Motivation & Resistance: Update Briefing

Coventry City Council,
Green Business Programme

DR. SARAH OTNER, KINGSTON BUSINESS SCHOOL
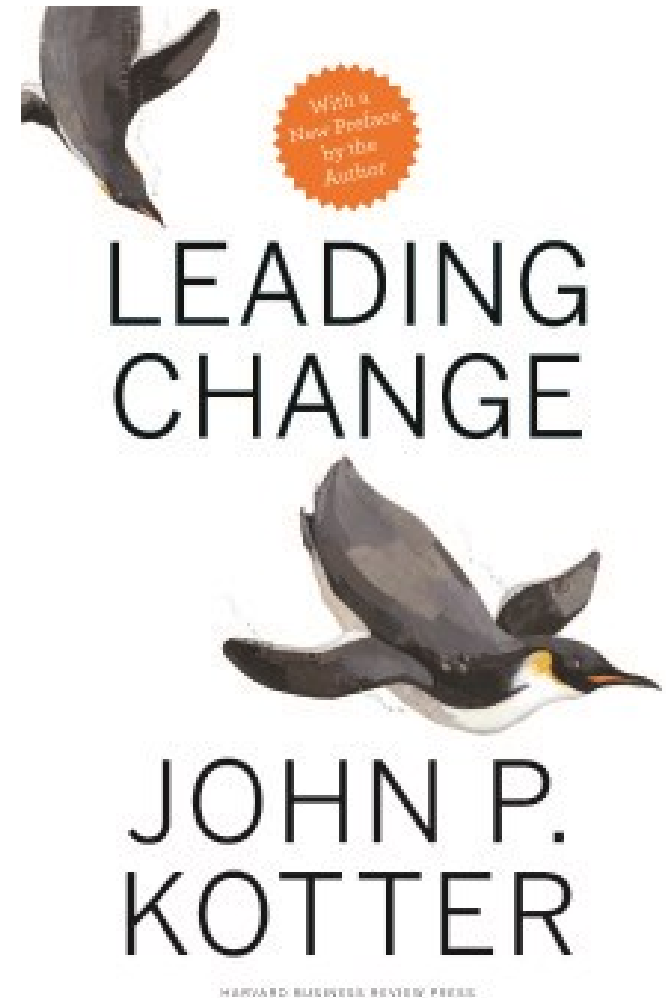
https://www.sarahotner.com/

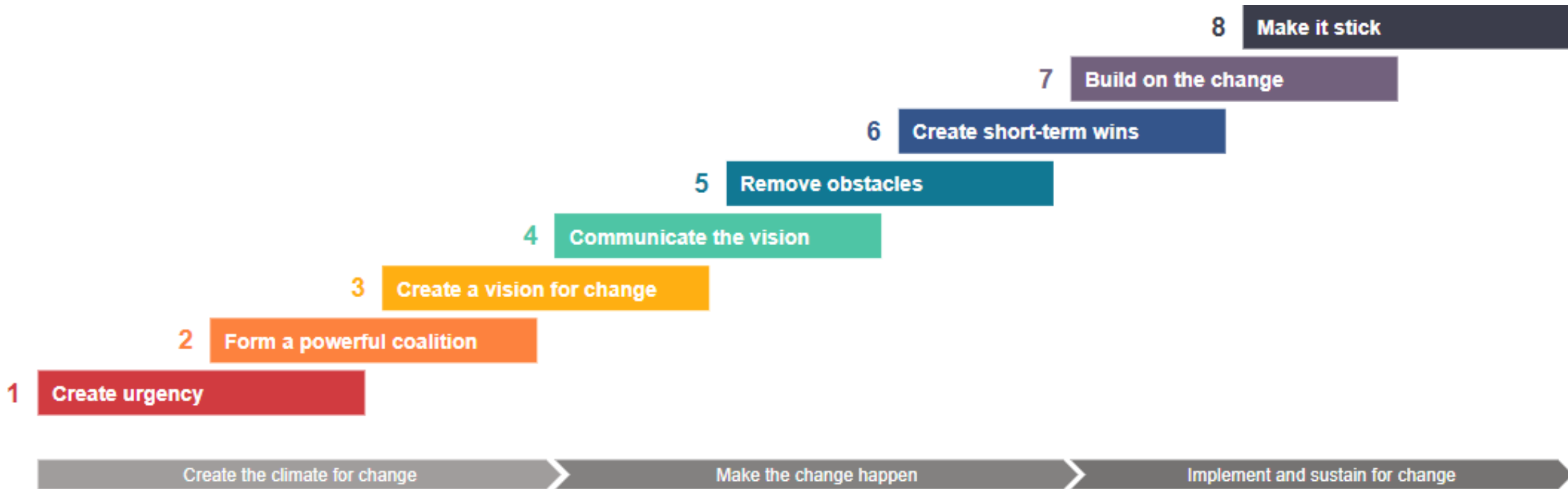**s.otner@kingston.ac.uk**

20 OCTOBER 2022

Session Objectives

- Outline the 8 major components for achieving change

- Introduce the 7 core strategies for interpersonal influence, and their related tactics

- Identify some of the unproductive/counterproductive behaviors that reveal resistance to change

- Understand when to be Instructive and when Participatory (*in re* your language choice)

- Draft communication for a new policy (or other change)

- Q&A

Kotter's 8 Steps for Leading Change

CREATE
A SENSE OF URGENCY

INSTITUTE
CHANGE

BUILD
A GUIDING COALITION

SUSTAIN
ACCELERATION

THE BIG
opportunity

FORM
A STRATEGIC VISION

GENERATE
SHORT-TERM WINS

ENABLE
ACTION BY REMOVING BARRIERS

ENLIST
A VOLUNTEER ARMY

LEADING CHANGE

JOHN P. KOTTER

HARVARD BUSINESS REVIEW PRESS

https://www.kotterinc.com/methodology/8-steps/

Kotter's (1996/2021) Process Model of Change

Influence: Interpersonal Strategies (**Cialdini's 7**)

Influence Strategy	How it Works	Application
Reciprocity	People repay in-kind (and avoid indebtedness)	- Give what you want to receive ("Give to get") - Do favors - Make concessions
Commitment ("Consistency")	People align with clear, public commitments	- Make commitments active, public, and voluntary - Ask people to circulate e-mail messages or other public communications that state their commitment to a particular decision Make it difficult to quit
Social Proof	People follow the lead of similar others	- Use peer power when available - Get buy-in from peers and bosses who are well-regarded by others - Demonstrate how many people agree with you (e.g., star ratings)
Authority	Task / Application-relevant expertise and experience persuades	- Demonstrate specialized knowledge and expertise - Exhibit indicators of legitimate authority (e.g., doctors wear lab coats and stethoscopes; websites feature "badges")
Liking	People respond to those who are pleasant, likable, and charismatic	- Identify similarities (likes, dislikes, anything that is shared) - Offer sincere praise and compliments
Scarcity	People want more of scarce items	- Highlight unique benefits and exclusive information - Time-limited offers
Unity	Brings affiliation (group/community/family)	- Highlight shared identities, relationships, bonds

Influence **Tactics**: Translating Power Bases into Action

Source: Yukl, G. (1994). Leadership in Organizations

- Legitimacy
- Rational persuasion
- Consultation
- Kindness
- Encouragement
- Inspirational appeals
- Personal appeals
- Ingratiation
- Exchange
- Pressure
- Fear appeals
- Coalitions

In what circumstances might you use different tactics?

Avoiding Action

Overconforming. Strictly interpreting your responsibility by saying things like "The rules clearly state..."or "This is the way we've always done it."

Buck passing. Transferring responsibility for the execution of a task or decision to someone else.

Playing dumb. Avoiding an unwanted task by falsely pleading ignorance or inability.

Stretching. Prolonging a task so that one person appears to be occupied—for example, turning a two-week task into a 4-month job.

Stalling. Appearing to be more or less supportive publicly while doing little or nothing privately.

Avoiding Blame

Bluffing. Rigorously documenting activity to project an image of competence and thoroughness, known as "covering your rear."

Playing safe. Evading situations that may reflect unfavorably. It includes taking on only projects with a high probability of success, having risky decisions approved by superiors, qualifying expressions of judgment, and taking neutral positions in conflicts.

Justifying. Developing explanations that lessen one's responsibility for a negative outcome and/or apologizing to demonstrate remorse, or both.

Scapegoating. Placing the blame for a negative outcome on external factors that are not entirely blameworthy.

Misrepresenting. Manipulation of information by distortion, embellishment, deception, selective presentation, or obfuscation.

Avoiding Change

Prevention. Trying to prevent a threatening change from occurring.

Self-protection. Acting in ways to protect one's self-interest during change by guarding information or other resources.

"Do what I tell you!" (Instructive)

☑ With straightforward tasks

☑ When team members need immediate clarity about task

☑ Crisis situations

☑ With safety issues

☑ With situational critical issues
   (e.g., compliance)

☑ Could be appropriate with problem employees
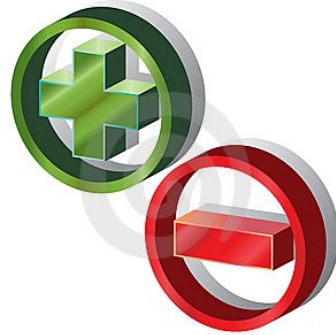
☒ With team members doing complex tasks

☒ With self-motivated team members who are capable of monitoring their own work

☒ With talented team members who are expected to initiate or innovate

☒ Loses of valuable information: Does not collect inputs – does not get reaction

"What do you think?" (Participatory / **Collaborative**)

☑ When team members are competent, knowledgeable, and informed

☑ When ideas and competencies are distributed among various team members

☑ When team members' work must be coordinated together

☑ When the manager is not an expert

☑ When working with narrow specialists and more mature workers

☒ When team members are incompetent or poorly informed

☒ When decisions need to be made quickly and responsibilities need to be clear

☒ In crises – when there is no time

☒ When the team members can't listen to diverse views
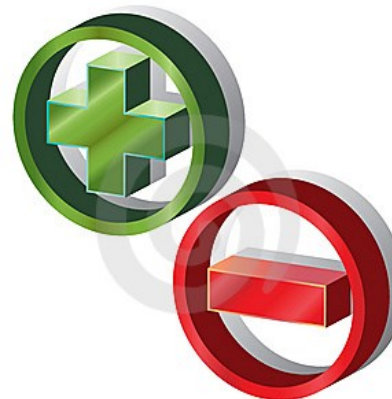
Example: Policy Communication

Mays Food & Beverage Policy

We have beautiful and state-of-the-art classrooms in the Wehner Building and Cox Hall. We want to maintain the high quality of these classrooms for the students in future years. Thus, it is necessary for you to adhere to the established policy of no beverages, food, tobacco products, or animals (unless approved) within the classrooms. Bottled water is permitted. Your assistance is greatly appreciated.

"Questions & Suggestions"

https://www.sarahotner.com/

s.otner@kingston.ac.uk

https://www.linkedin.com/in/sarahotner/