

# Changing how we change: overcoming resistance to introducing new policies

**NRSP**  
NATIONAL ROAD SAFETY

**PARTNERSHIP**  
PROGRAM

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# Moderator

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# Housekeeping



Webinar is = 60 mins

Question time = 15 mins



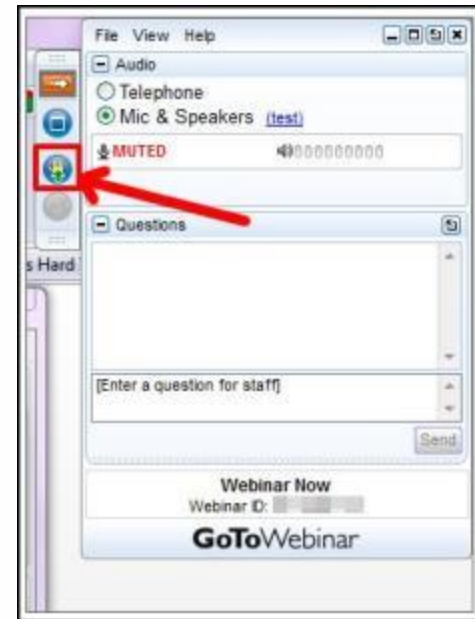
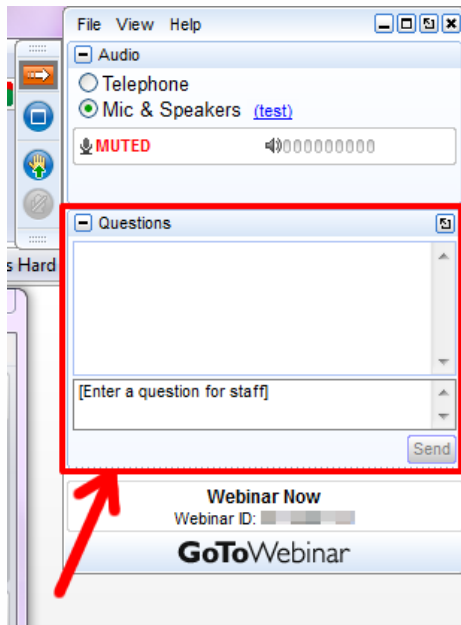
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# Today's presenter

## Daniel Abbas



Building an agile  
business



Strategy and  
management  
advisory



New ways of  
working in  
higher  
education



FUTURE EYE

Social licence

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How can we  
apply the  
lessons of  
social licence to  
organisational  
change?

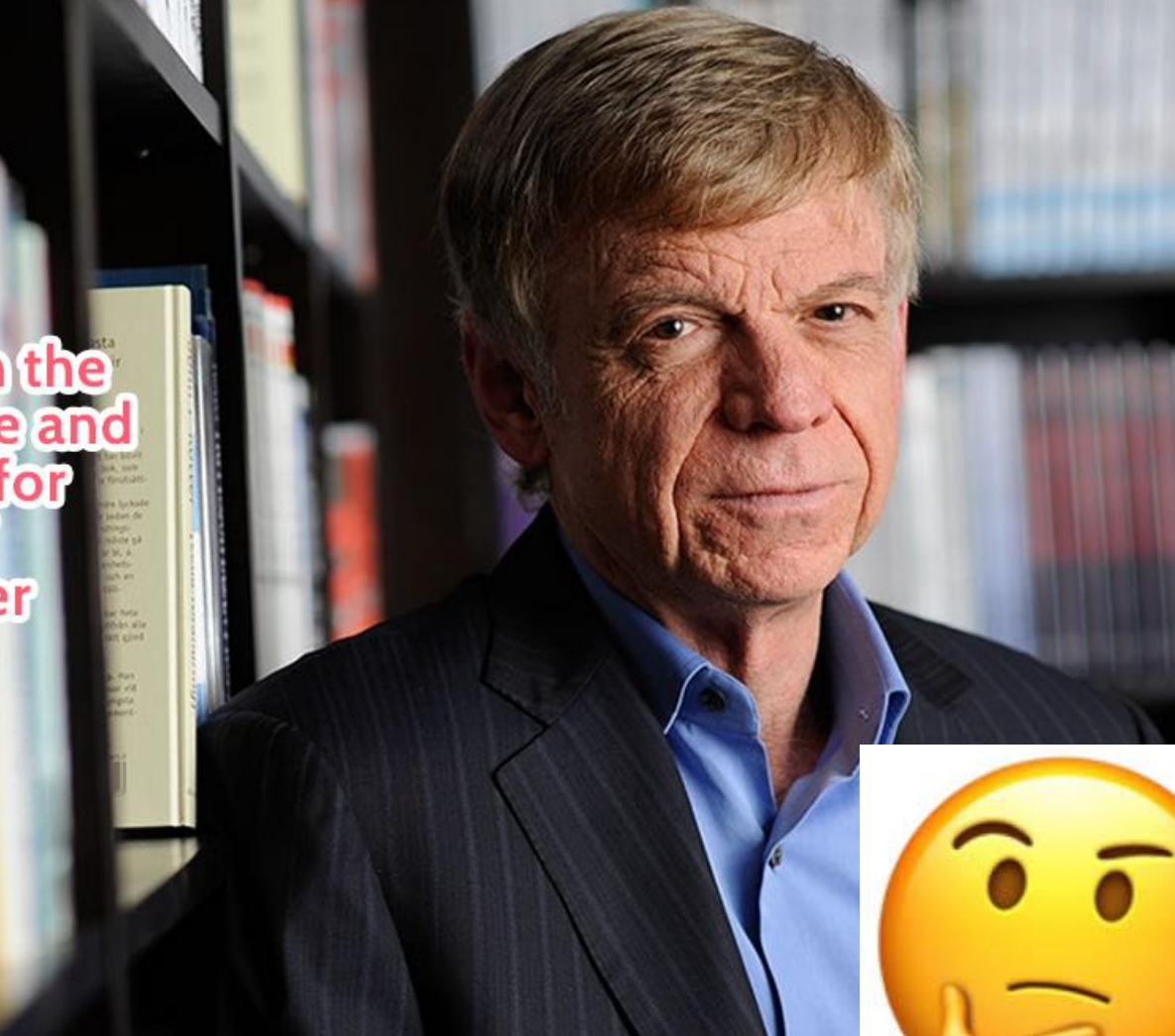


F U T U R E Y E

A social licence consultancy  
that delivers solutions to  
societal dilemmas.



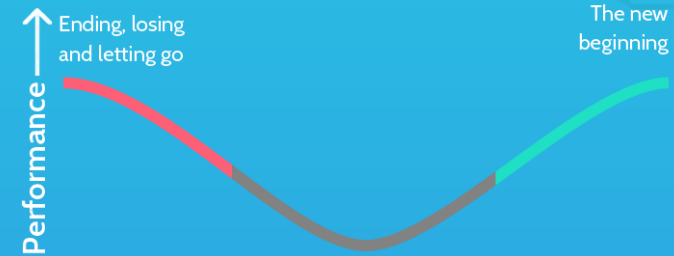
**“Leaders establish the vision for the future and set the strategy for getting there”  
- Dr. John Kotter**



# 'U curve methodologies

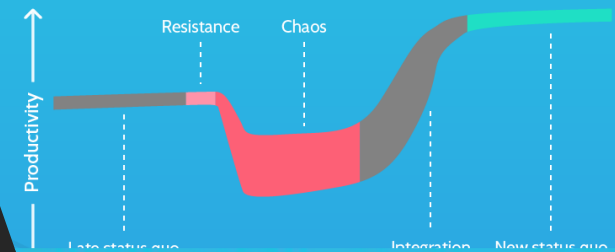
Bridges' transition model

process.st



The Satir change management model

process.st



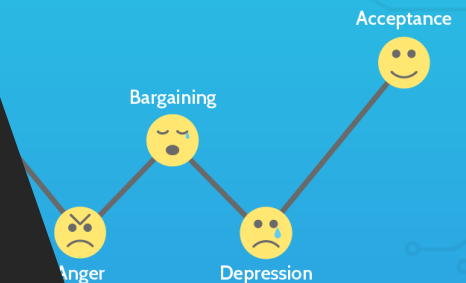
Lewin's change management model

process.st



Kubler-Ross' change curve

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# Social licence techniques offer an additional perspective on change management

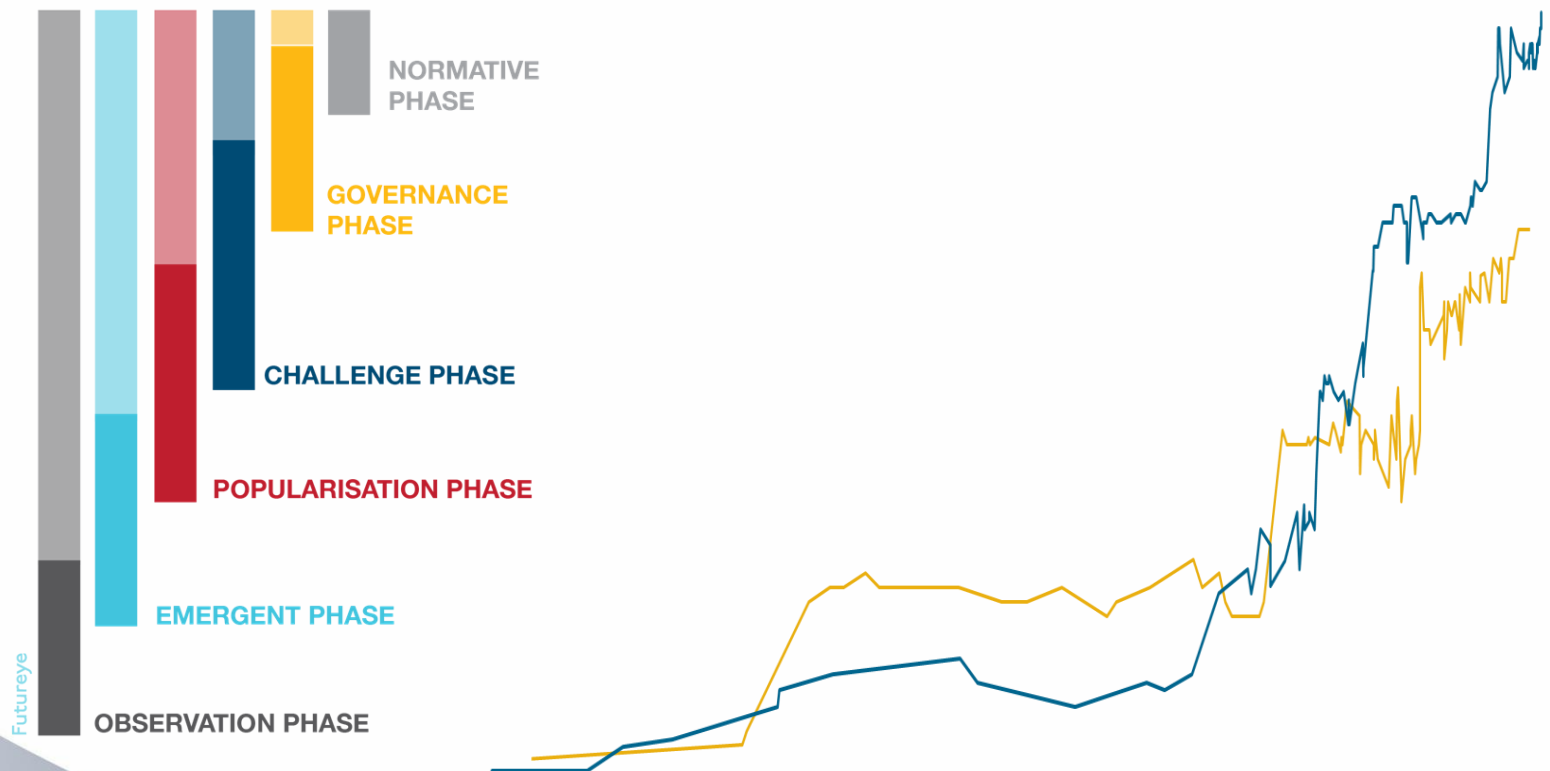


1. Help understand resistance

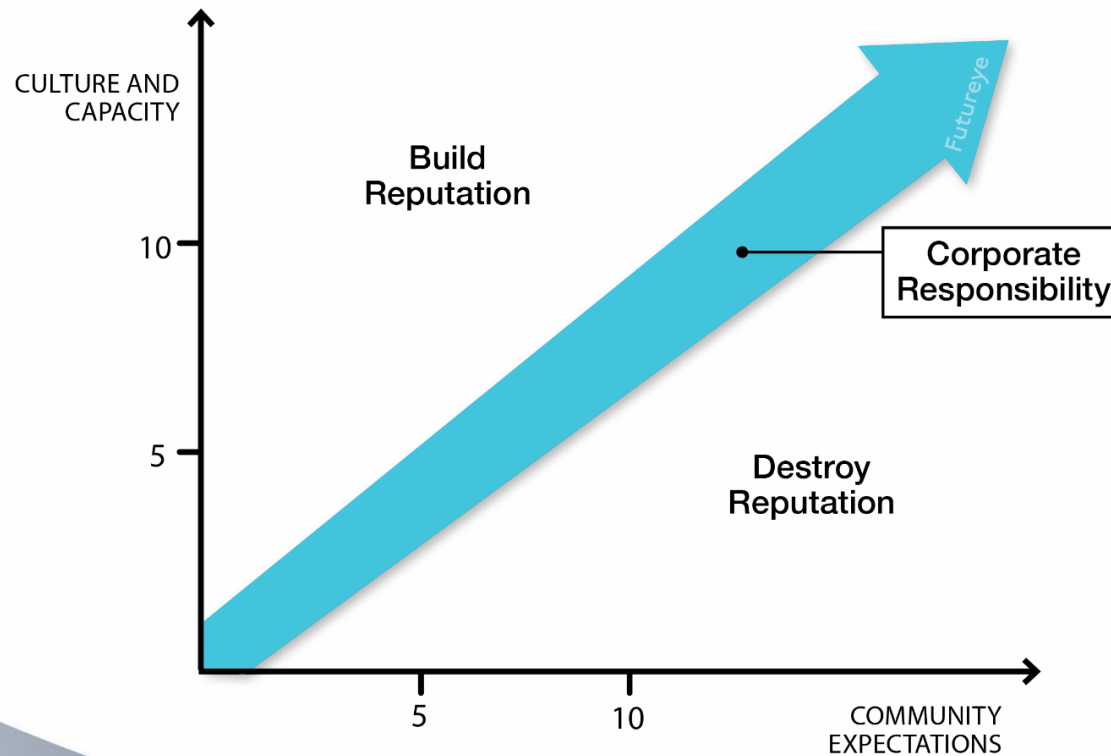


2. A structured process that can help address resistance

# What are societal values and expectations?



# What is our ability to change?



# *Intuitively* people try to sell benefits to over power those that don't agree

Those that are aligned with you,  
those that have the 'agree' mindset  
mostly include:

- Your Minister
- The board
- The lawyers
- Your paid consultants
- The people who review your messages and strategy

**ACCENTUATE**  
THE  
*Positive*  
ELIMINATE THE NEGATIVE  
*latch on to the*  
**AFFIRMATIVE**  
& **DON'T MESS WITH**  
**MISTER IN BETWEEN**

# Tackling 'irrational' resistance

There is little to no correlation between **hazard (fact)** and **outrage (perception)**.

You can't cut through with facts until you address perceptions.

(Source: *Responding to Community Outrage: Strategies for Effective Risk Communication*,  
P Sandman, 1993)



# Looking at 'outrage' triggers helps understand sources of resistance....



**1. Control** *Who has the control in this situation?*



**2. Trust** *Do we trust the key players?*



**3. Responsiveness** *How responsive are those perceived to be responsible?*



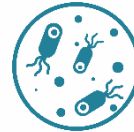
**4. Fairness** *Who gets the risk? Who gets the reward with this issue?*



**5. Certainty** *Do we know what could happen?*



**6. Moral relevance** *Is this an issue where there is a moral or ethical component?*



**7. Familiarity** *Was I informed of this issue or did I find out myself or from others not directly involved?*



**8. Memorability** *What has happened before with this issue/ company/ situation?*



**9. Dread** *How bad could this issue get?*



**10. Catastrophic potential** *Is there a potential for a catastrophe?*



**11. Natural vs Artificial** *Is the issue a natural or artificial (man-made) one?*



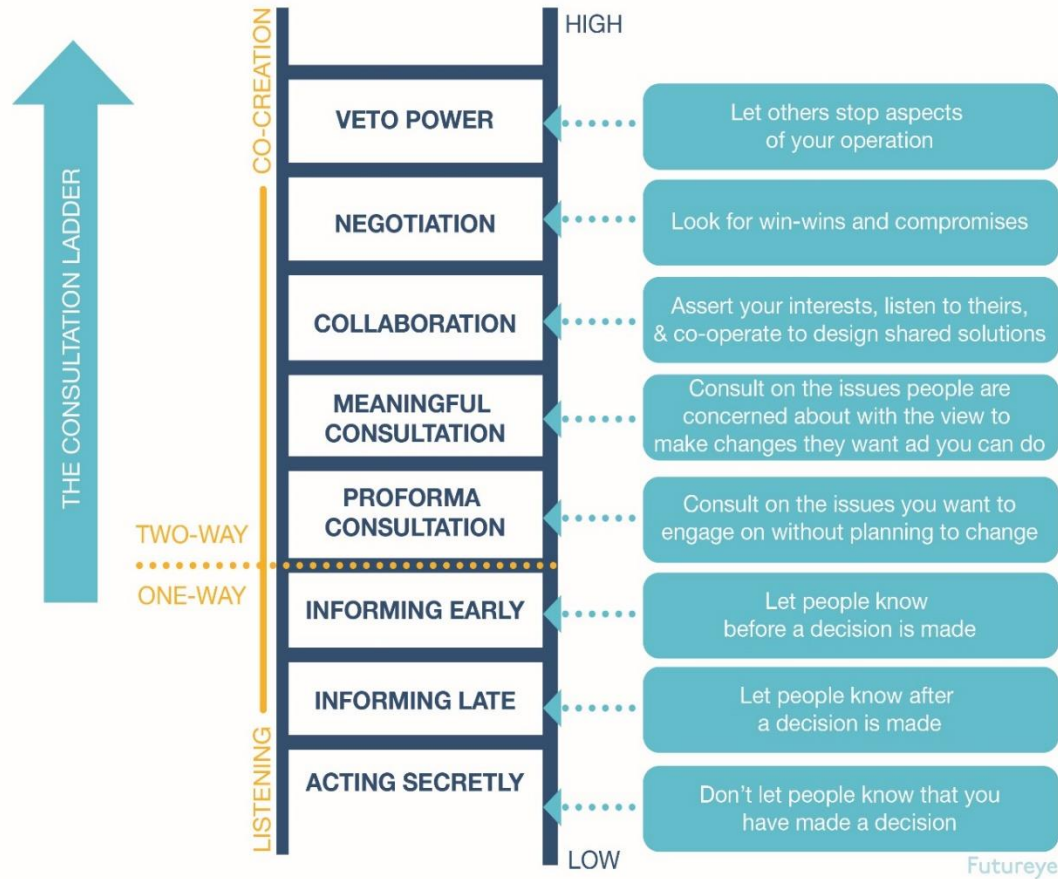
**12. Voluntariness** *Am I given a choice in my involvement in the issue?*



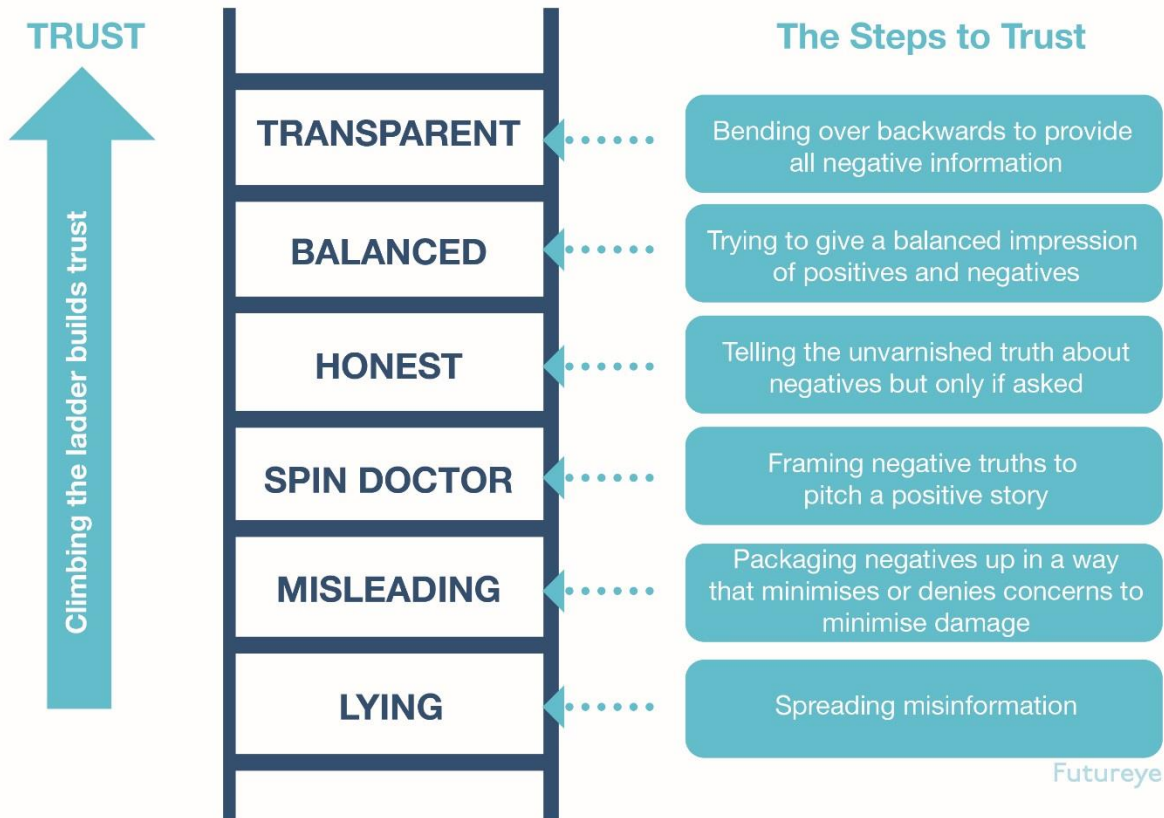
Psychology of change

# THE GENUINE CONVERSATION

# Will you share control over decisions?

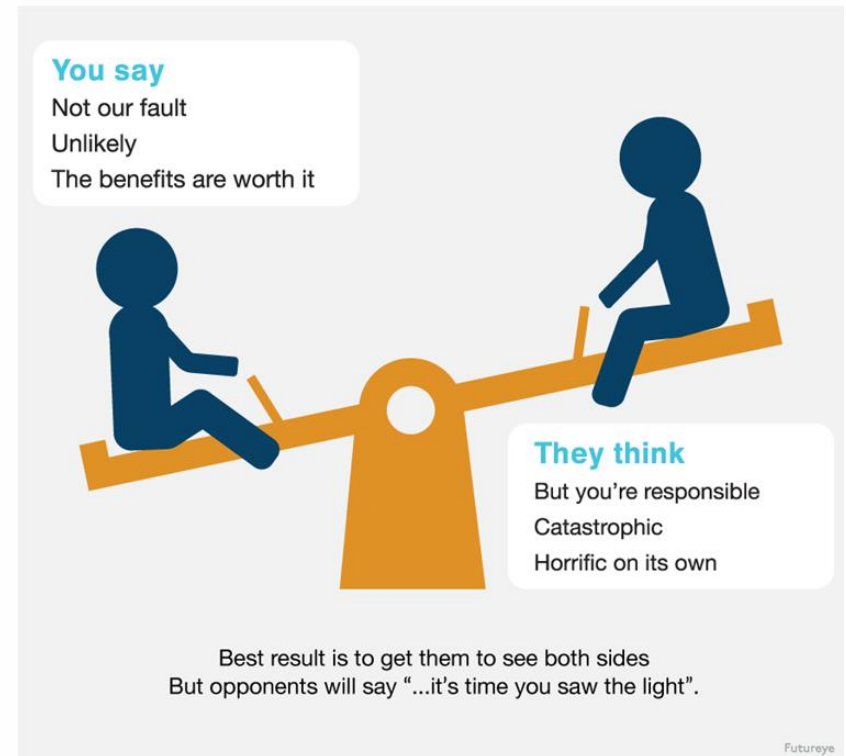


# Can you be trusted?



# The communications see-saw is counter-intuitive

- The more you address the concerns or risks the more they focus on the benefits
- The more you accept responsibility the less you are blamed
- The more you focus on the catastrophic worst case scenarios the more they focus on how unlikely the scenarios are



# This creates a shift in support

## No Opinion

If you can make it interesting I will accept X is true.

I'm glad you mentioned Y, some people have mentioned it.



## Agree

I know and agree with you and yes I remember I support you.

Why would you mention Y?



## Disagree

I'm glad you can see the importance of Y. I told you Y was true.

I'm more likely to consider X now.



## Ambivalent

When you mention risks (Y), I think of the benefits (X).

The more you talk about Y, the more I think about X.

I don't have to worry about Y, and can focus on X.



Futureye

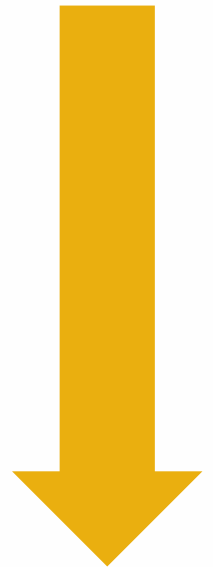


# How vulnerable are you willing to be in your conversations?

Most attractive posture

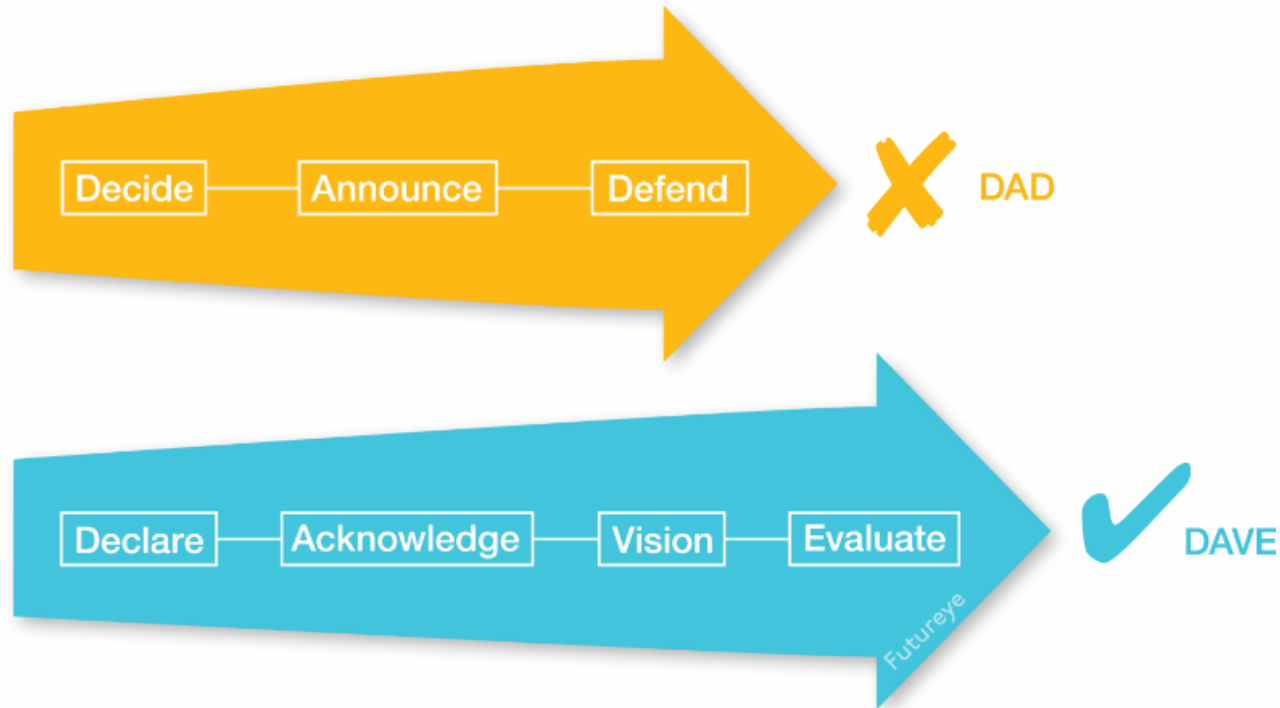


1. The Hero – *we'll fix it*
2. The Misunderstood Victim – *our critics are vengeful*
3. The Distracted Deity – *this a storm in a tea cup*
4. The Team Player – *proud to do our part*
5. The Repentant Sinner – *we're going to do better*
6. The Harnessed Beast – *you forced us to change*



Most effective posture

# Building these techniques into your change process



# A useful perspective?

## **You may find social licence useful to ....**

- View the change with respect to societal values and expectations
- Your ability to change: capability and culture
- A lens to anticipate outrage issues that will block 'rational' discussion

## **Design a genuine conversation and process ....**

- Maximise ownership through control sharing
- Build trust by acknowledging all perspectives
- Resist selling benefits – use the see-saw and find a posture that works for you
- Try a 'DAVE' process

# Questions



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