



Michelle Pauk

Unfreezing Resistance to Change with The SCARF® Model



AGILE 2022
NASHVILLE
JULY 18-22

Workshop Learning Objectives

AGILE2022 JULY 18-22
NASHVILLE

- 1** Explore the neuroscience-based SCARF® model for understanding five key factors that influence our inclinations to approach or avoid situations and people.
- 2** Identify at least five strategies to decrease resistance to change and increase psychological safety on the teams you coach.
- 3** Create your own change-friendly reference sheet to help you apply these ideas to your own coaching context.

Agenda

AGILE 2022 JULY 18-22
NASHVILLE



Explore what resistance looks, sounds, and feels like



Explain The SCARF® Model and how it affects collaboration



Practice applying the model with problem-solving vignettes



Key takeaways and Q&A

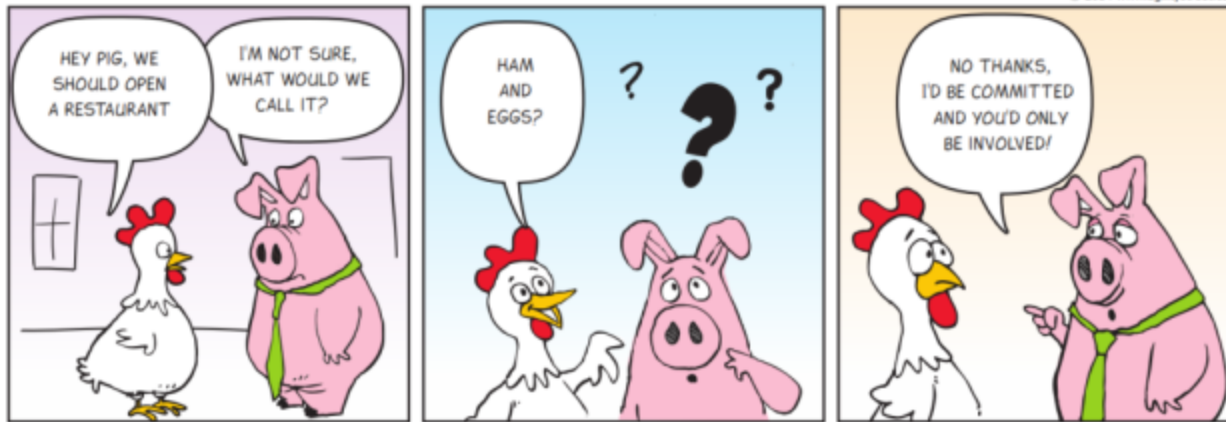
A Pig, A Chicken, & A Butcher

AGILE 2022 JULY 18-22
NASHVILLE

Agile Safari

PIG & CHICKEN PART 1

© 2014 www.agilitystreet.com





The Face of Resistance

AGILE2022 JULY 18-22
NASHVILLE

What do you see, hear, and experience when encountering resistance to change?







The Face of Resistance

AGILE2022 JULY 18-22
NASHVILLE


What might the “resisting” person be seeing, hearing, and experiencing?

Approach & Avoid States

AGILE 2022 JULY 18-22
NASHVILLE

RESULT	 AVOID (THREAT) 	 APPROACH (REWARD) 
BRAIN FUNCTION 	<ul style="list-style-type: none"> • Less O2 & glucose available for executive functions in prefrontal cortex • Increased overall activation in brain drowns signal in the noise • Amygdala activation triggers hypervigilance 	<ul style="list-style-type: none"> • Increased dopamine levels • Increased positive emotions (joy, happiness, interest, desire)
COGNITION & PERFORMANCE 	<ul style="list-style-type: none"> • Freezing up: poorer problem-solving • Miss subtle cues; diminished creativity • Tendency to generalize, react defensively, and err on the side of caution 	<ul style="list-style-type: none"> • Increased engagement: willingness to do difficult things, take risks, think deeply about issues and identify new solutions • Perceive more options • Collaborate and perform better overall


Source: Rock, David. (2008). "SCARF: a brain-based model for collaborating with and influencing others." *NeuroLeadership Journal*, 1. Retrieved from: www.NeuroLeadership.org. NeuroLeadership Institute Inc., the NLI Brain Logo and SCARF® are trademarks or registered trademarks of NeuroLeadership Institute, Inc. or its affiliates in the U.S.

SCARF® ELEMENT	KEY IDEAS & EXAMPLES	HOW TO DECREASE THREATS OR INCREASE REWARDS
<p>STATUS</p> 	<p>Research: According to Michael Marmot’s book <i>The Status Syndrome</i>, status is the most significant determinant of human longevity and health, even when controlling for education & income.</p> <p>Key Ideas:</p> <ul style="list-style-type: none"> • Title • Seniority • Hierarchy • Competition <p>Examples: Performance reviews; speaking with one’s boss; the phrase “Can I offer you some feedback?”</p>	<p>Decrease Threats:</p> <ul style="list-style-type: none"> • <i>Do:</i> Ask people to give themselves feedback on own performance • <i>Don't:</i> Give advice or instructions <p>Increase Rewards:</p> <ul style="list-style-type: none"> • Encourage competition against self (“personal best”) • Notice when people are learning and improving

STATUS




The Technical Team Lead grumbles about the idea that there are "no titles" in a Scrum team. He's worked very hard for the last 15 years to earn the "lead" title.

SCARF® ELEMENT	KEY IDEAS & EXAMPLES	HOW TO DECREASE THREATS OR INCREASE REWARDS
<p>CERTAINTY</p> 	<p>Research: Uncertainty generates an "error response" in the orbital frontal cortex (OFC), which takes attention away from goals & forces it toward error (Hedden, Garbrielli, 2006).</p> <p>Key Ideas:</p> <ul style="list-style-type: none"> • Predictability • Routines & habits • Uncertainty is introduced with <i>any</i> kind of change <p>Examples: Walking up or down unevenly spaced stairs</p>	<p>Decrease Threats:</p> <ul style="list-style-type: none"> • Break a complex project into small steps • Establish clear expectations • Expectations of desirable outcomes <p>Increase Rewards:</p> <ul style="list-style-type: none"> • Make implicit concepts more explicit (working agreements, agendas) • Stating objectives • Sharing dates when information will be known

CERTAINTY




One of the team's key stakeholders is deeply uncomfortable without having a clear plan from the team detailing when their product will launch. She's responsible for product marketing and many of her decisions hinge on the product launch date.

SCARF® ELEMENT	KEY IDEAS & EXAMPLES	HOW TO DECREASE THREATS OR INCREASE REWARDS
<p>AUTONOMY</p> 	<p>Research: Strong correlations between sense of control and health outcomes (Rodin, 1986)</p> <p>Key Ideas:</p> <ul style="list-style-type: none"> • Sense of choice • Exerting control • Team settings reduce autonomy <p>Examples: Corporate policies (e.g., dress codes, fixed working hours)</p>	<p>Decrease Threats:</p> <ul style="list-style-type: none"> • <i>Do:</i> Counteract reduced autonomy in team setting with increased relatedness, status, certainty • <i>Don't:</i> Micromanage <p>Increase Rewards:</p> <ul style="list-style-type: none"> • Ask preferences • Offer choices • Provide boundaries for self-organization • Allow choice wherever possible

AUTONOMY




A developer on the team confides that she is highly introverted and prefers working by herself. She does her best development work when she's focused and alone.

SCARF® ELEMENT	KEY IDEAS & EXAMPLES	HOW TO DECREASE THREATS OR INCREASE REWARDS
<p>RELATEDNESS</p> 	<p>Research: Eisenberger (2003) brain studies on social rejection: being left out of an activity lit up same regions of brain as physical pain!</p> <p>Key Ideas:</p> <ul style="list-style-type: none"> • In-groups & out-groups • Friend or foe? • Strangers = automatic threat <p>Examples: Imagine being at a party—how is your experience different when you don't know anyone versus having 2-3 friends with you?</p>	<p>Decrease Threats:</p> <ul style="list-style-type: none"> • Generate oxytocin response by connecting: handshake, sharing names, small talk • Use video • Share personal aspects <p>Increase Rewards:</p> <ul style="list-style-type: none"> • Set up buddy systems, mentoring & coaching programs, & small-group learning • Having just one friend makes a difference!

RELATEDNESS



The team's manager wants to join the team retro regularly. He's a highly supportive, engaged leader and is also a developer on the team.

SCARF® ELEMENT	KEY IDEAS & EXAMPLES	HOW TO DECREASE THREATS OR INCREASE REWARDS
<p>FAIRNESS</p> 	<p>Research: Unfair exchanges produce strong threat response, sometimes activating a part of the brain involved in intense emotions, such as disgust (Tabibnia & Lieberman, 2007).</p> <p>Key Ideas: Fair exchanges are intrinsically rewarding</p> <p>Examples: Self-directed teams</p>	<p>Decrease Threats:</p> <ul style="list-style-type: none">• Increase transparency• Increase level of communication• Set clear expectations & ground rules <p>Increase Rewards:</p> <ul style="list-style-type: none">• Allow teams to set their own rules

FAIRNESS



A highly conscientious tester fears she'll be asked to work lots of overtime to help the team meet its sprint commitment. Her work is the last step in the team's development process, and she's the only tester on the team.

Wrap-Up

AGILE 2022 JULY 18-22
NASHVILLE

What is one thing you're taking forward from today's workshop?



*Got a story about
resistance to change?
Sign up to share it!*

AGILE 2022 JULY 18-22
NASHVILLE

Michelle Pauk

Connect with me on LinkedIn!

