



Overcoming “The Addiction to Status Quo”™

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Today's Presenter



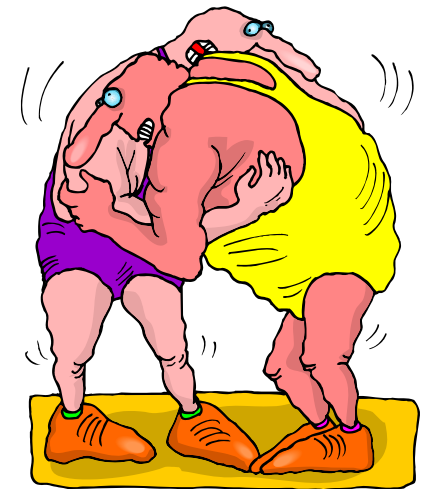
Ron Oslin

- 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 Wisdoms from the Clinical Community

Our focus for today

“Addicted to the Status Quo”[©]

Addiction is defined as:

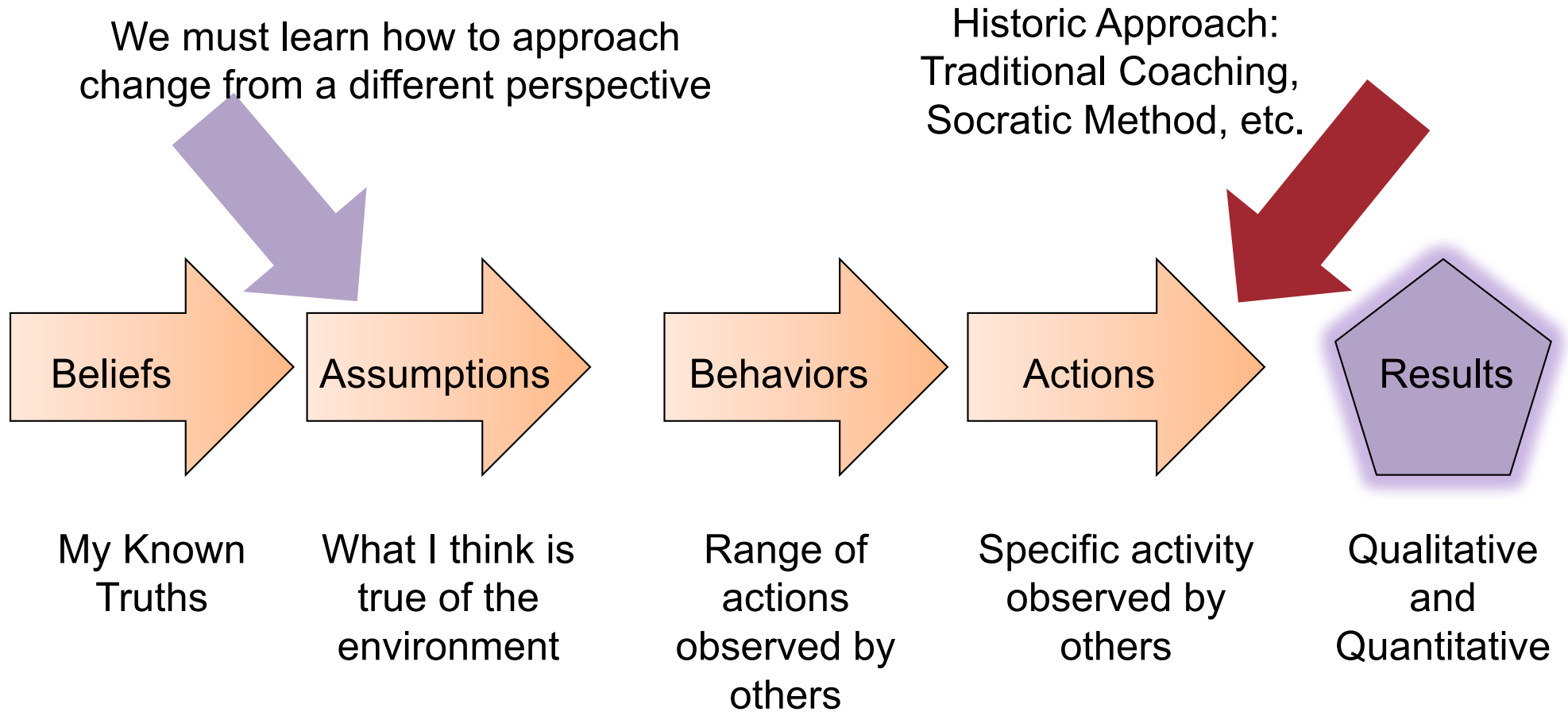
a state defined by compulsive engagement in rewarding stimuli, despite consequences. The term has little or no pejorative meaning attached to it.

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”



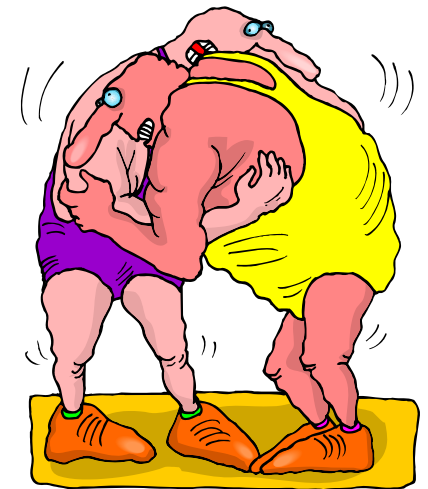
Insanity – Continuing to do the same thing expecting different results


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

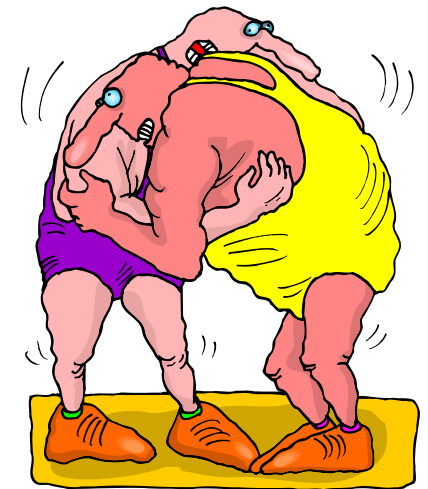
Maintains new behavior as long as external stimuli are maintained

Behavioral change = upfront investment / Compliance = ongoing cost

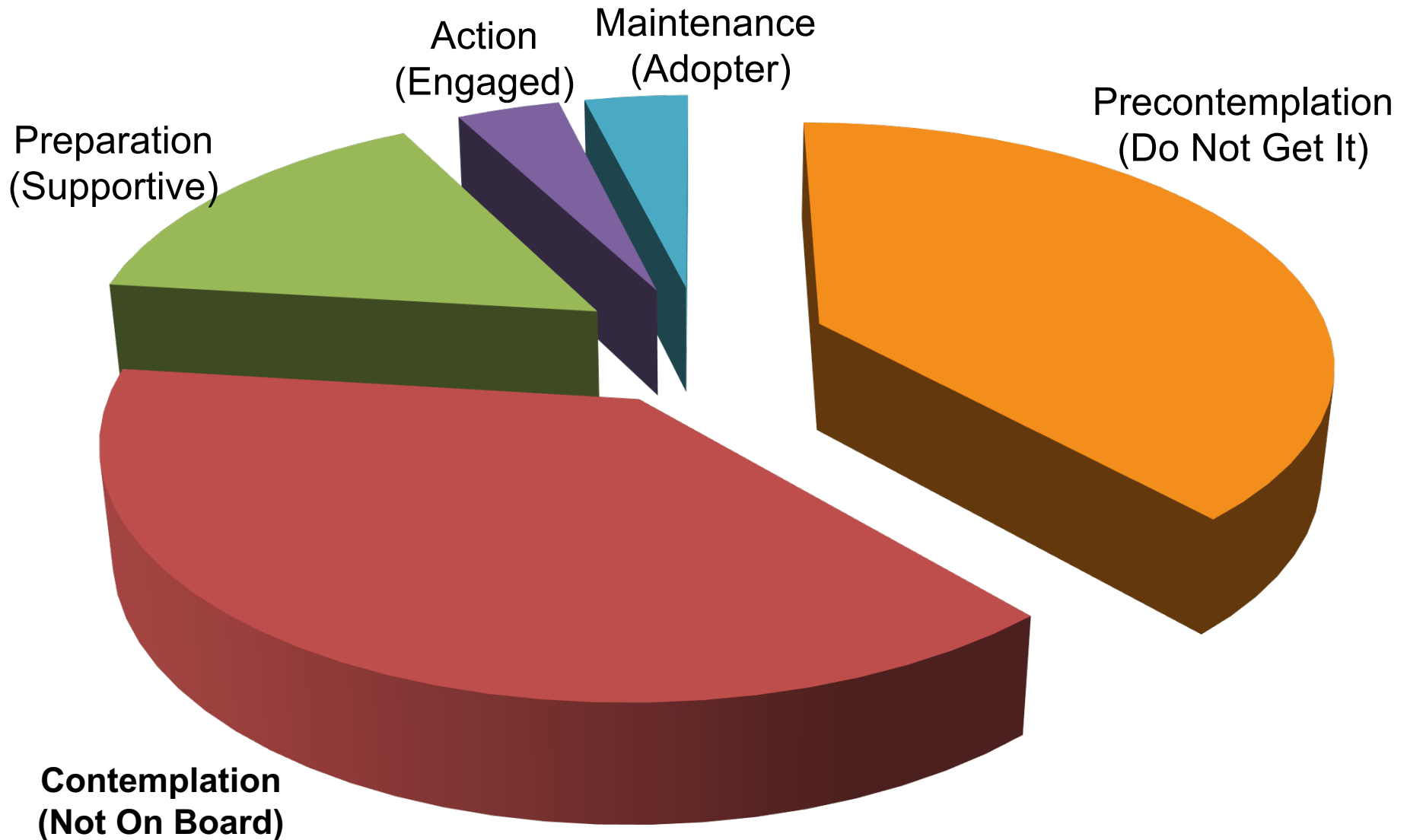
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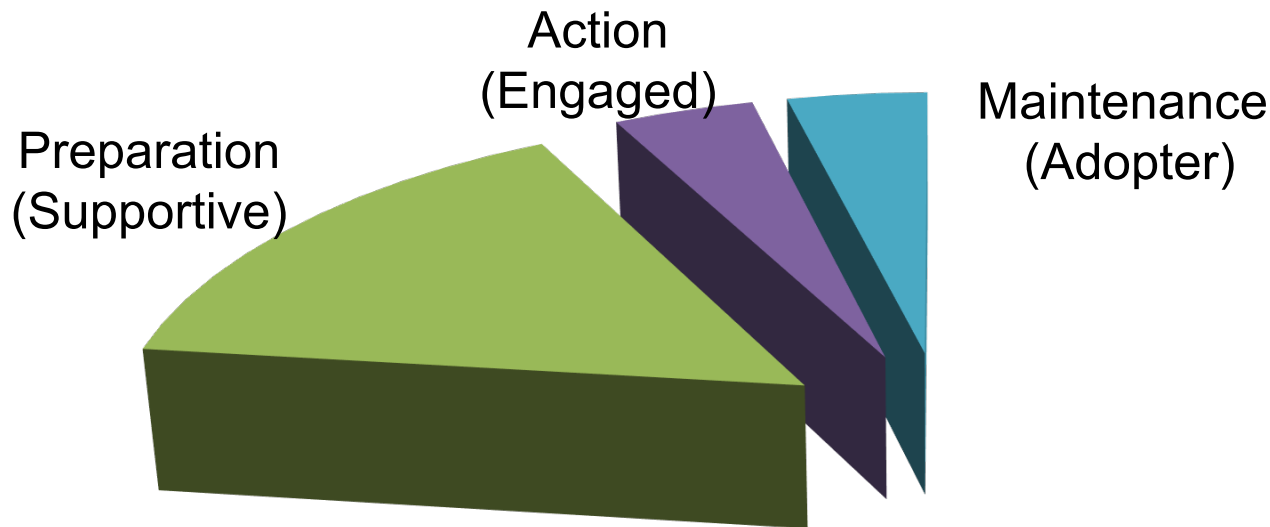


Research shows this is a typical associate segmentation for any change



Data is based on several research studies.
Terms from Carlo C. DiClemente and J. O. Prochaska
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

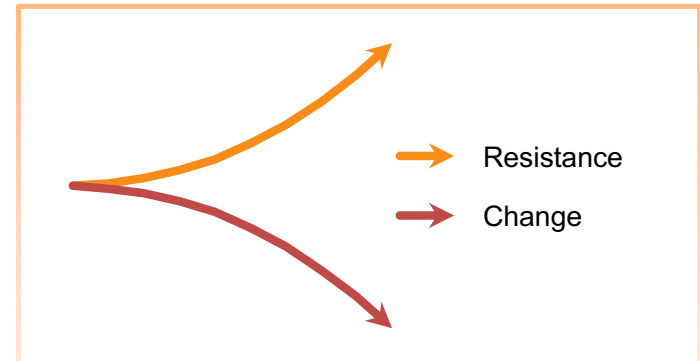
Data is based on several research studies

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

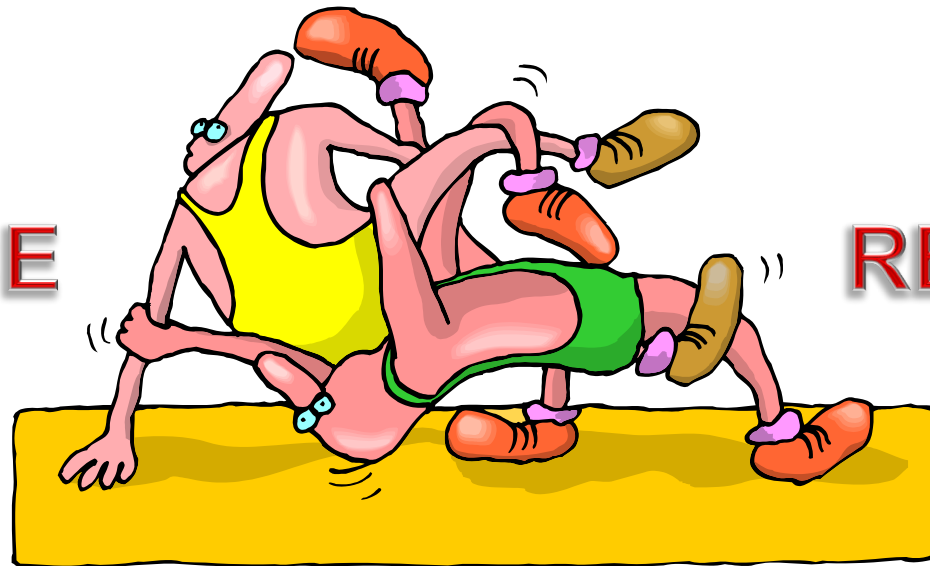
- Persuades
- Suggests, Advises

Speaker argues for staying the same



“We call this Wrestling”

RESISTANCE

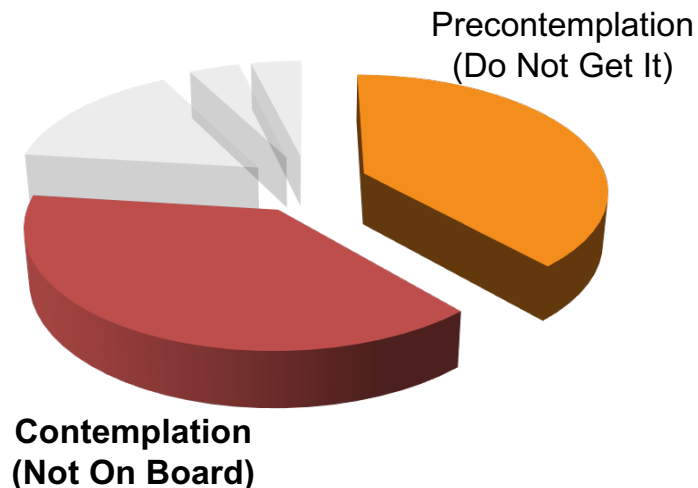


RESISTANCE

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

Listener empathizes with status quo

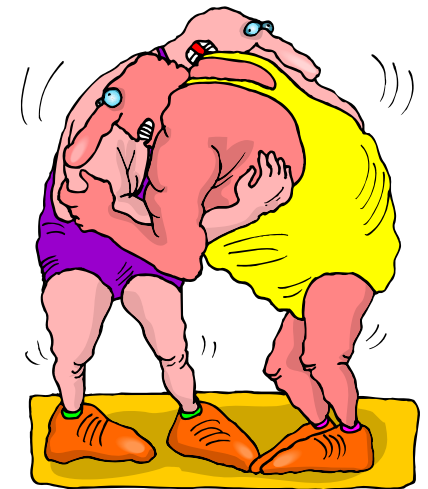
Speaker explores options for change



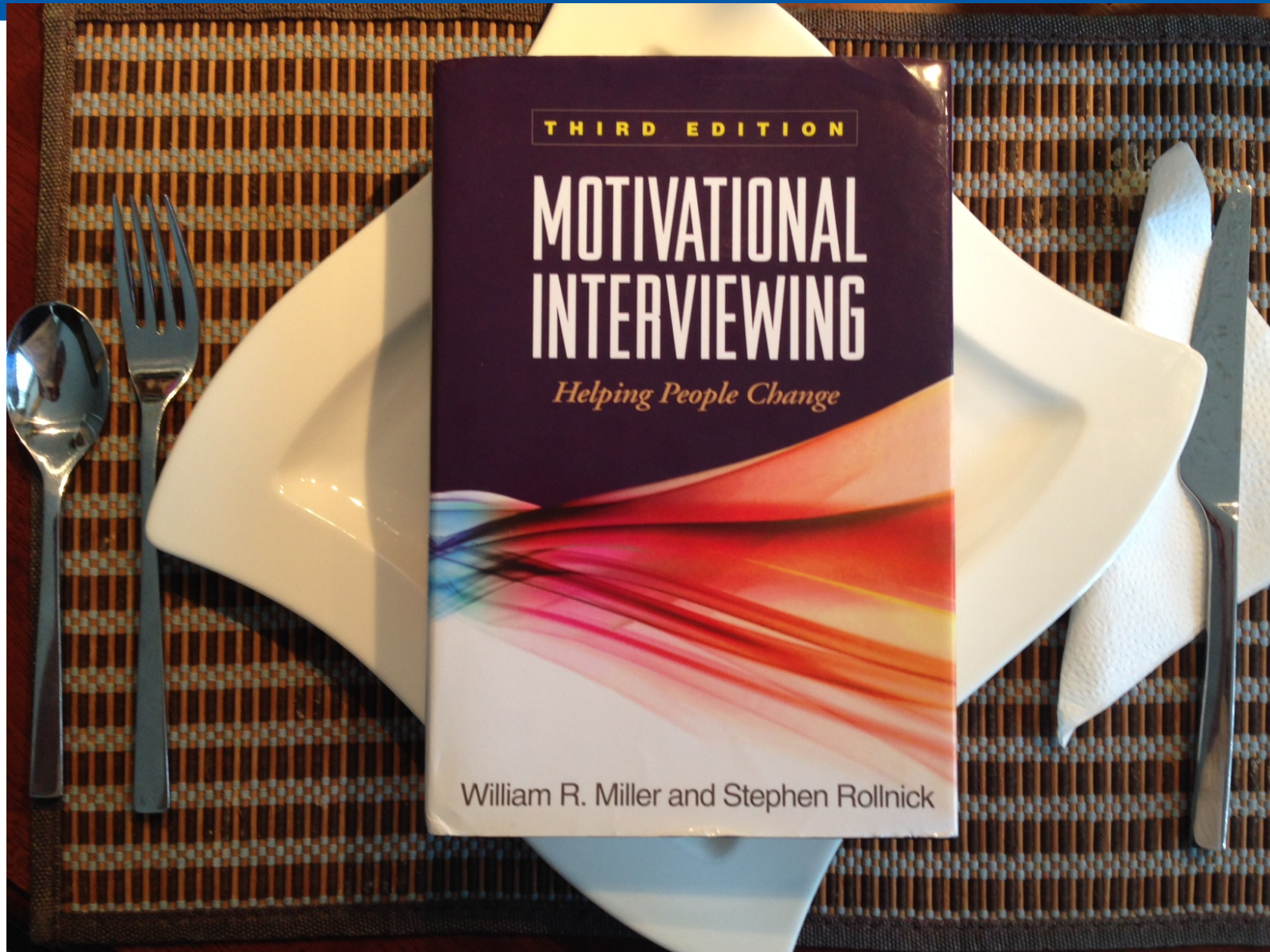
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The wisdom we found in the clinical community is:





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



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

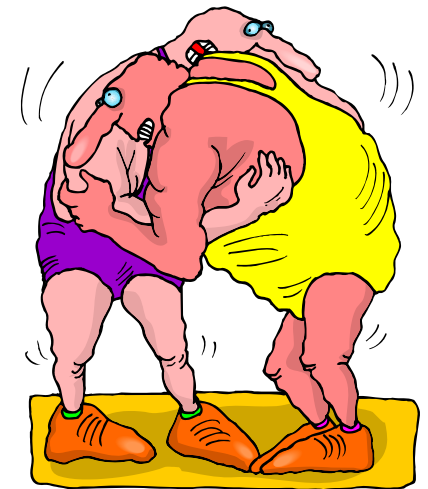
We cannot change another person, change comes from within

Accurate Empathy is the single best predictor of a higher success rate in Addicted to the Status Quo™ conversations

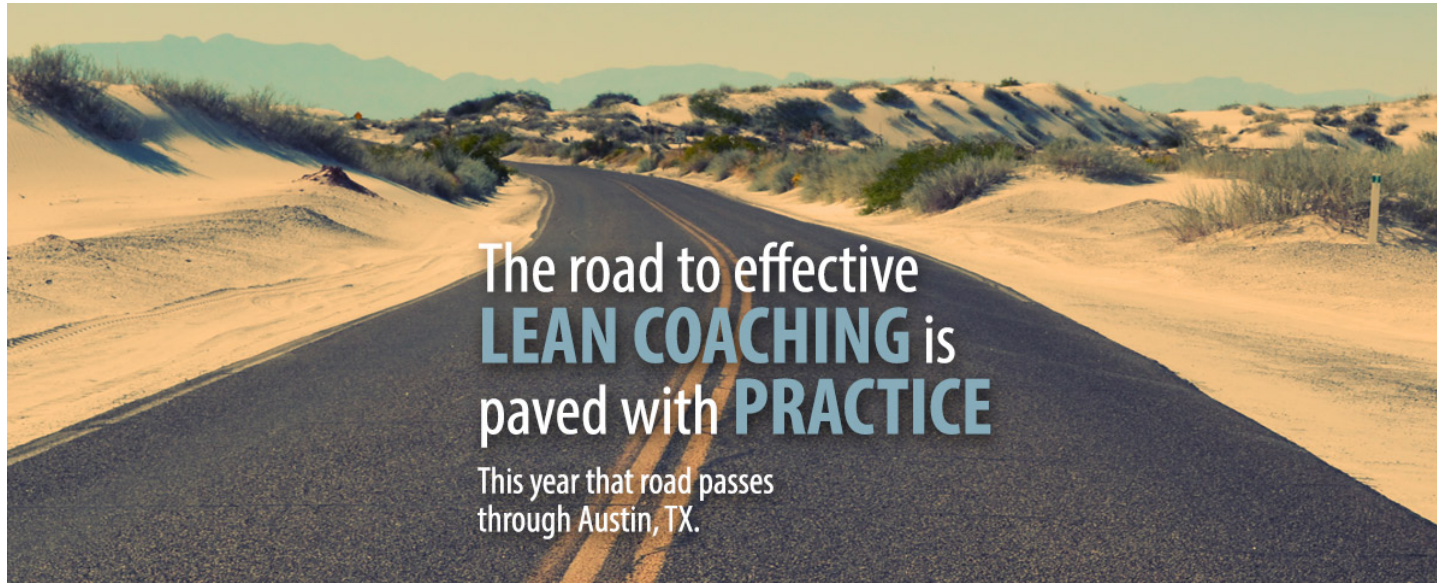
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2017 Lean Coaching Summit



July 19-20, 2017 | Austin, TX | #leancoaching

PRE-SUMMIT WORKSHOP Coaching Those Who are not on Board, in Denial or “Addicted to the Status Quo” and Actively or Passively Resisting Change

iPhone & iPad App & Android title:

MI – Coach's Helper to facilitate behavior change



Reference Material Slide

- 2017 Lean Coaching Summit

<http://leancoachingsummit.com/>

- One System/One Voice

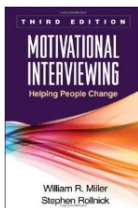
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- Zur Institute

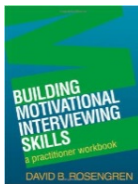
http://www.zurinstitute.com/motivational_interviewing_course.html

- 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)



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