

Multi System/ Multi Voice — One System/ One Voice

Alignment of all people

Multi System / Multi Voice:
Each person is aligned with themselves only
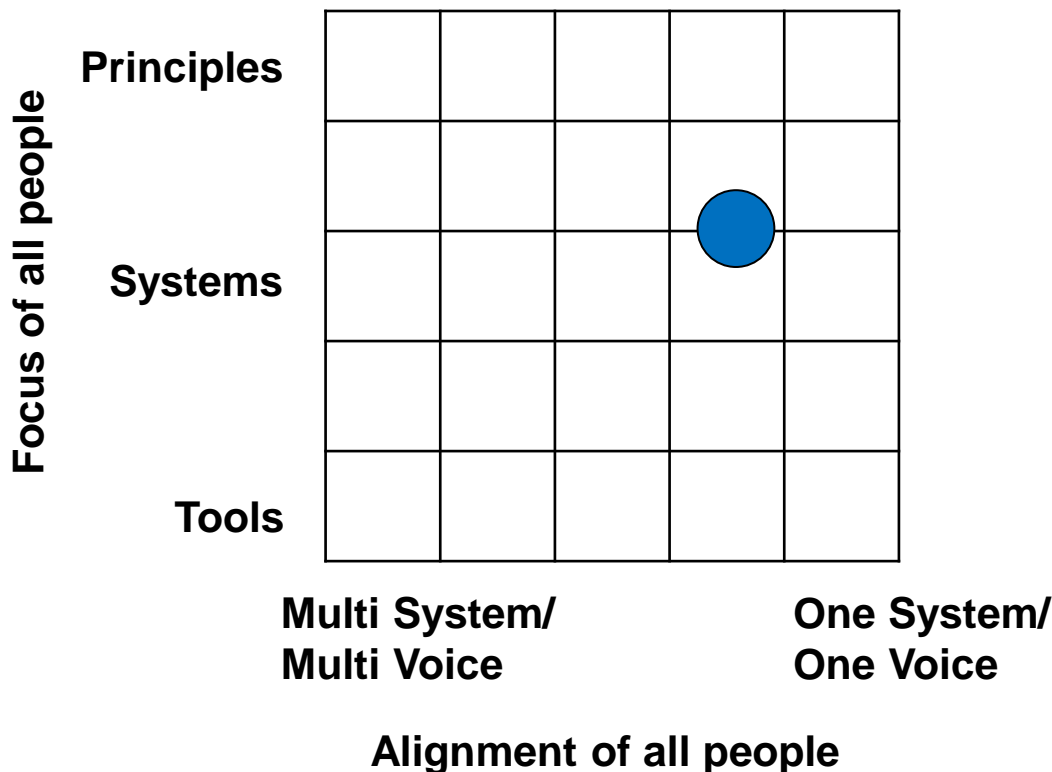
One System / One Voice:
There is only one set and everyone is aligned both up and down and side to side

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Wisdoms from the Clinical Community
Our focus for today

No Person Can <u>Change</u> Another Person!

A large percentage of people in an organization are:

"Addicted to the Status Quo"[©]

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.

Real change vs 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
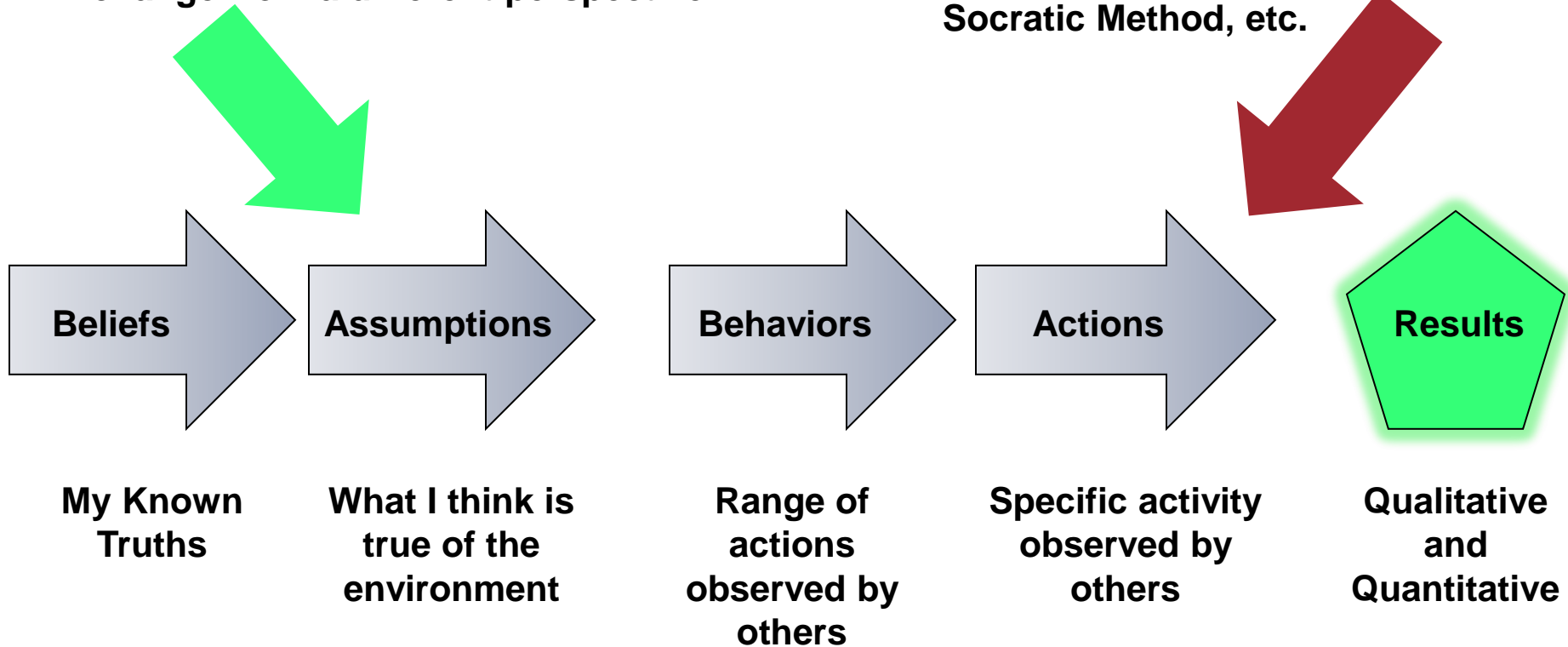- Assumptions changed
- Reward replacement

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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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

Historic Approach: Traditional Coaching, Socratic Method, etc.

Beliefs	Assumptions	Behaviors	Actions	Results
My Known Truths	What I think is true of the environment	Range of actions observed by others	Specific activity observed by others	Qualitative and Quantitative

Insanity – Continuing to do the same thing expecting different results

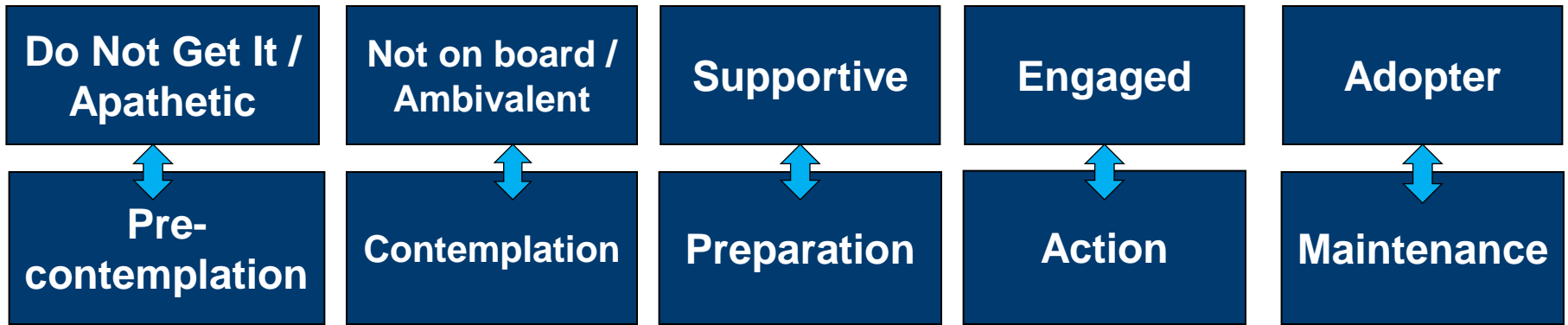# No Person Can <u>Motivate</u> Another Person!

We thought we new how to segment people

- Adopters are really on the operational excellence journey
- Fakers are pretending to be on the journey
- Active or passive resistors
- Ambivalent to the change

The medical community understands behavioral change and has effective models we can use

Stages of Change

Do Not Get It / Apathetic	Not on board / Ambivalent	Supportive	Engaged	Adopter
Pre-contemplation	Contemplation	Preparation	Action	Maintenance
People in Pre-contemplation stage have no intention of changing their behavior for the foreseeable future	The person is aware a need to change exists and seriously considers, action, but has not yet made a commitment to an action	The person is intent upon taking action soon and often talks about steps in that direction	The person actively modifies their behavior, experiences and environment in order to overcome the problem	The person has made a sustained change wherein a new pattern of behavior has replaced the old. Behavior is firmly established

Stages of Change: Contemplation Indicators

Outcome

- **The person is making change statements and makes a tentative commitment to changing the behavior.**

Words / Phrases

- **I know**
- **I hear you**
- **I do not see a need to change**
- **It's not for me**
- **Easier to continue … than change**

Actions

- **Agrees to do something but fails to follow through. Actions dependent on the group they are with.**

Body Language (*No single body language sign is a reliable indicator*)

- **Head tilted downward**
- **Crossed arms (folded arms)**
- **Adjusting cuff, watchstrap, tie, etc.,**
- **Hands in pockets**
- **Leaning back in chair**

Emotions

- **Anxiety**
- **Fear**
- **Anger**

Techniques for helping people in the Contemplation stage of change

Strategies

- Be a collaborator
- Counsel
- DO NOT COACH

- Motivational Interviewing
- Keep momentum moving forward
- Maintain engagement
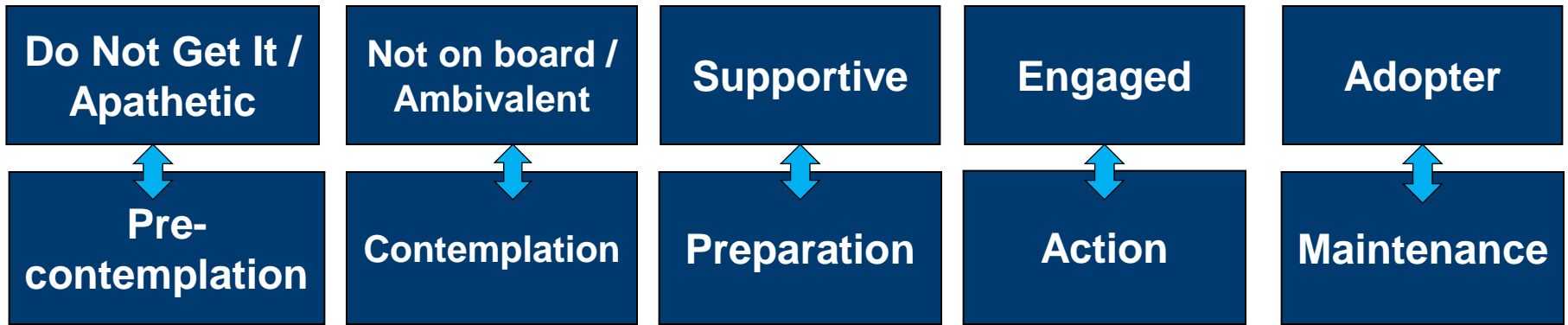
- Raise doubt
- Providing information (with approval)

Your Tasks

- Consider the pros and cons (from the person's perspective) of the problem behavior, as well as the pros and cons of change.
- Gather information about past change attempts. Frame these in terms of "some success" rather than change failures."
- Explore options the person has considered for the change process and offer additional options where indicated and if the person is interested. Remember that people are rarely novices to the change process.
- Elicit change statements or change talk.

Things to Consider

- This is a paradoxical stage of change. The person is willing to consider the problem and possibility of change, yet ambivalence can make contemplation a chronic condition. People are quite open to information and yet wait for the one final piece of information that will compel them to change. It's almost as they either wait for a magic moment or an irresistible piece of information that will make the decision for them. This is a particularly opportune time for motivational interviewing strategies.
- Contemplation and interest in change are not commitment. Information and incentives to change are important elements for assisting contemplators. Personally relevant information can have a strong impact at this stage.

Stages of Change

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↕	↕	↕	↕	↕
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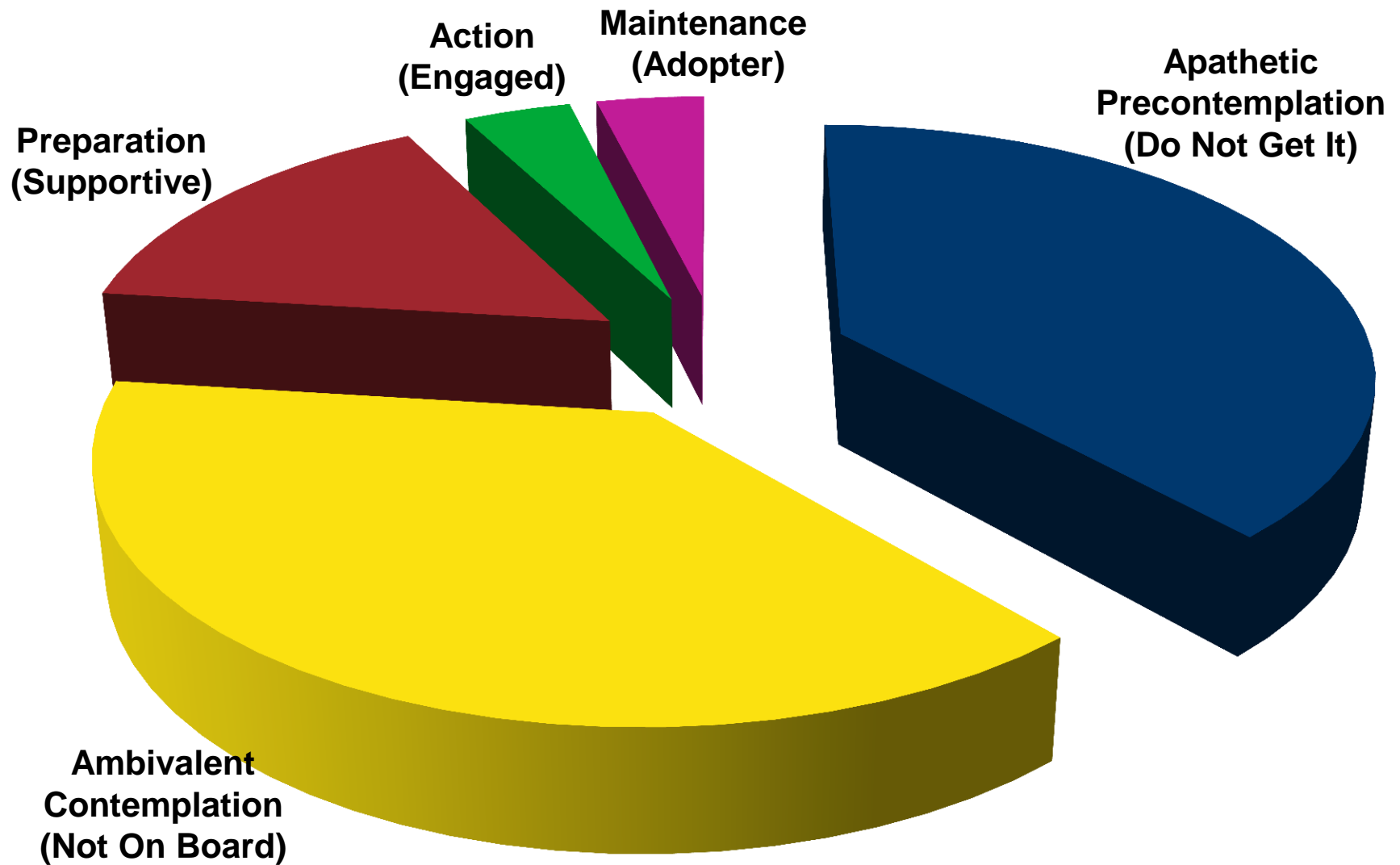|				
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Typical Employee Segmentation for most changes

Action (Engaged)

Maintenance (Adopter)

Preparation (Supportive)

Apathetic Precontemplation (Do Not Get It)

Ambivalent Contemplation (Not On Board)

Data is based on several research studies

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Typical Employee Segmentation

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

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 the;

- **Leader argues for change**
  - Persuades
  - Suggests, Advises
- **Listener argues for staying the same**

Resistance
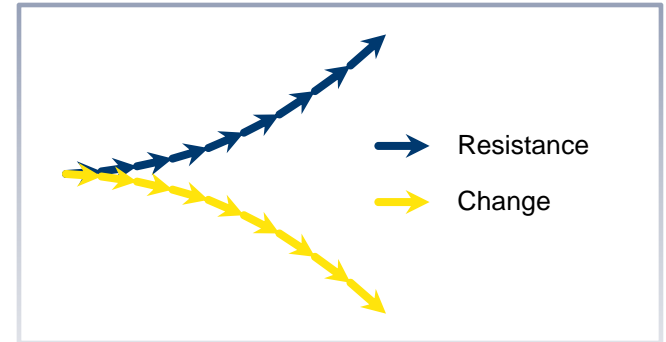
Change

"We call this Wrestling"

RESISTANCE

RESISTANCE
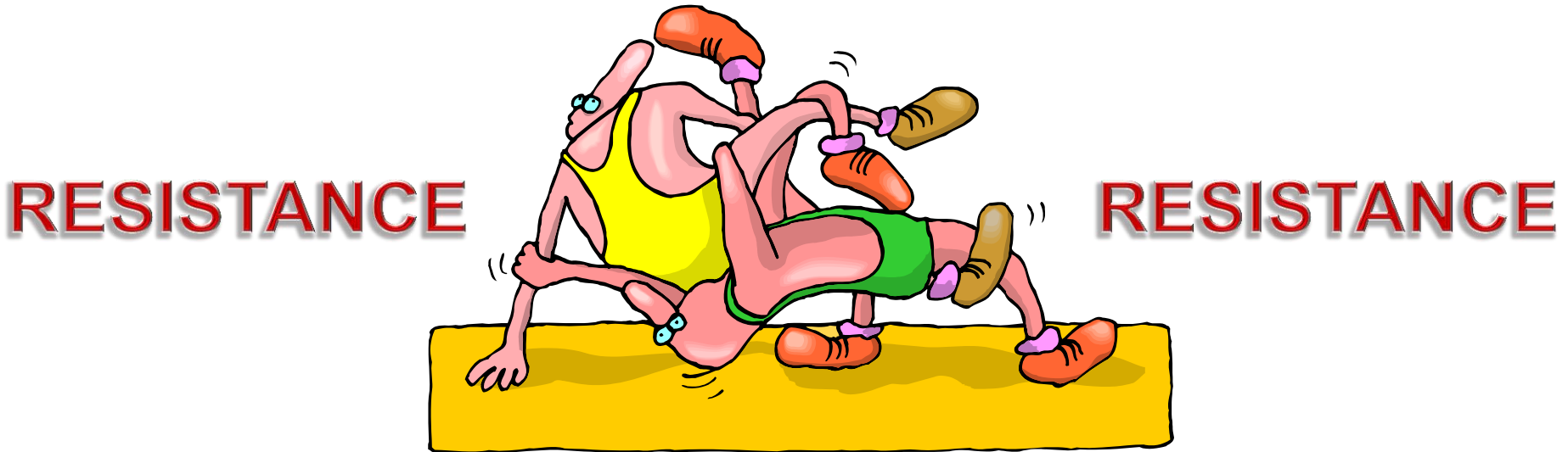
This is the typical interaction leaders have when trying to bring about change
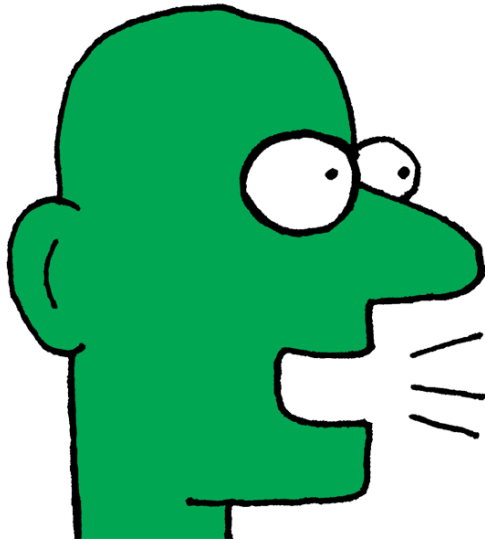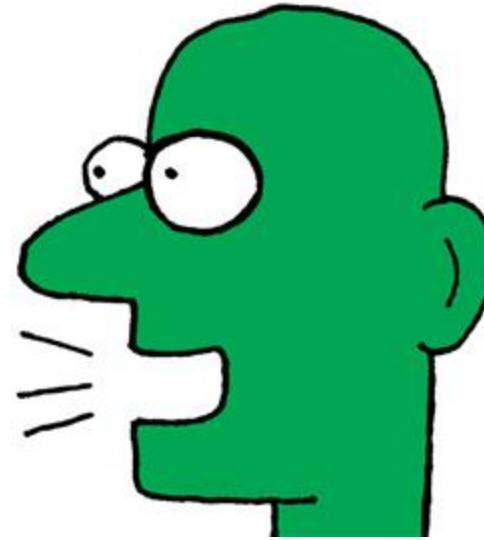

**Leader
(Speaker)**
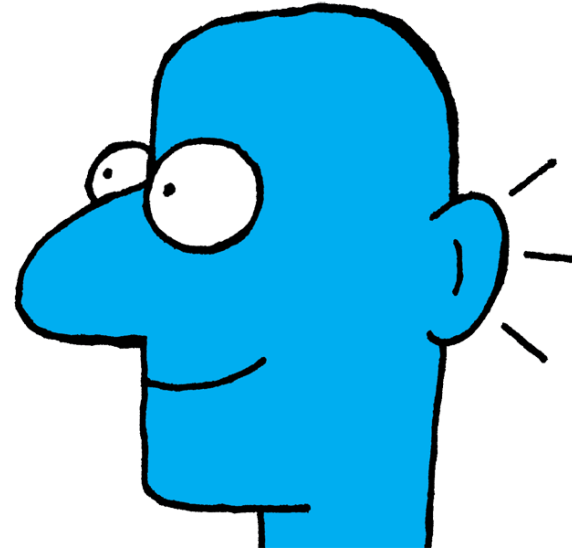
**Person Struggling
with Change
(Listener)**

This is referred to as the "Righting Reflex"

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To support genuine change we must be willing to swap roles
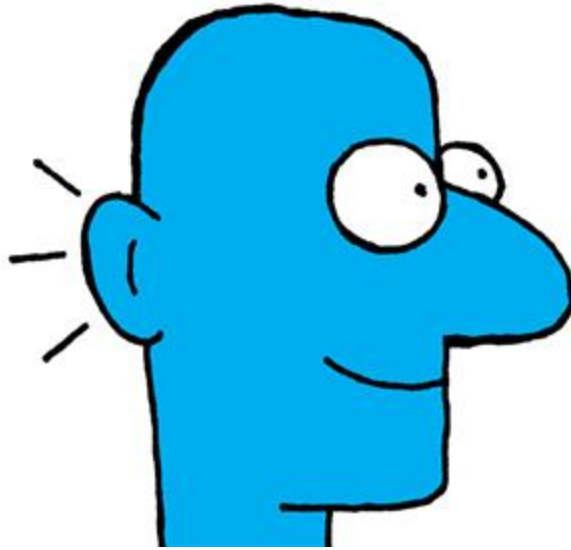
Leader (Listener)　　　**Person Struggling with Change (Speaker)**

It is the Speaker's responsibility to resolve their struggle

People are generally better persuaded by the reasons which they have themselves discovered than by those which have come into the mind of others.
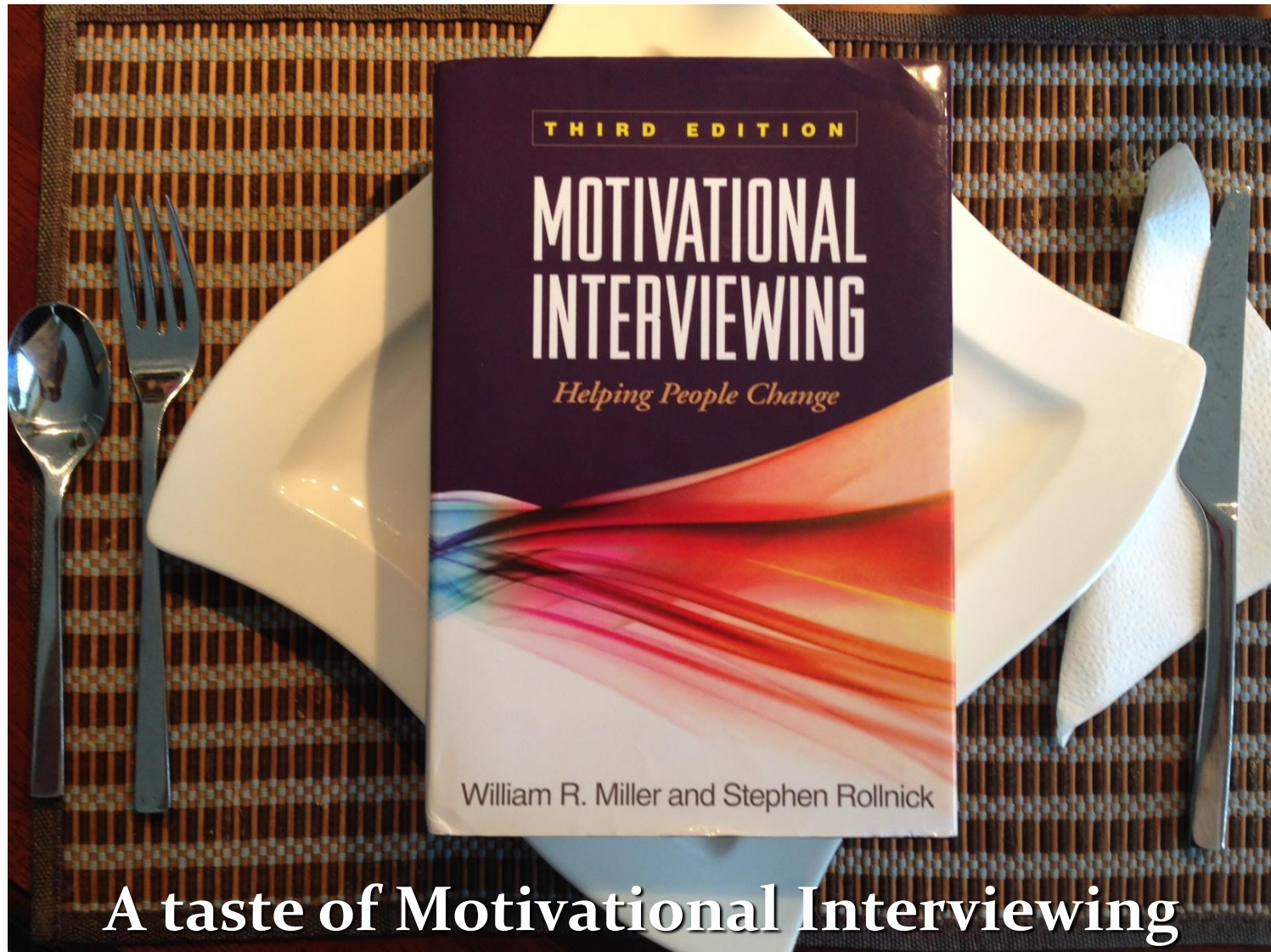
Pascal, *Pensées*, 1660

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

- **Leader empathizes with status quo**

- **Speaker explores options for change**

Precontemplation (Do Not Get It)

Contemplation (Not On Board)

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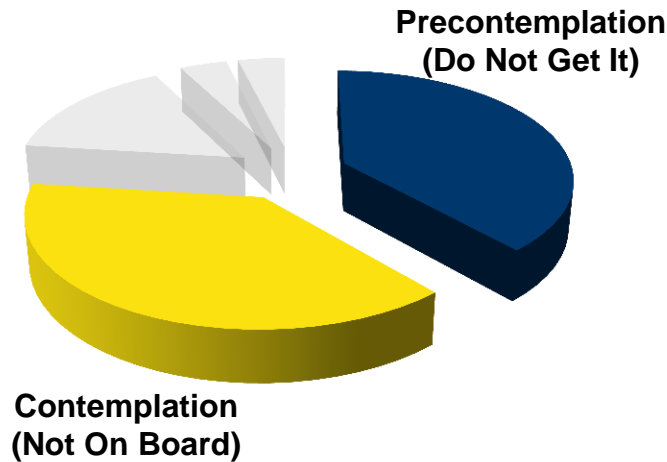
The clinical community has a methodology for assisting people change

A taste of Motivational Interviewing

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.**

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The Four Processes

PLANNING

EVOKING

FOCUSING

ENGAGING

May flow into each other, overlap, and recur

The Four Processes

1. **Engaging** is the process of establishing a helpful connection & working relationship
2. **Focusing** is the process by which we develop & maintain a specific direction in the conversation about change
3. **Evoking** involves eliciting the clients own motivations about change & lies at the heart of MI
4. **Planning** encompasses both developing a commitment to change & formulating a concrete plan of action

Learning MI

Processes

Listening Skills

Spirit

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Key element of spirit: Empathy

- # Empathy is not:

  – Having had the same experience or problem

  – Identification with the speaker

  – Let me tell you my story

- # Empathy is:

  – The ability to accurately understand the speaker's meaning

  – The ability to reflect that accurate understanding back to the speaker

Are you interested or trying to be interesting to the Speaker?

- **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**

- **Motivation for change is elicited from the speaker, and not imposed from without.**

- **It is the speaker's task, not the listener's, to articulate and resolve his or her ambivalence.**

Rollnick & Miller, 1995

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.**
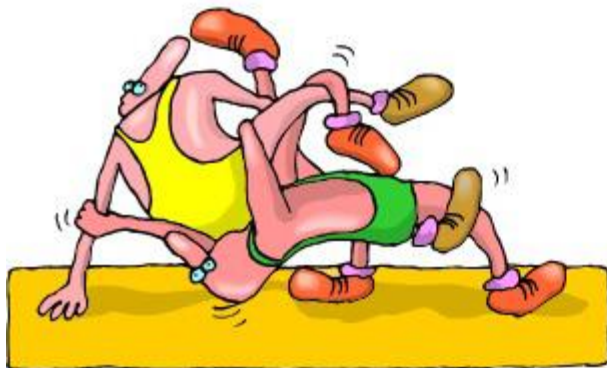
Rollnick & Miller, 1995

- <u>**O**</u>**pen-ended questions**

- <u>**A**</u>**ffirmations**

- <u>**R**</u>**eflections**

- <u>**S**</u>**ummaries**

To assist leaders we developed an app

Wrestling to Achieve Compliance

OR

Dancing Together to Support Genuine Change

App title: _MI – Coach's Helper to facilitate behavior change_

Using MI a listener can assist an associate or leader to change their behavior from being a resistor to an active advocate in a couple of months months

Confidential

**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**

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- **For many leaders MI will appear to be a very slow process**

- **Some people will be good at utilizing MI others will not**

- **MI is not a mind trick or manipulation**

- **MI is not easy - we know because we've tried**

- **You can learn MI - we know because we've tried**

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)
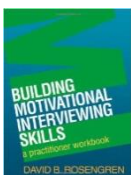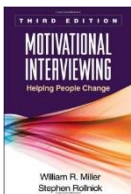
You Can Engineer Processes & Products
You Cannot Engineer People

and

You Cannot Change People They Must Change Themselves

Thank You!

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Please take a moment to complete the
survey using the conference mobile app.**

Session Code: ThP/43
Overcoming the addition to the status quo
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