



# When Teams Transform Chaos to Control

Joyce Sattovia

Liz Glaser

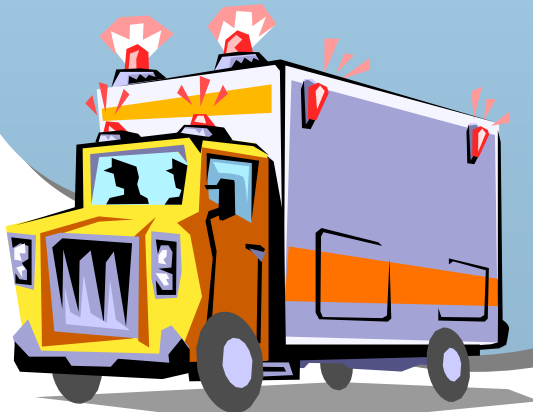
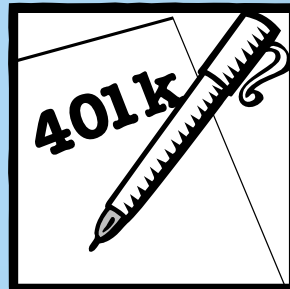
# Get Smart About Change



KAOS

CONTROL

# Change is in All Aspects of Our Lives



# To Resist or Not to Resist ....That is The Question

We are faced with two conflicting situations:

- We must implement change that is necessary
- We must resist change that isn't necessary

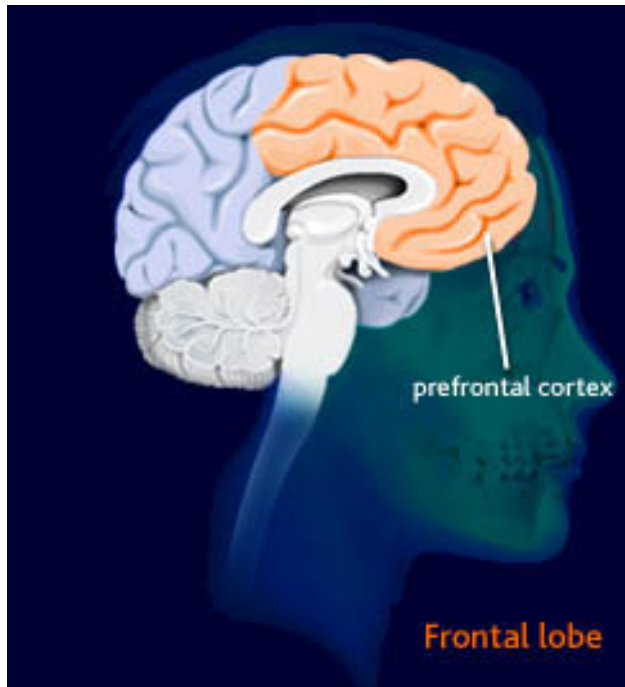
***Resistance isn't the problem!***

***Overcoming resistance to be able to implement a change is the problem!***



# Why is Change so Hard?

**Because it is painful  
....physically and physiologically painful.**



*The  
prefrontal  
cortex  
resembles a  
computer's  
RAM.*



# Bumping Up Against The Limit

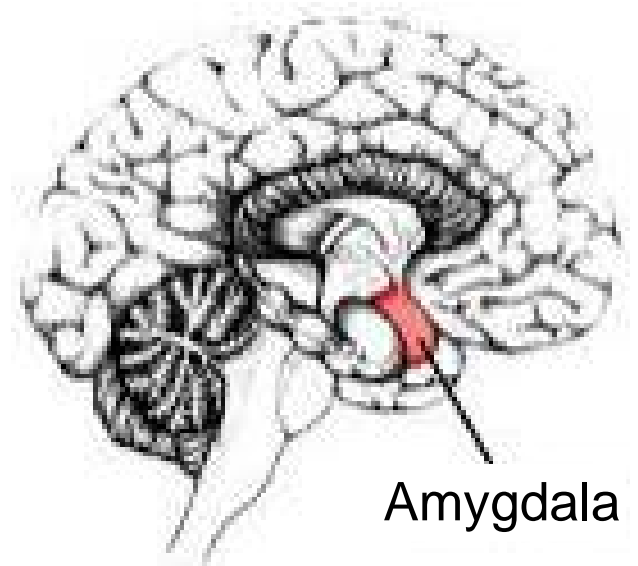


## The “bump”

- occurs when the prefrontal cortex reaches its limit
- generates a sense of discomfort
- produces fatigue
- often even produces anger

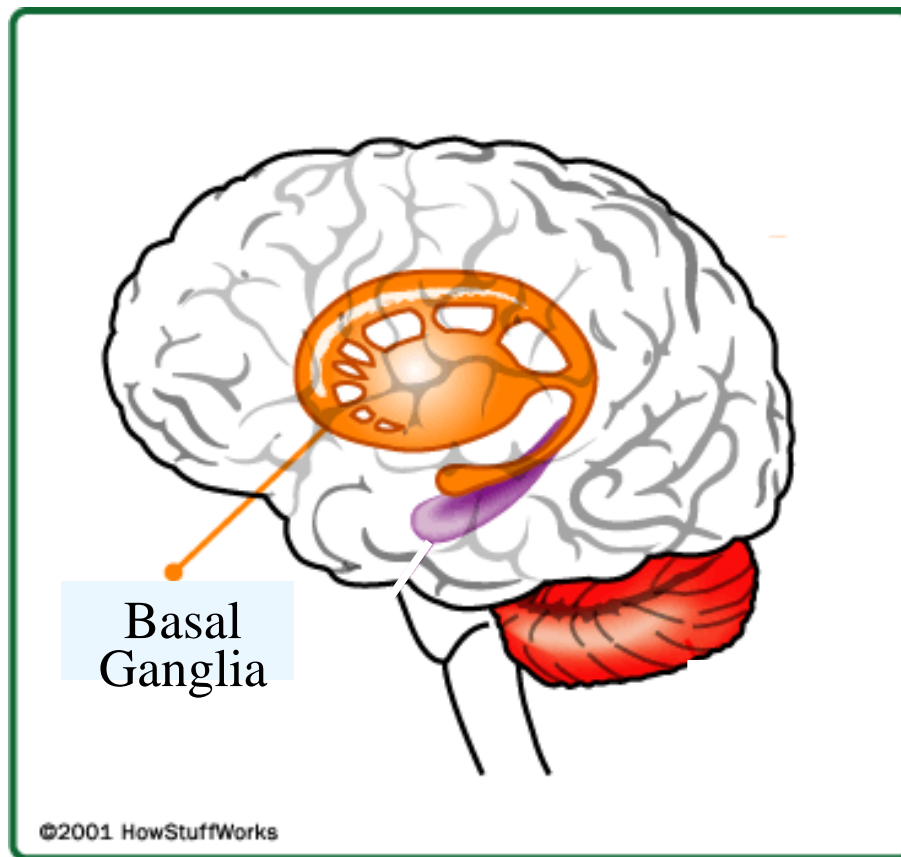
## The prefrontal cortex

- “crashes” easily because it burns a lot of fuel that is metabolically expensive for the body to produce
- is tightly linked to the primitive emotional center of the brain – the amygdala – that controls the fight-or-flight response



Amygdala

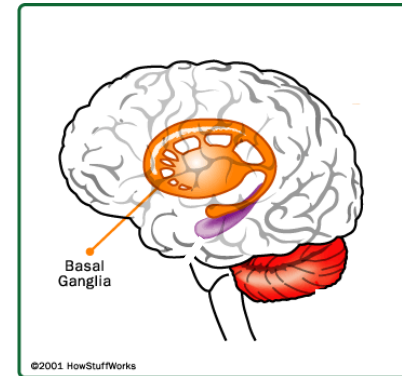
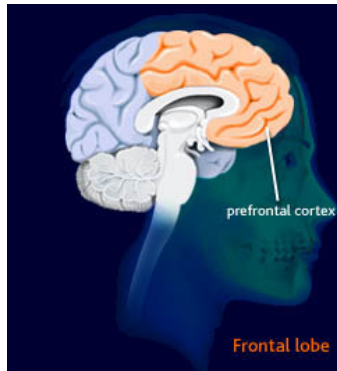
# It is Easier to Do What Has Been Hardwired



*The basal ganglia resembles a computer's hard drive.*



# What Happens When a New Way is Proposed?



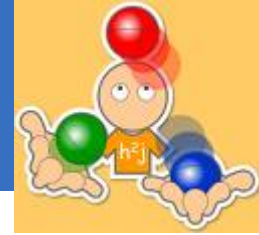
**Consider a time when a change to how you have been doing something has been proposed.**



**The interplay between the basal ganglia and the prefrontal cortex explains the resistance to proposed changes.**



# Let's Have a Little Fun



## Welcome to the Incrediball Company



# What Causes Change?

Marriage

New Manager

New Job

New Home

Reorganization

The Economy

Divorce

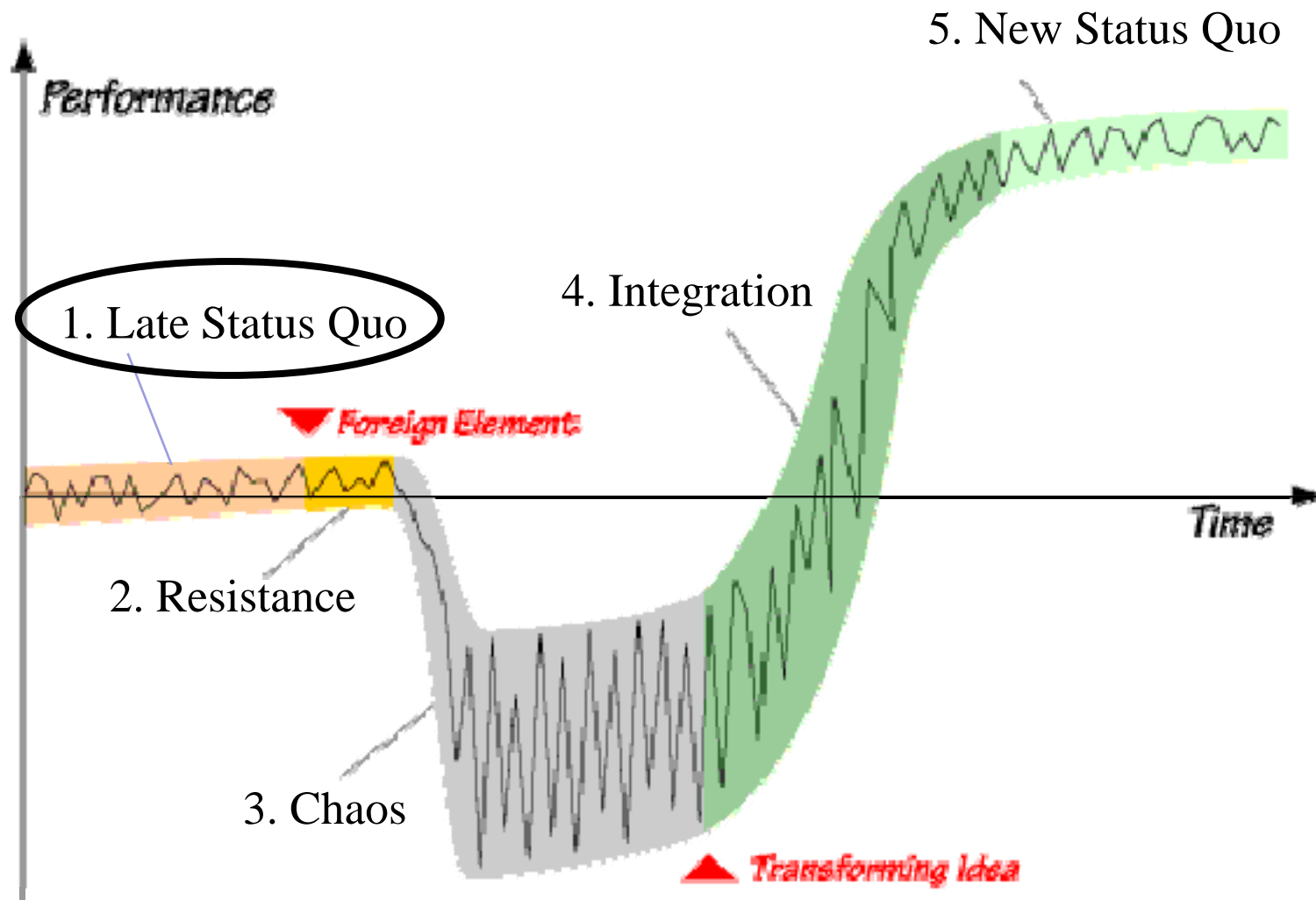
Sickness

Death of a loved one

New Way of Doing Business

New Baby

# Satir Change Model

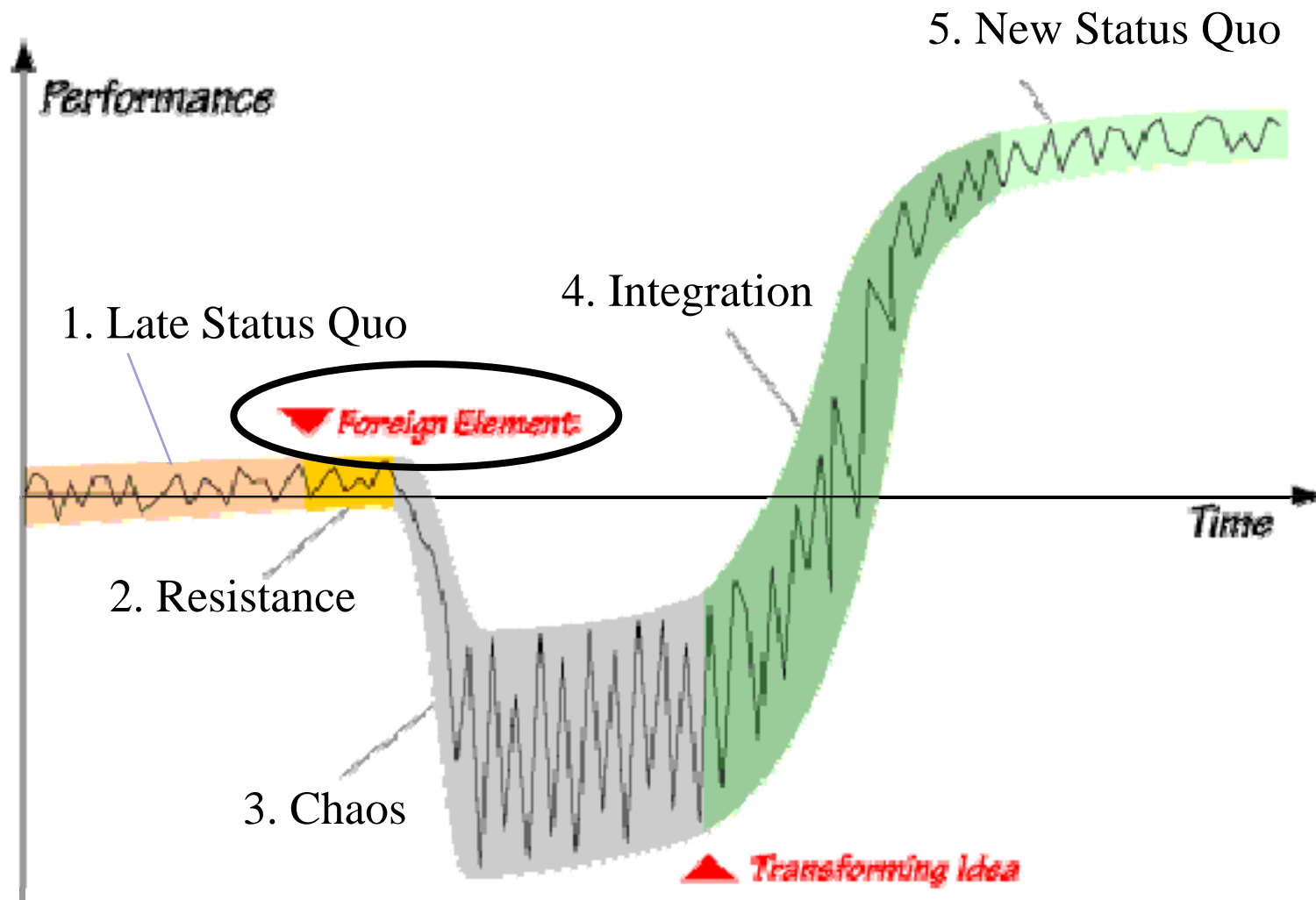


# Stage 1: Late Status Quo

- Team is at a familiar place
- Performance pattern is consistent
- Stable relationships give members a sense of belonging and identity
- Members know what to expect, how to react, and how to behave



# Satir Change Model

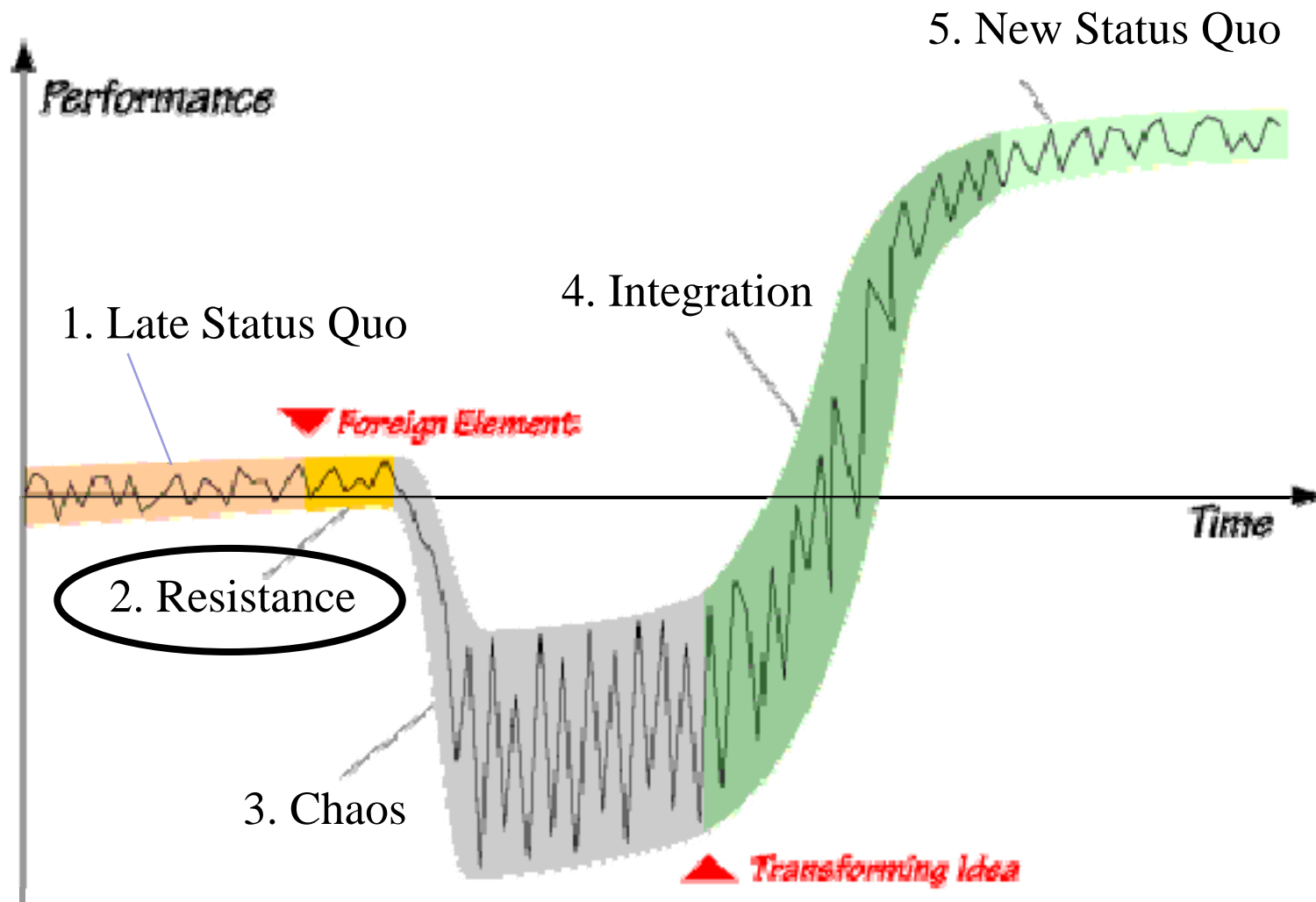


# Foreign Element is Introduced!



- Threatens stability of familiar power structure
- Requires a response
- Opens up the possibility of improvement

# Satir Change Model



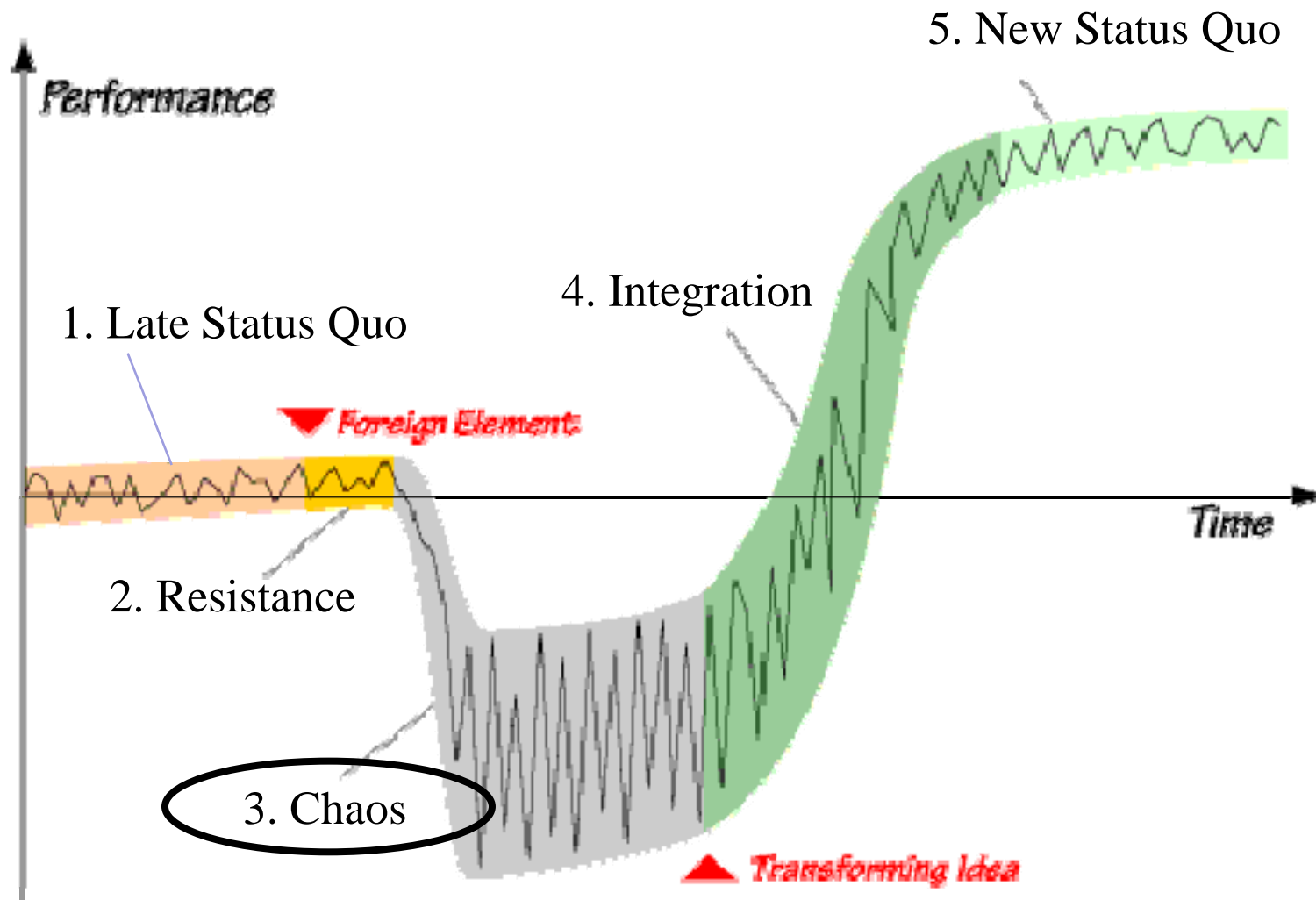
## Stage 2: Resistance

- Team members may deny its validity or avoid the issue
- Resistance blocks awareness and conceals the desires highlighted by the foreign element



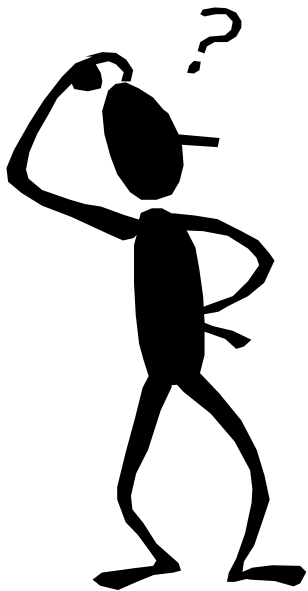


# Satir Change Model



## Stage 3: Chaos

- Team enters the unknown
- Relationships may shatter
- Old expectations may no longer be valid
- Old reactions may cease to be effective
- Old behaviors may not be possible
- Loss of belonging and identity triggers anxiousness and vulnerability

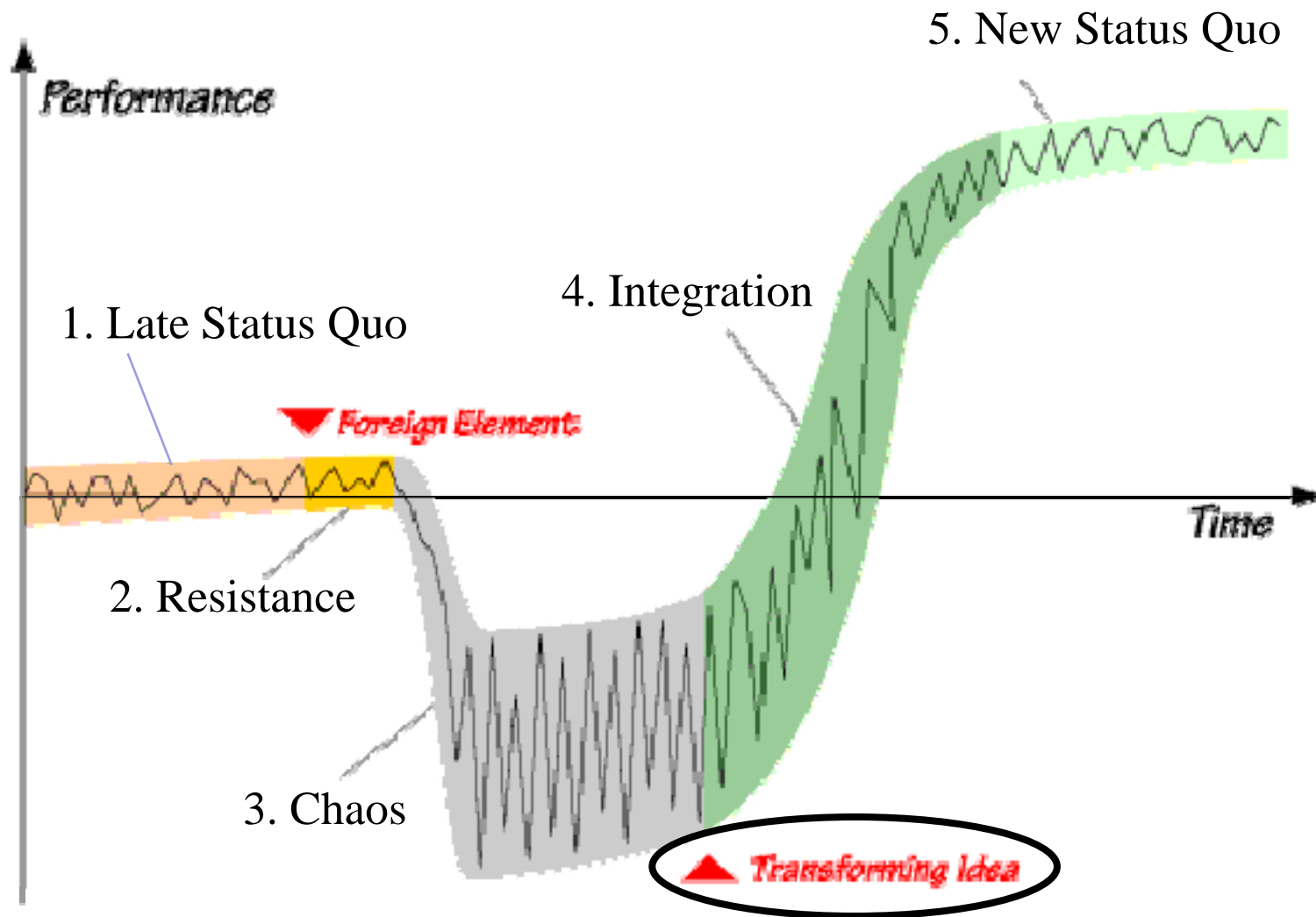


## Stage 3: Chaos (continued)

### Leaders of teams experiencing chaos should:

- Plan for the possibility of decreased team performance
- Expect only halfhearted relationships between team members until foreign element is accepted
- Provide help for team members to focus their feelings, acknowledge their fear, and use their support system
- Avoid any attempt to short circuit this stage – it is vital to the transformation process

# Satir Change Model



# What's a Transforming Idea?



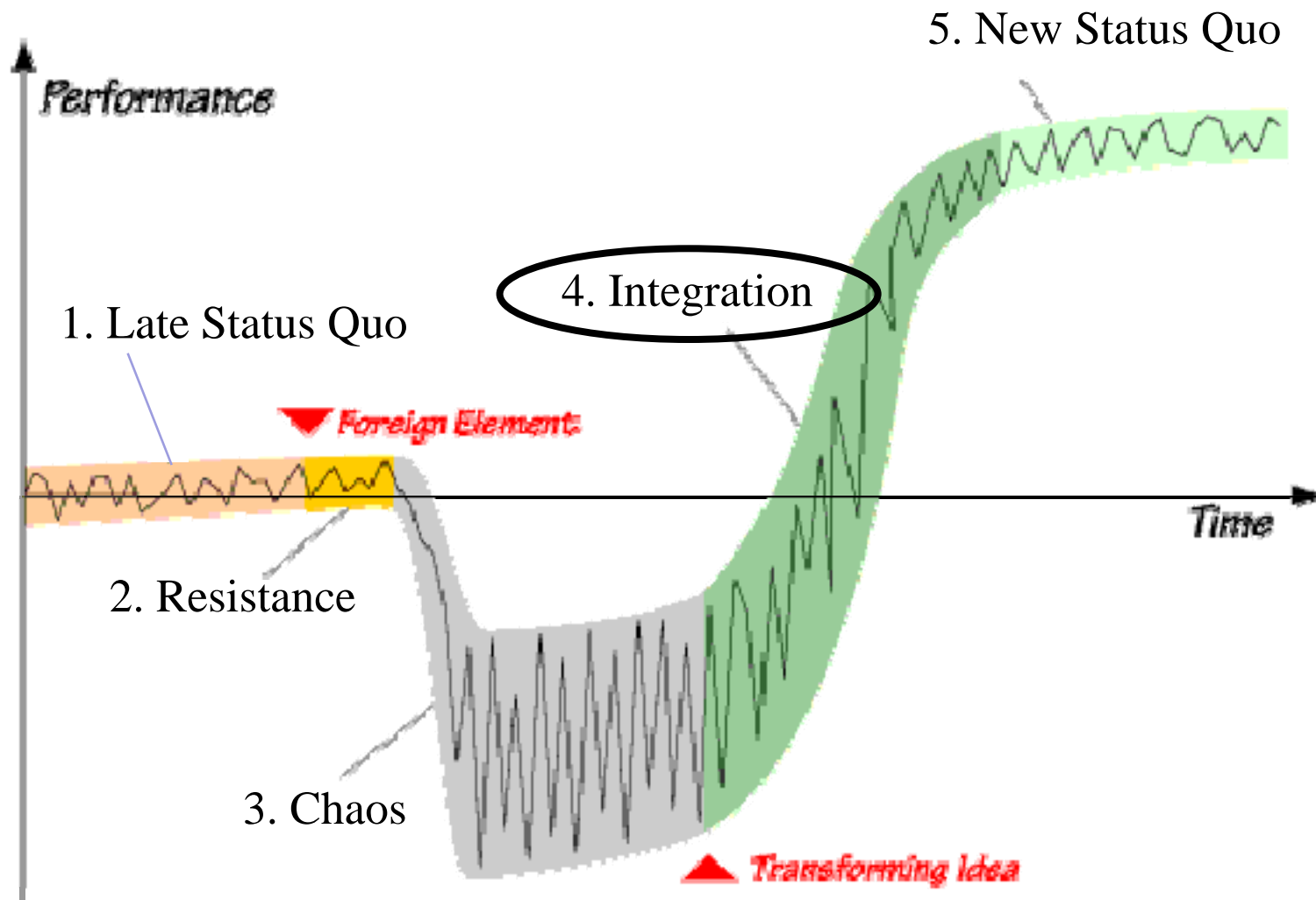
A transforming idea

- constitutes a new theory about how to operate in a new system
- is essential to achieving the new levels of performance that are sought

Human systems are homeostatic; they seek out and maintain stability.

A compelling transforming idea breaks free from the homeostatic forces that will drag the system back to its current status quo.

# Satir Change Model

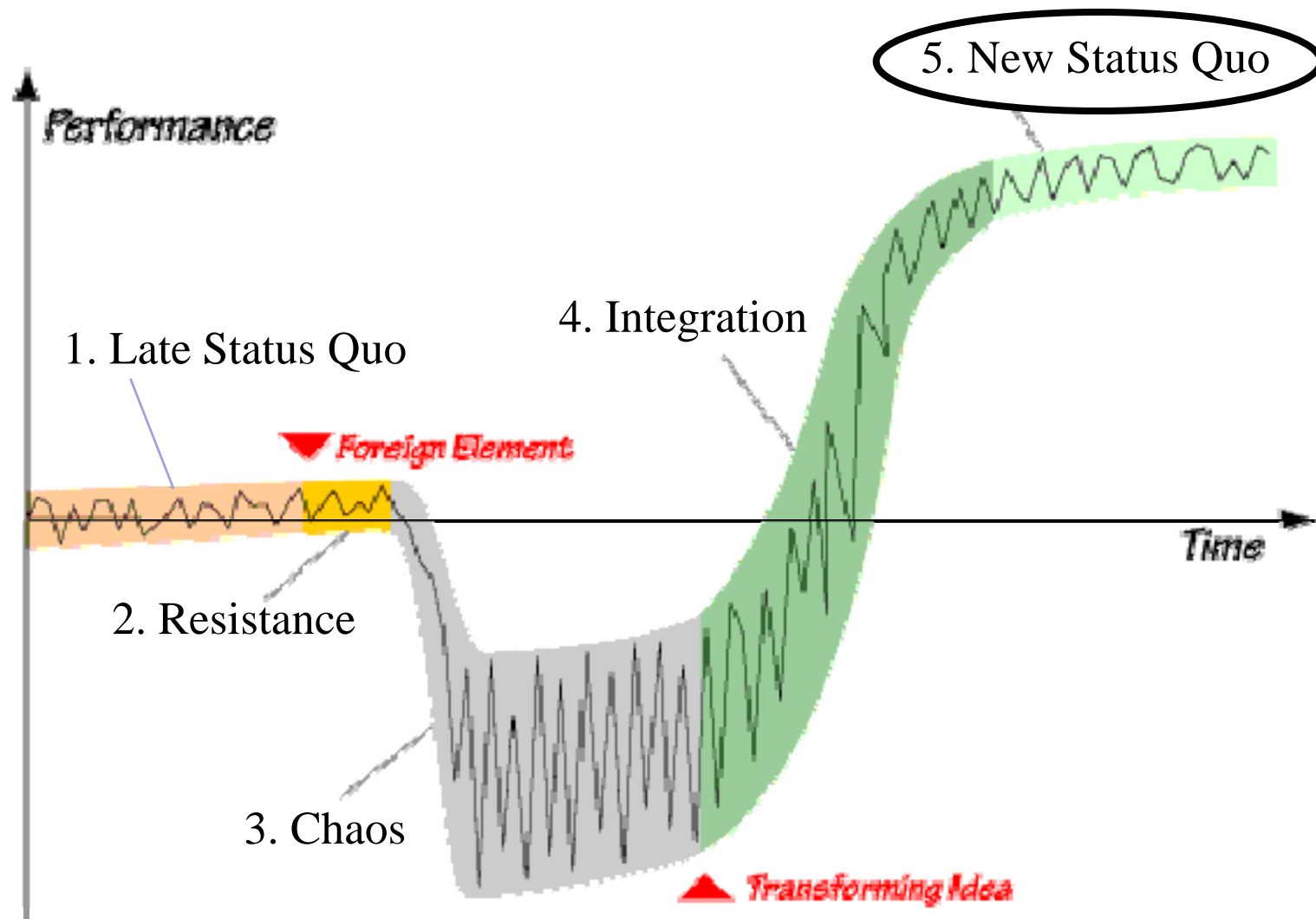


## Stage 4: Integration



- A transforming idea shows how the foreign element can produce benefit
- Team becomes excited
- New relationships emerge that offer the opportunity for identity and belonging
- With practice, performance improves rapidly
- Awareness of new possibilities enables authorship of new rules

# Satir Change Model





## Stage 5: New Status Quo

- When change is well conceived and assimilated, the team and its environment are in better accord and performance stabilizes at a higher level than in the late status quo.



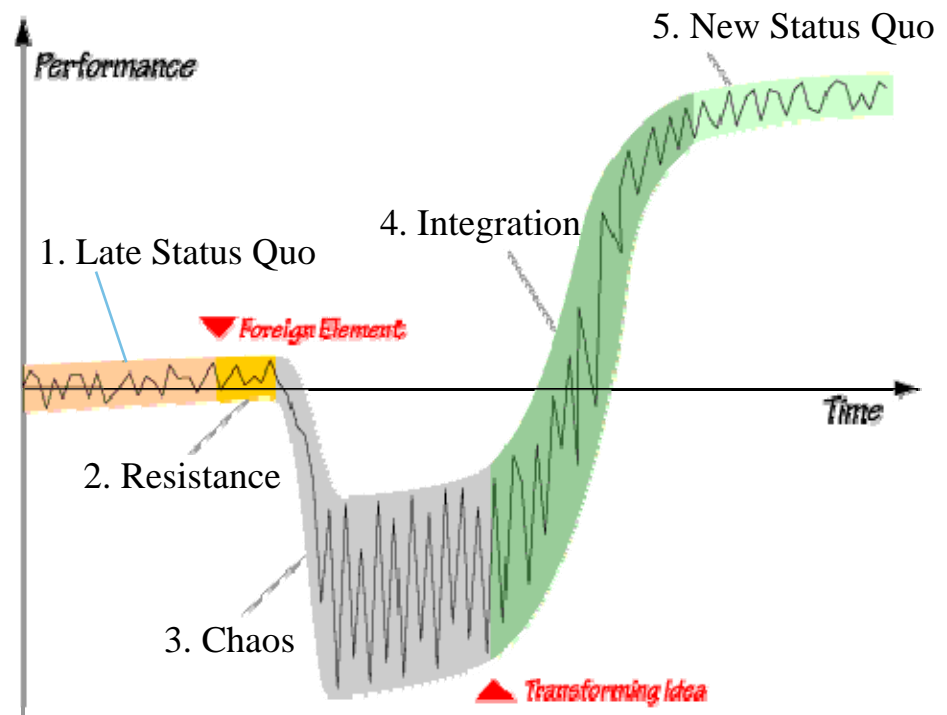
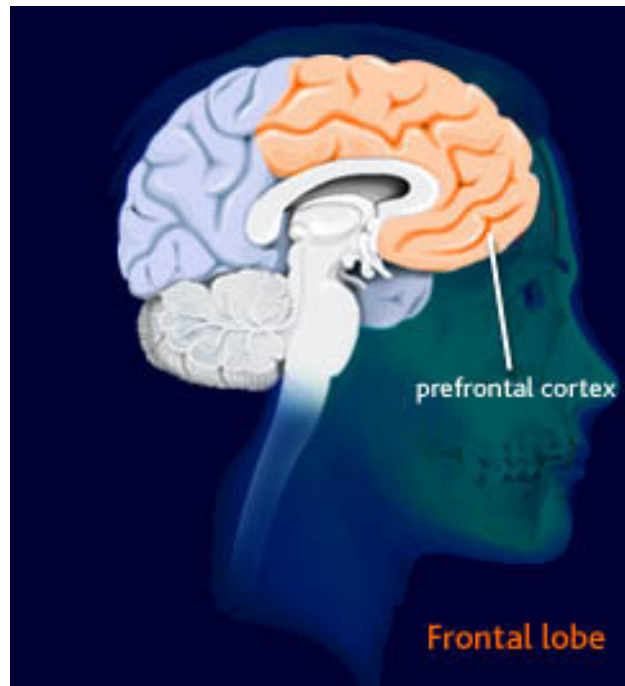
# Give it a Try!



# You Did It!



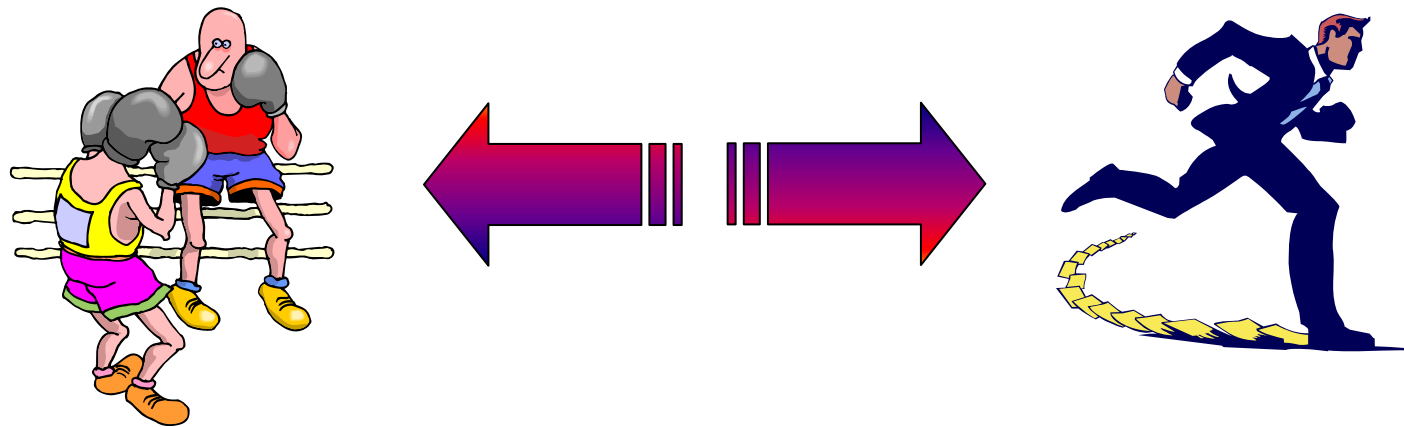
# So....What Does This All Mean?



# The *Bad* News

**The unfamiliar is threatening.**

**Ordering people to change, to do the unfamiliar fires the prefrontal cortex's hair-trigger connection to the amygdala.  
The result?**

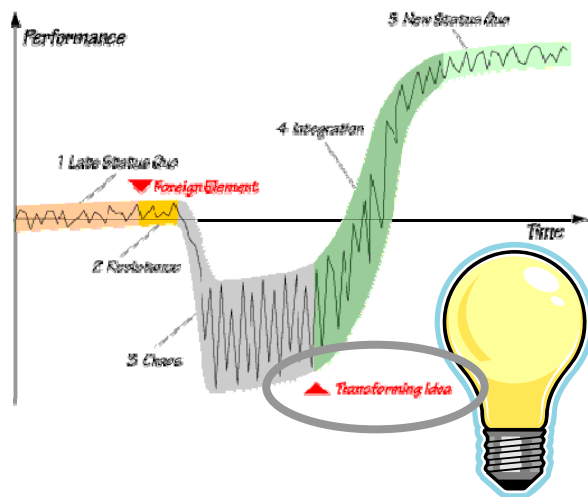


**Fight or flight...which could bring in a great deal of anger.**

# The **Good** News

Transforming ideas that are moments of resolution or insight (call them epiphanies) are soothing.

*The epiphanies are the way to bring in the prefrontal cortex in a more desirable way.*



**Make it their change!**

# Patience is the Key

**Our brains are so complex and individual.**

**There is no one straightforward way to generate epiphanies.**

**The timing of epiphanies will generally not occur simultaneously with people.**



# Brain Connections Lead to Epiphanies



- Paint a broad picture of change
- Resist the urge to fill in all the gaps for people
- Allow people to fill in their own gaps to make the connections in their brain



# And Then Reinforce It

**The epiphany is the catalyst and stimulus, but the old pathways that are in place are too strong to be changed by a single moment.**



# The Most Important Thing With Regard to Change....

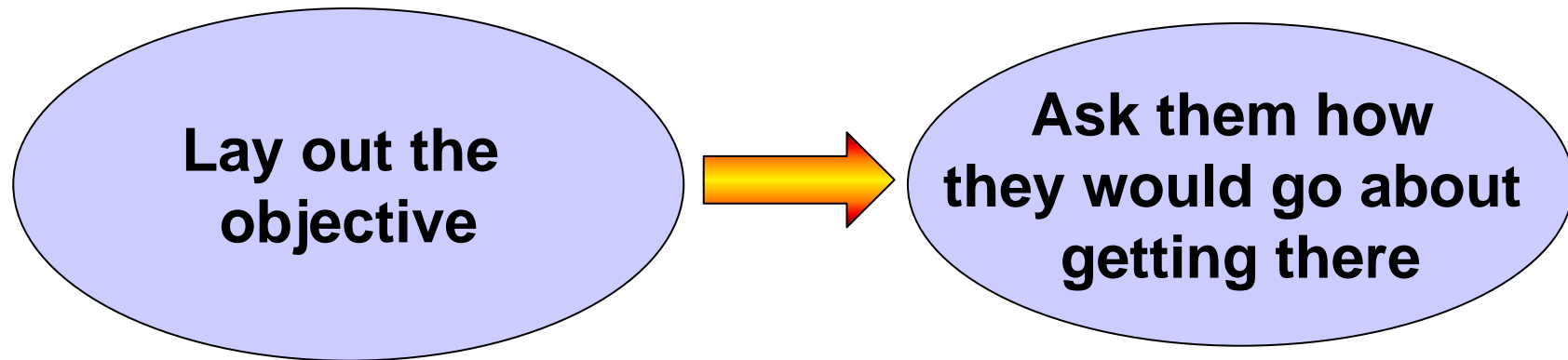


- Don't do the thinking for others

- Or they will focus on resistance and negativity



# So, What Do I Do?



- Asking questions rather than giving answers allows people to focus their attention on their own personal insight which opens the door to changing behavior.
- When people voice their ideas, more connections are made in the brain; in fact, voicing creates more connectivity than listening to someone else.

# A Story to Share

Good News?

Bad News?



# References and Additional Resources

Satir, Virginia, et. al., [The Satir Model: Family Therapy and Beyond](#), ISBN 0831400781, Science and Behavior Books, 1991.

Koch, Christopher. (2006). *The New Science of Change*. *Change Management*, CIO Magazine, September 15, 2006.

