CASTRA

Changing Behaviour

Transtheoretical Model

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Change in organisations

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- Worked with software and organisational development since 1996
- CSP, CSM, CSPO

- MScEE (medical technology, space craft engineer)

Background - The Agile transformation

- How would you describe your organisation agile approach?
  - Pure Play ("By the book") – (21%)
  - Hybrid ("Mixing WF/Agile") – (39%)
  - Selective ("Sometimes WF, Sometimes Agile") – (25%)
 - Waterfall ("Big design up front") – (15%)

Data from: www.status-quo-agile.net (2014)

Reasons for failing the agile transformation

Data from: VersionOne (2015)
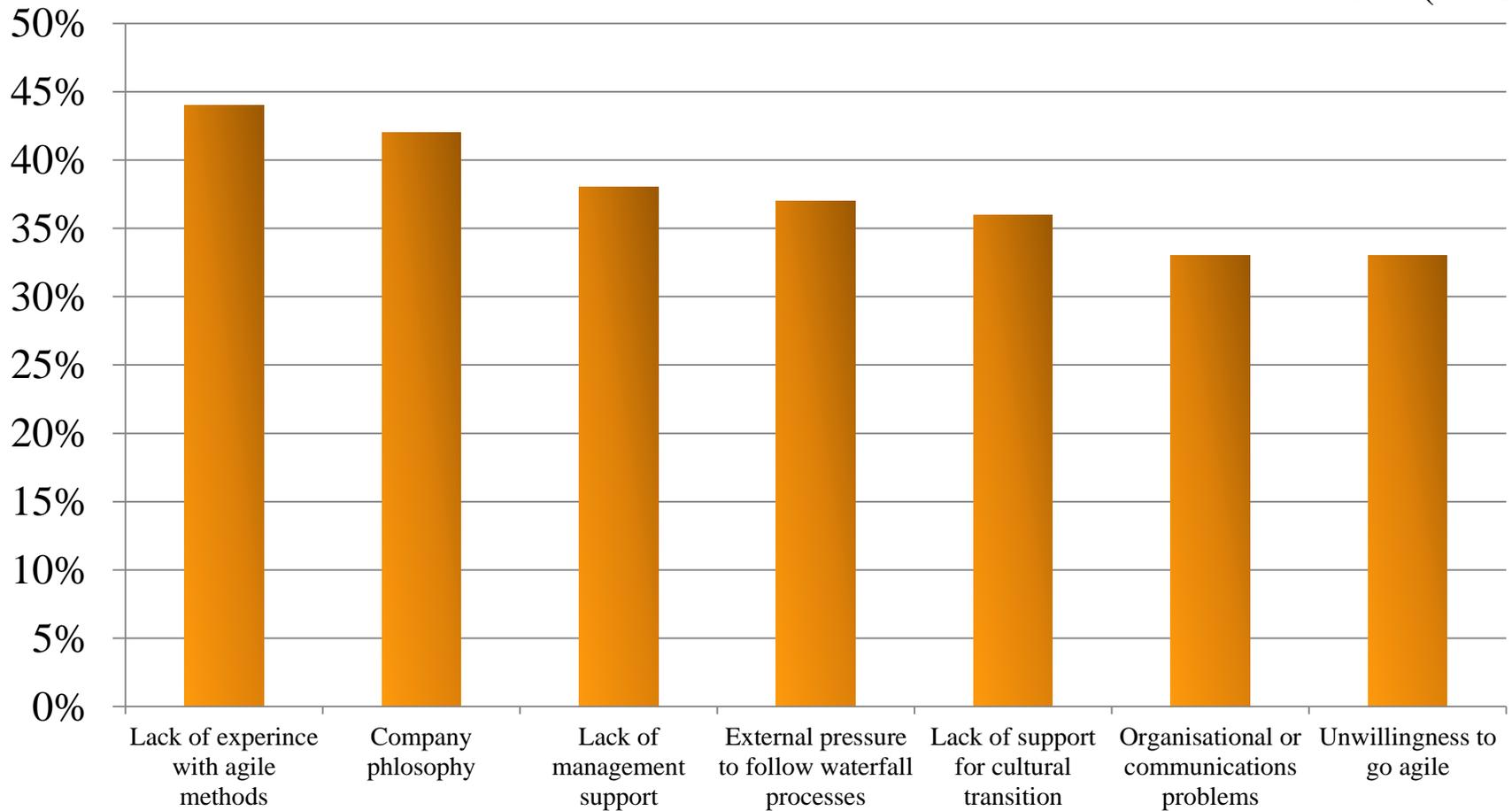
What can you as a change leader do?

What needs to change?

- Reporting structures

- Processes

- Measurement procedures

- Financial and nonfinancial rewards

- …

Must all be aligned with the change!

What needs to change?
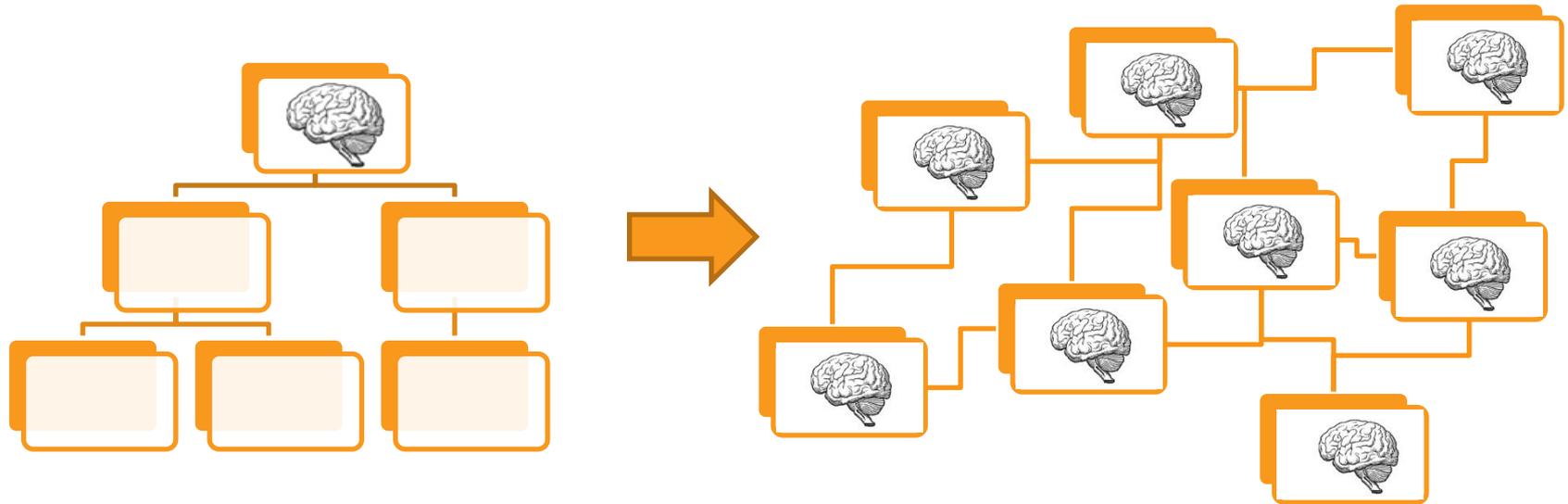
Organisations are groups of individuals

Why is it so hard to change?

- **Old habits are hard to break and new are hard to form** because the behavioural patterns we repeat are imprinted in our neural pathways

- New habits are formed through repetition.

- Average 66 days to form a new habit (Lally et al. 2010)

Habit or addiction?

- If a person has control over the behaviour, then it is a habit.
- If not, it is an addiction*.

* Behavioural addiction is a form of addiction that involves a compulsion to repeatedly perform a rewarding non-drug-related behaviour despite any negative consequences to the person's physical, mental, social, and/or financial well-being.
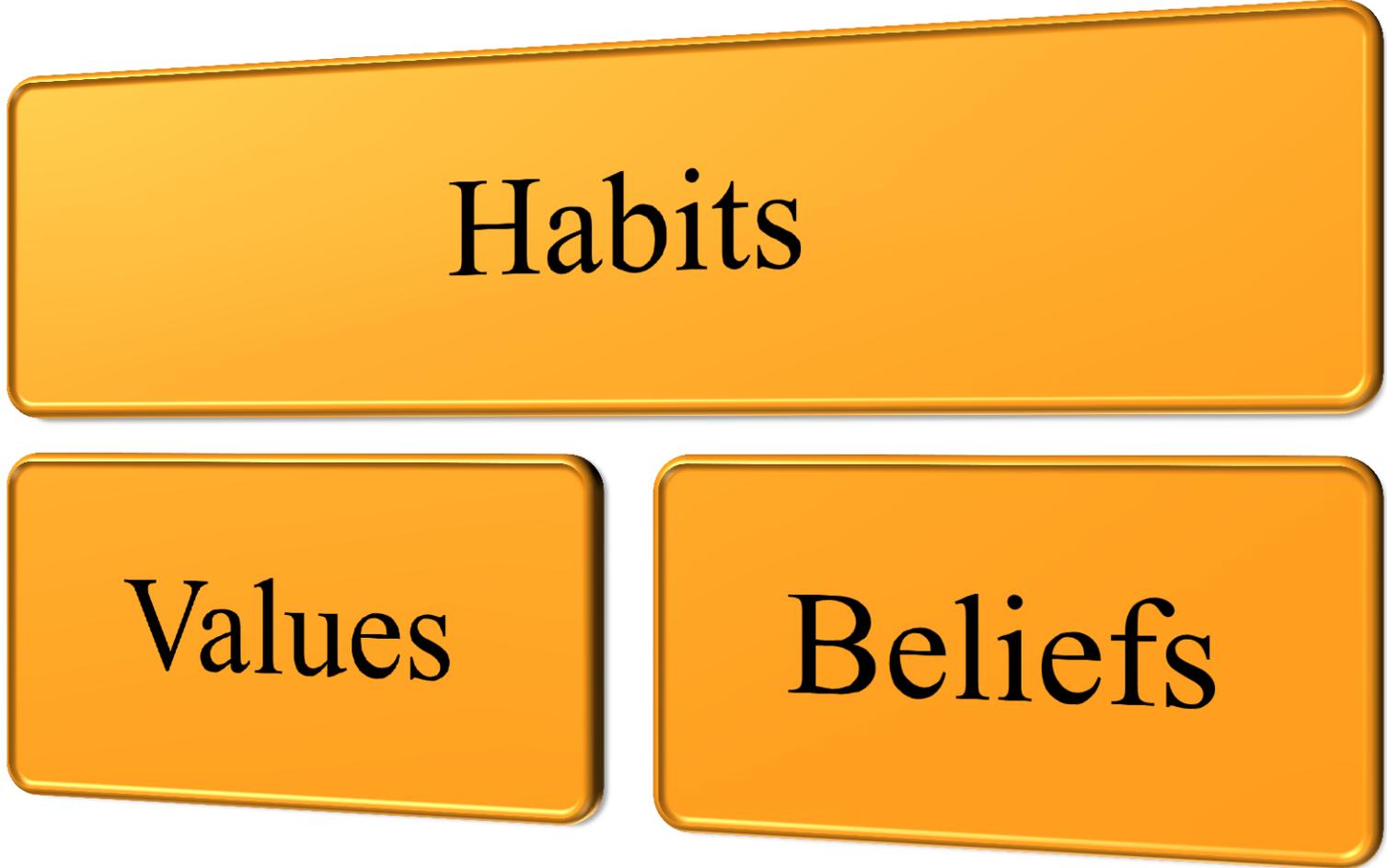
Habits

Values

Beliefs

Stages of Change model (TTM)

James O. Prochaska and Carlo C. DiClimente -77

Components of Motivational Strategies
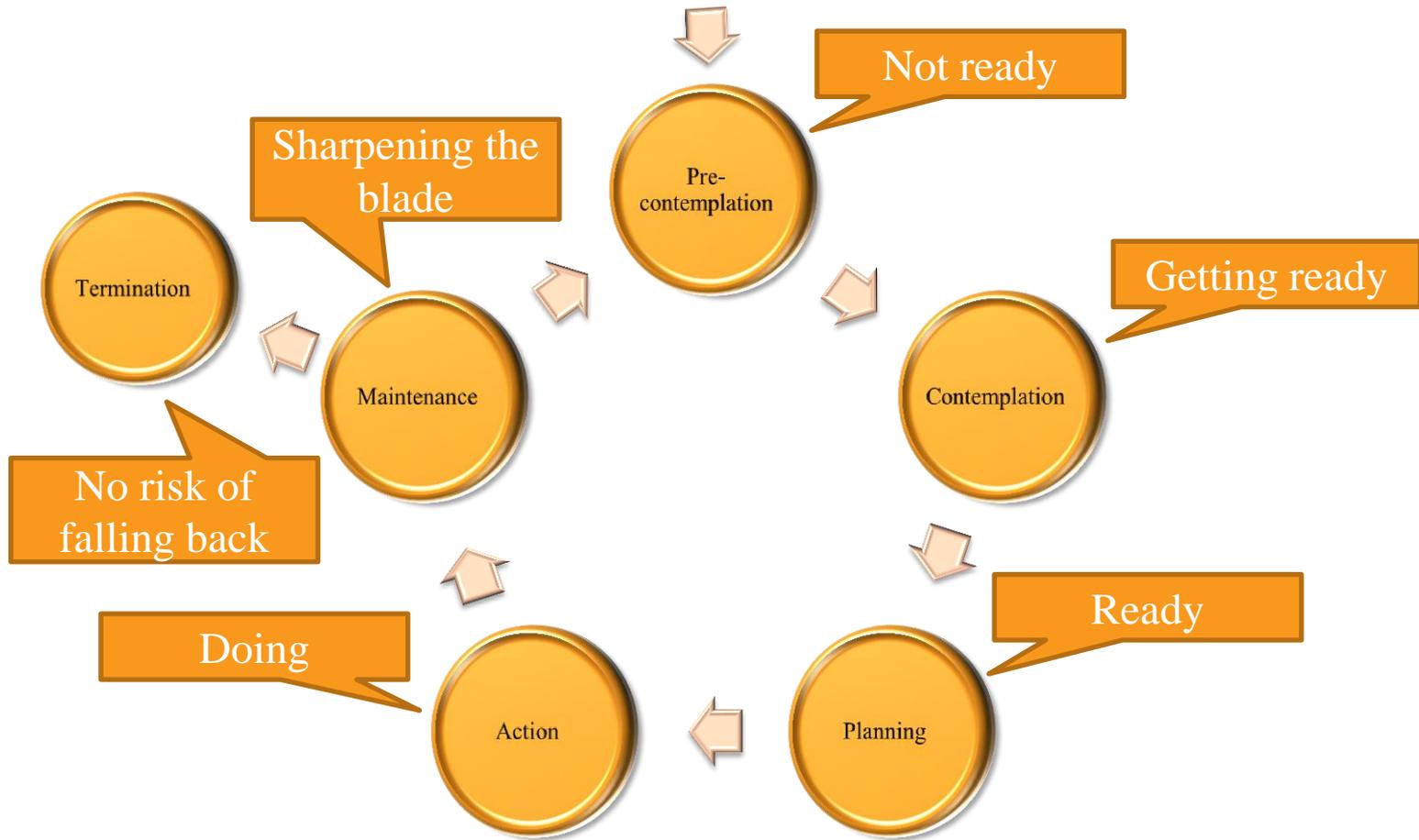
- Giving advice
- Remove barriers
- Providing choices
- Decreasing desirability
- Practicing empathy
- Clarifying goals
- Actively helping

- Encourage and support in adopting new behaviours
- Identify what maintains the old behaviour including ambivalence about change

This should be done in a supportive way by reflecting views and opinions and not forcefully challenging them. The challenge should come from recognizing that there are alternatives to status quo.

Physical effects of change

- Change lights up the prefrontal cortex, which is fast and agile. Overloading the prefrontal cortex can generate fatigue, fear and anger, because of the cortex's connection to the emotion centre of the brain, the amygdala.

- Express empathy
  - Active listening, trying to understand "their" point of view
- Avoid argument
  - **Not helpful to hear yourself rehearse arguments for not changing**
- Support self-efficacy (Perceived ability)
  - **Turn negative thoughts into positive – "I believe I can"**
- Rolling with resistance
  - Don't argue but challenge the underlying behaviour
- Develop discrepancy
  - Find and set goals (personal gap analysis)

- Establish connection
- Setting the agenda
- Assessing readiness to change
- Sharpening the focus
- Identifying ambivalence
- Eliciting self-motivating statements
- Handling resistance
- Shift the focus

- Build trust
- Don't impose a prescription of change
- Don't threaten (to withhold services or resources)
- Listen actively
- Be honest (and a good example)

- Visible leadership is important

Setting the agenda

- The client(s) sets the agenda guided by the coach as to:
  - What the priorities are
  - What the difficulties are
  - How to achievable the goal given the available resources

- Imposed agendas are counter-productive!
- Revisit often!
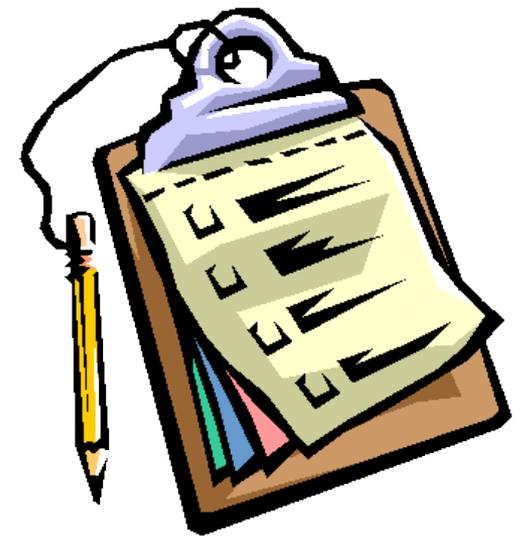
2015-11-03

- Gives more information and raises interest in the process
- Questions like:
  - "On a scale 1-10, how keen are you?"
 - "Why 6? Why not 5 or 7?"
  - "Describe how you reasoned"
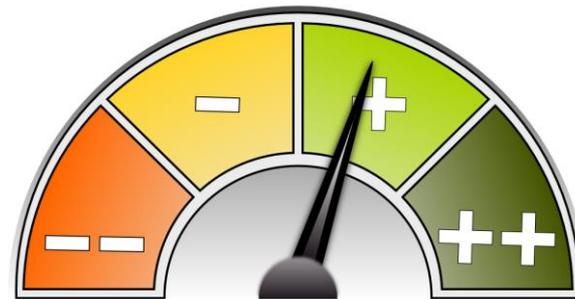
- Refine the plan

- Patterns are made up of components that needs to be identified

- Makes the task seem more achievable
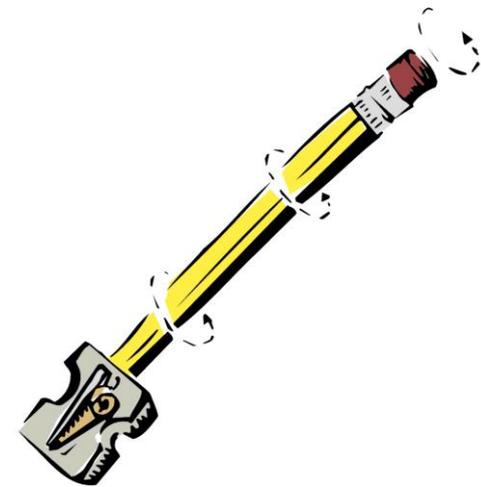
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- Identifying and explaining the concept of ambivalence is helpful

- Be non-judgemental

- Ambivalence is normal

- Mixed feeling are true

- **<u>Changing the way people express themselves will change the way they think</u>**
- "If I only could do…" should turn into "I'm keen on…"
- Stating it yourself makes you believe it
    - (Similar to "Power-Pose")

Handling resistance

- Pay attention
- Do a root-cause analysis
- Avoid confrontation
- Stimulate self-reflection

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- Focus on what can be controlled
- Stop wasting energy on things that can't (at the moment) be changed

Imitation
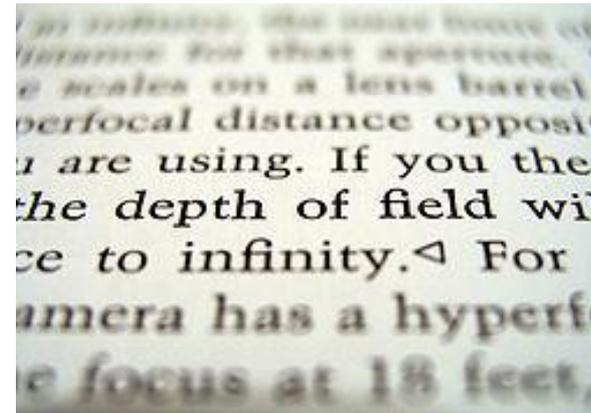
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- Mimicking role models is a way of learning and changing behaviour

- Behaviour affects environment, environment affects behaviour

- Visible leadership is important

Fool the brain

- Many small changes instead of one big
- Ask for help instead of a change
- Competition instead of forced change

- Only works in the short run!

Summary

- People involved in changes will take different roles
- Change is a process with 5 (6) stages
- Each step requires different support
- Change takes time and you will fall back
- Each individual needs to be supported

Thank you!