# **Addressing Skepticism: Navigating Resistance to Change**

**Identify something related to your DxEx program that generated skepticism/resistance.**

* What forms of skepticism/resistance did you face?
* How is/was the skepticism/resistance expressed?
* What is/was the impact on the project work?
* What is/was the impact on you, as a leader?

**Using the SCARF Handout, craft at least 2 statements to address the cause(s) of skepticism/resistance.**

* Source of resistance (from SCARF)
* To emphasize how I can address this source of resistance together, I would say:
* To emphasize that I can’t address this source of resistance, but we could work together on another element of the SCARF model, I would say:

Share your draft statements with a peer for feedback. What did you learn?

**Craft specific plans for different groups along the Diffusion Curve.**

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| **Diffusion Curve Population** | What They Need | Who is in this group? | How will I/we connect with them? | What will I/we communicate? | Who else can I/we enlist to outreach to this group? |
| ***Early Adopters*** | Invitation to participate |  |  |  |  |
| ***Early Majority*** | Data, clear rationale, examples that this has worked elsewhere |  |  |  |  |
| ***Late Majority*** | Peer pressure, especially from Early Majority |  |  |  |  |
| ***Laggards*** | Enforcement of new way  (clear rules with consequences) |  |  |  |  |

**Using the PEARLS model, craft at least 2 statements to diffuse negative emotions.**

**P**artnership How could we navigate your concerns together?

**E**mpathy I imagine contemplating taking on something new is overwhelming.

**A**pology/ I am sorry my lack of follow-up led you to worry about . . . ;

Acknowledge Anyone in your situation could wonder if the team is disorganized.

**R**espect I can see you have worked very hard on this issue.

**L**egitimization Anyone who has doubted the healthcare system recently could distrust a leader who is proposing this.

**S**upport While it won’t meet your goals to do X, how can I support you in Y?

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**N**aming I am sensing quite a bit of anger/frustration.

* PEARL I plan to use
* To use that PEARL, I would say . . .
* PEARL I plan to use
* To use that PEARL, I would say . . .

Share your draft statements with a peer for feedback. What did you learn?

**Craft plans to overcome and, whenever possible, remove barriers for the next phase of DxEx program work.**

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| **Barrier we’ll encounter** | What type:  *Emotional*  *Unfamiliarity*  *Operational* | Can I remove?  If yes, how? | If I can’t remove, how to reduce impact? | What structure, tool, process, or measurement is needed? | What will I/we communicate (to manage expectations)? |
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# **Applying Power & Influence to Your Leadership**

Think of the diagnostic initiative you are trying to lead in your healthcare system. Assess your team in the following domains:

Domain Influence Level: 1 = none, 2 = a little, 3 = some, 4 = a lot

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| Relevance  Our contributions are seen by others as helpful in creating progress. | 1 2 3 4 |
| Centrality Others perceive us as close to the center of the action—involved in most of the key decisions. | 1 2 3 4 |
| Autonomy When given tasks, we have a great deal of freedom to manage & complete them on my own. | 1 2 3 4 |
| Visibility Our actions & ideas are seen/heard by many people, including people inside & outside my day-to-day environment. | 1 2 3 4 |
| Expertise We have unique skills & knowledge related to the initiative. | 1 2 3 4 |
| Track Record Others think of us as “finishers”—who has a reputation for delivering timely, quality work. | 1 2 3 4 |
| Effort Others perceive us as willing to put in significant time & energy—going above & beyond expectations when necessary. | 1 2 3 4 |
| Attractiveness We have attributes (communication style, approachability, availability, etc.) that others find appealing. | 1 2 3 4 |

## Pick an area where you perceived your team to have lower influence than you would like.

Domains we want to work on (choose 1-2):

What can you do to increase influence in these areas?

*We will start . . .*

Domain 1:

Domain 2:

*We will stop . . .*

Domain 1:

Domain 2:

## Consider the work you are doing related to diagnostic excellence. How will these actions strengthen your domains of influence? Consider actions you are taking for your local awareness campaign, scholarship, national presentations, medical education or service to the institution.

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| Diagnostic Excellence / ADEPT Action | Relevance | Centrality | Autonomy | Visibility | Track Record | Expertise | Effort | Attractiveness |
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