



# Reaching Past Resistance

For Lasting Change

# re·sist·ance

/rə'zistəns/

*“the refusal to accept or comply with something; the attempt to prevent something by action or argument.” —  
Oxford Dictionary*

# Minor



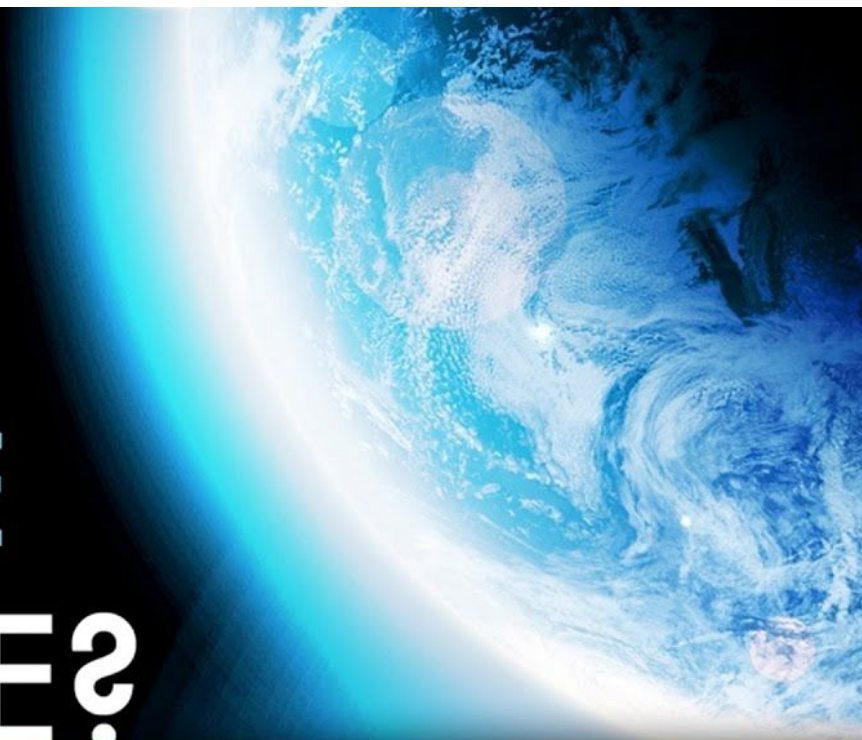
# Frequency?



# Everyone



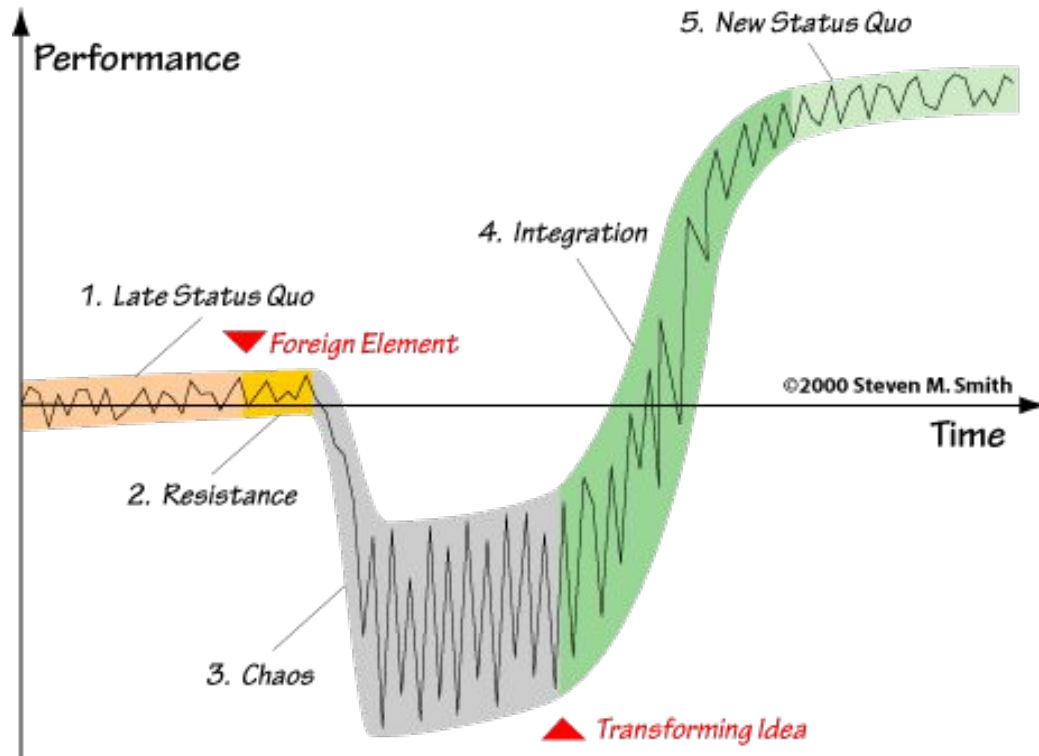
WHY  
ARE WE  
HERE?



# Agile Transformation?



# Satir Model of Change





# Techniques



# Categories

Learn from Others



# Categories

Learn from Others



Misunderstood Behavior

# Categories

Learn from Others



Misunderstood Behavior

Interactions

# Learn from Others

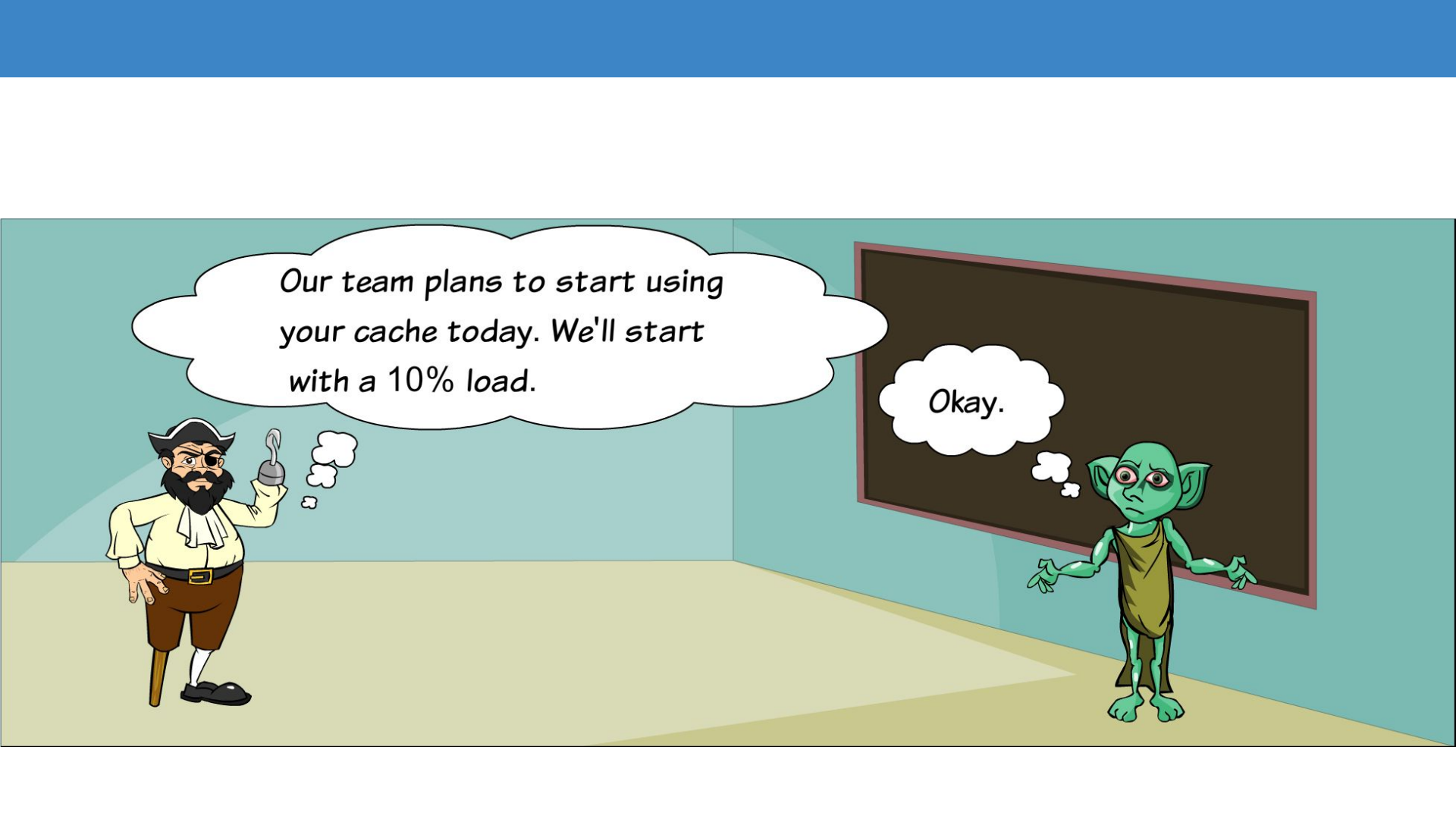
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"I'm sorry, this isn't working. Can't you just teach me some more *old* tricks?"

# Unbiased Questions





*Our team plans to start using  
your cache today. We'll start  
with a 10% load.*

*Okay.*

If you could wait a day  
in between load increments,  
that'd be great.







We'd like to increase the load  
by 10% every sixteen minutes.

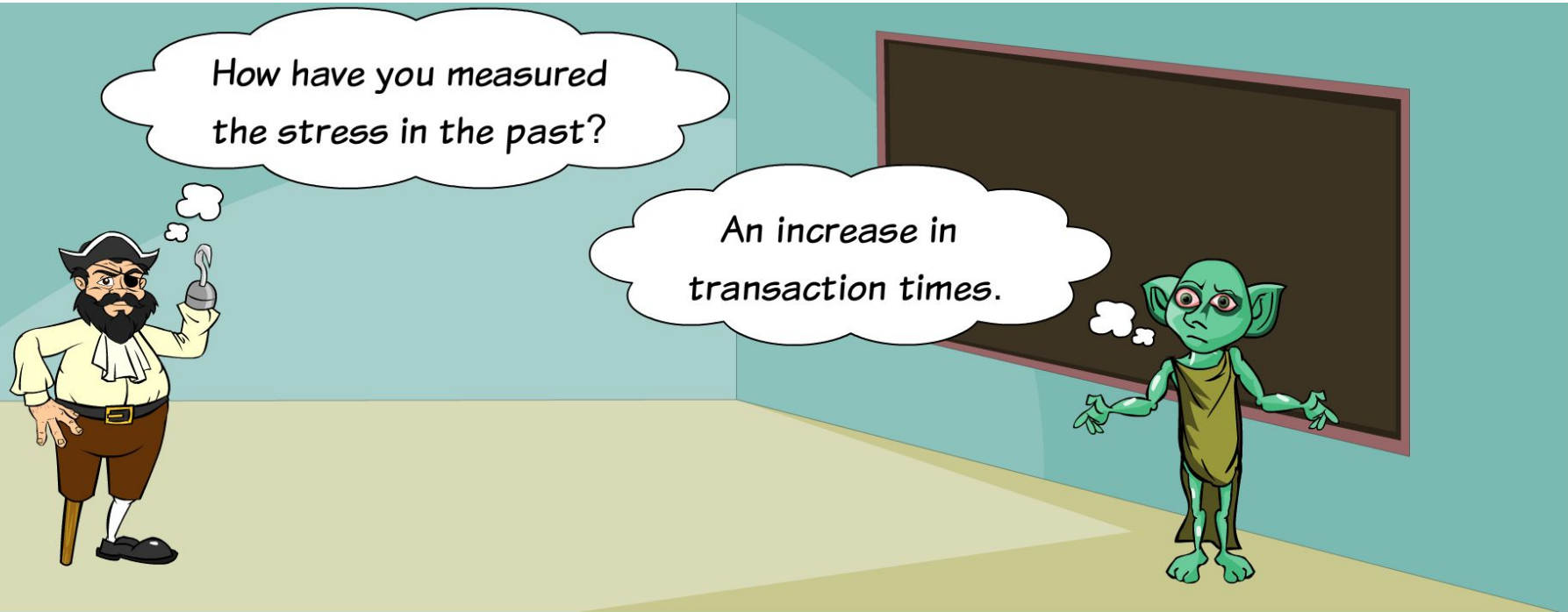
I'm not comfortable  
with that.

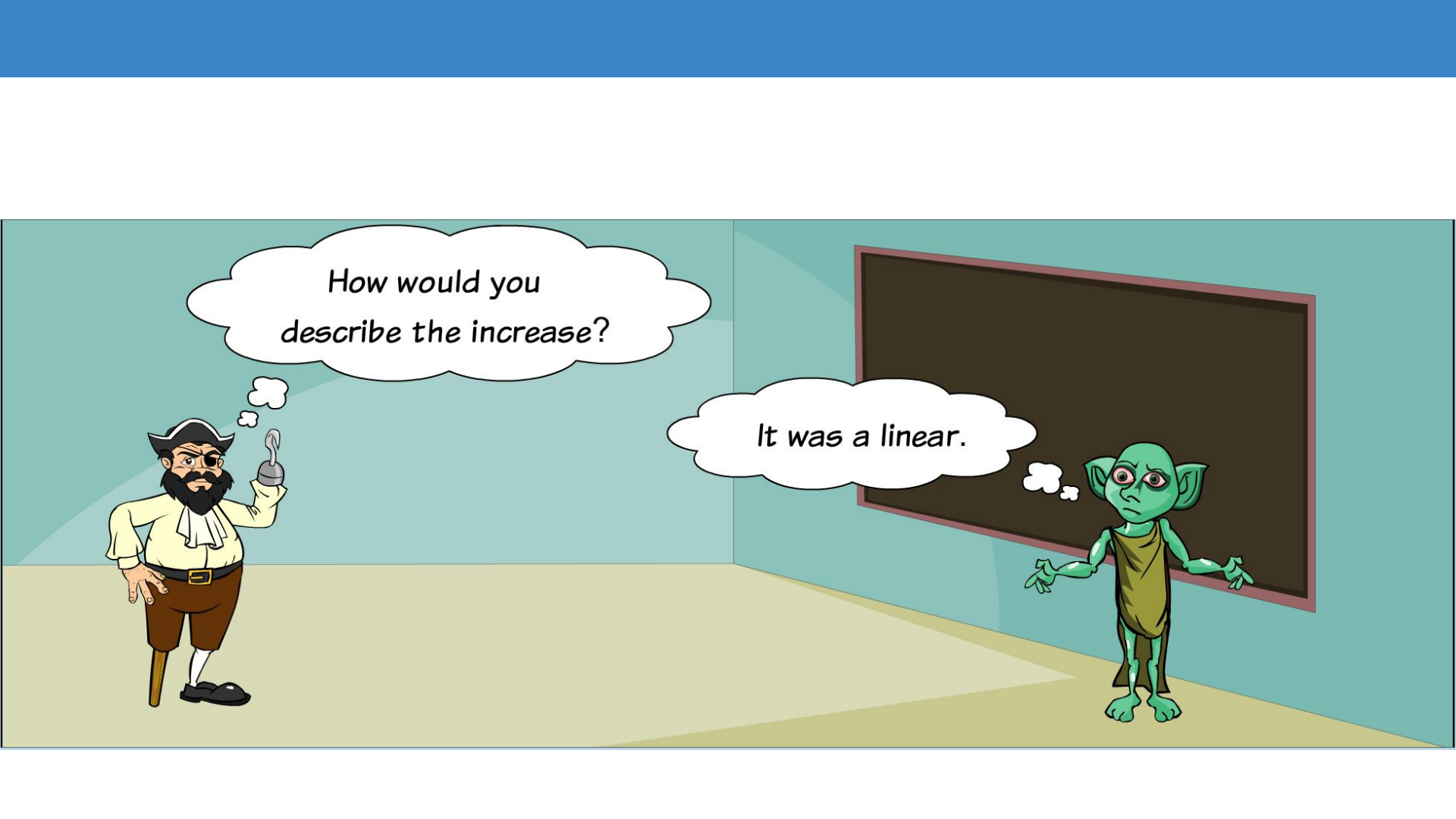




What *specifically* makes  
you uncomfortable?

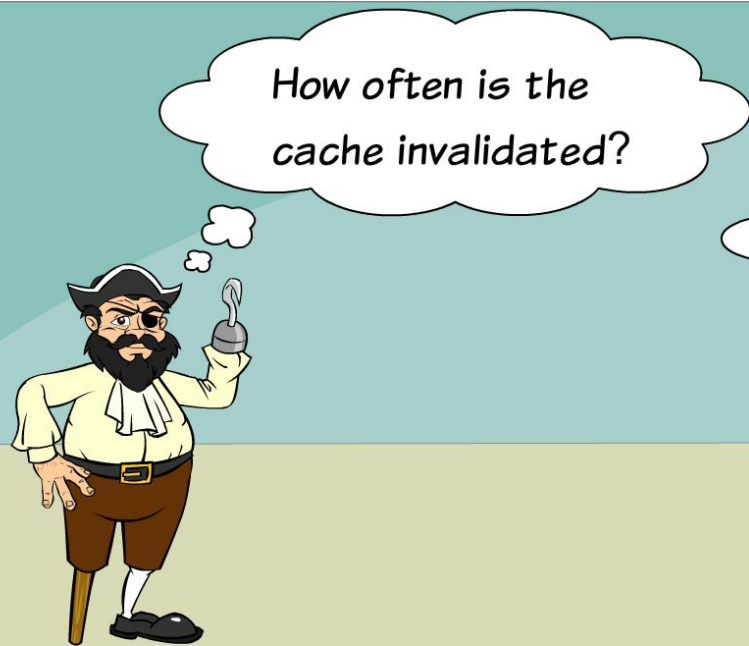
Stress on the servers  
from the additional load.





How would you  
describe the increase?

It was a linear.





That's great!

We probably don't have to  
wait a day in between.

How about  
an hour?



# Switching Roles



नमस्ते



# Build Relationships



# Learn from Others

Unbiased Questions

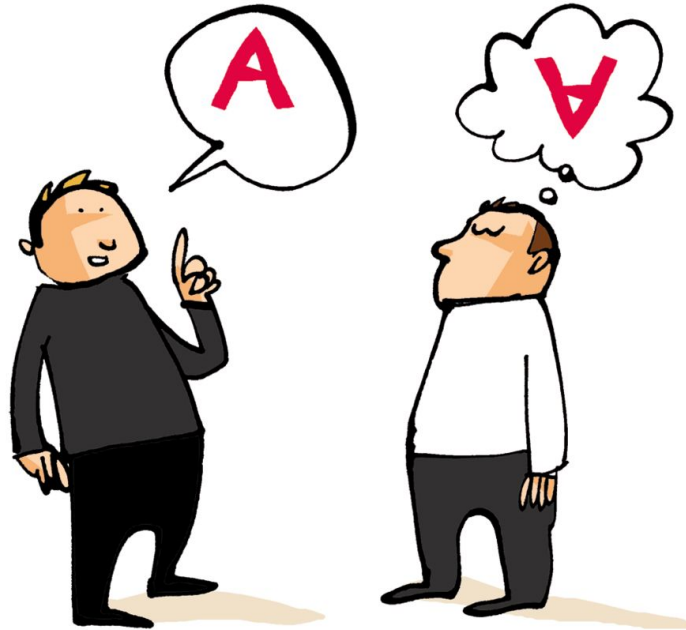
Switching Roles

Building Relationships



"I'm sorry, this isn't working. Can't you just teach me some more *old* tricks?"

# Understanding Misunderstood Behavior



# Unintended/Accidental Association



# Negative Connotation



Whenever I hear someone describe something as a 'kids movie' or a 'family movie,' it immediately has a negative connotation in my mind because I think, 'Well, as an adult, I wouldn't go see it by myself, because it's purely for children and it holds nothing for me and it's simplistic and it's kind of easy.'

— *Steve Carell* —

**AZ** QUOTES

# Words Can Change Your Brain


*“a single word has the power to influence the expression of genes that regulate physical and emotional stress.”*

— Andrew Newberg and Mark Robert Waldman

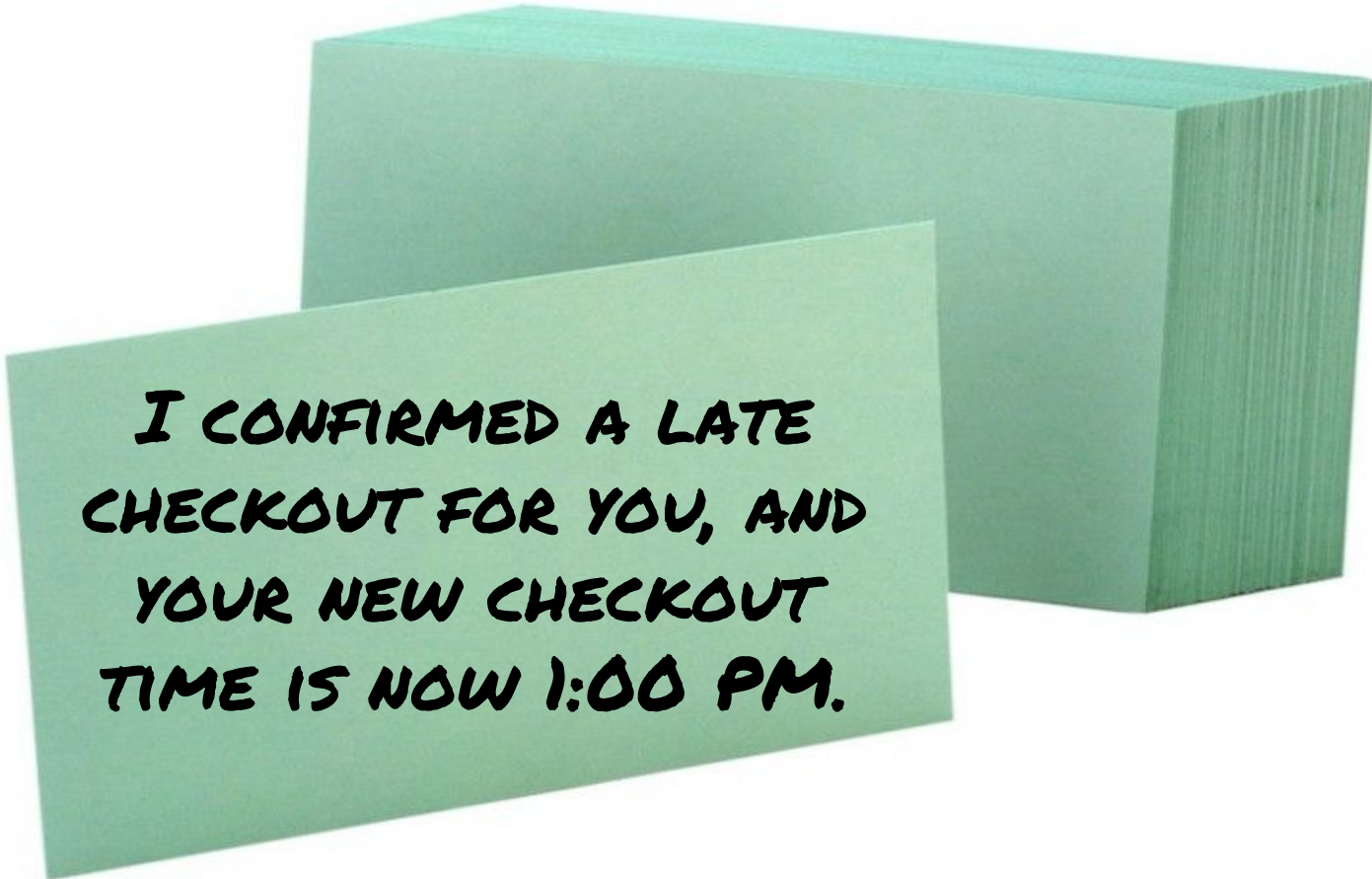
But

**Not**







**I CONFIRMED A LATE  
CHECKOUT FOR YOU,  
BUT IT'S ONLY UNTIL  
1:00 PM.**

A stack of light green sticky notes is shown against a white background. The top note is slightly offset to the left, revealing the edges of the notes underneath. The text on the top note is written in a bold, black, handwritten font.

**I CONFIRMED A LATE  
CHECKOUT FOR YOU, AND  
YOUR NEW CHECKOUT  
TIME IS NOW 1:00 PM.**

A stack of red index cards is shown against a white background. The top card is slightly offset to the left and forward, revealing the edges of the cards underneath. The text on the top card is written in a bold, black, hand-drawn style.

**WE'RE READY TO START  
TESTING, BUT YOUR  
TEAM IS AT LUNCH.**

A stack of light green sticky notes is shown against a white background. The top note is slightly offset to the left, revealing the edges of the notes underneath. The text on the top note is written in a bold, black, handwritten-style font.

**WE'RE READY TO START  
TESTING AND CAN BEGIN  
ONCE YOUR TEAM  
RETURNS FROM LUNCH.**

# Problem

Problem




A stack of red cards is shown against a white background. The top card is slightly offset to the left and forward, revealing the edges of the cards underneath. The text "WHAT'S THE PROBLEM?" is written in a bold, black, handwritten-style font on the front of the top card.

**WHAT'S THE PROBLEM?**

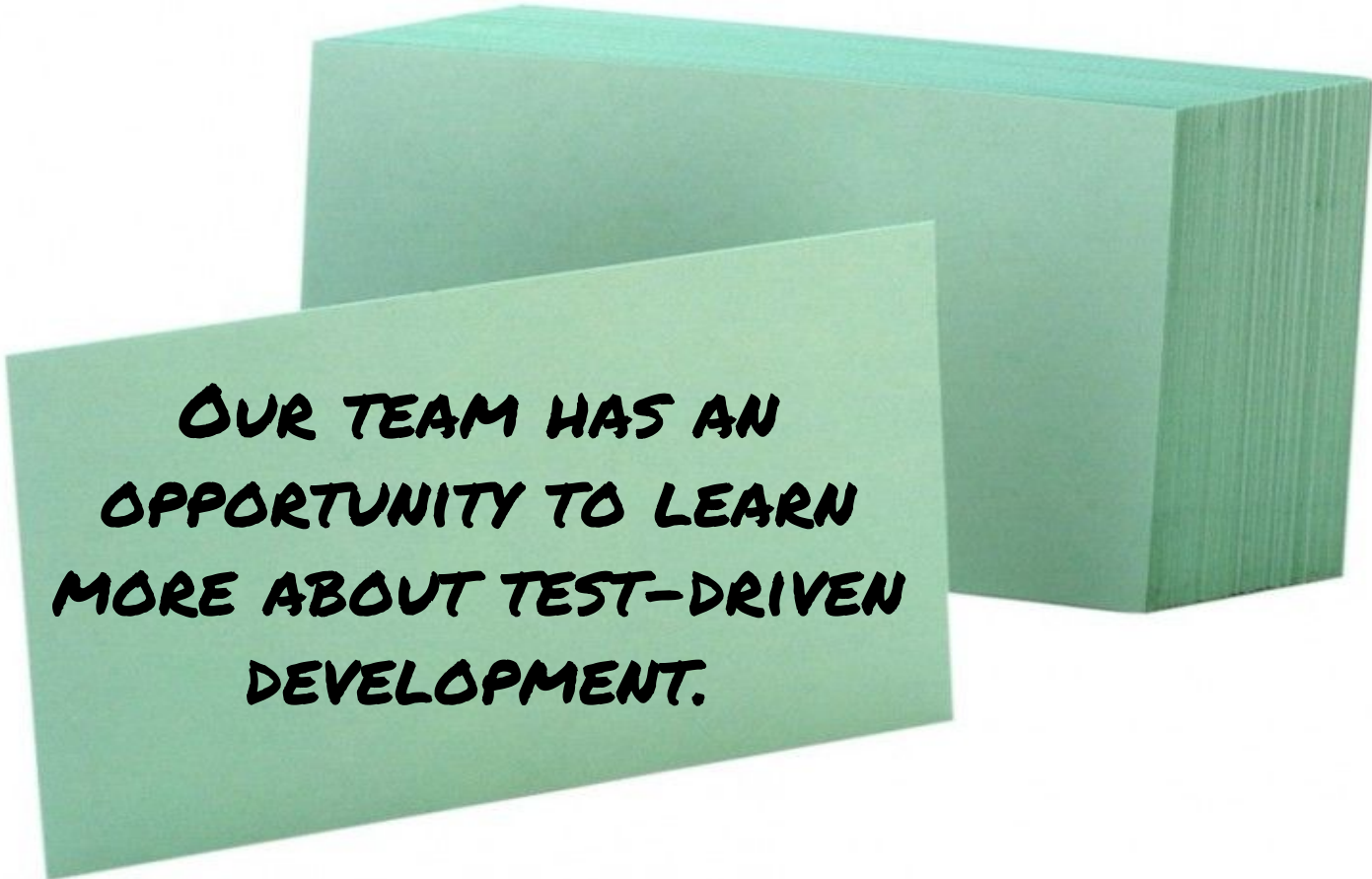


**WHERE ARE THE  
OPPORTUNITIES?**



A stack of red index cards is shown against a white background. The top card is slightly offset to the left and forward, revealing the edges of the cards underneath. The text on the top card is handwritten in black ink.

**OUR TEAM HAS A  
PROBLEM WITH  
TEST-DRIVING OUR  
CODE.**

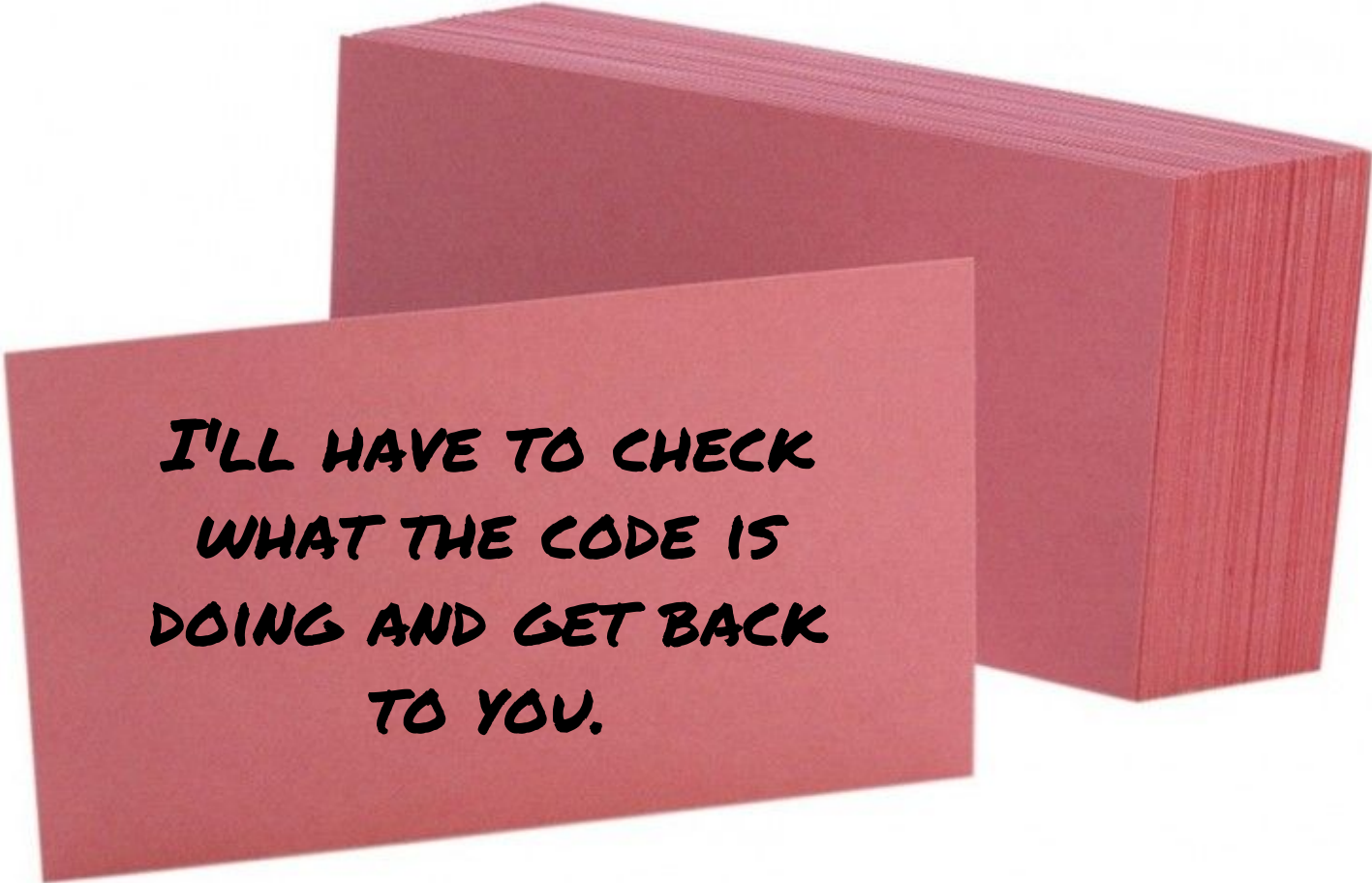
A stack of light green sticky notes is shown against a white background. The top note is slightly offset to the left and forward, revealing the edges of the notes underneath. The text on the top note is written in a bold, black, handwritten style. The stack of notes is positioned in the center-right of the frame.

**OUR TEAM HAS AN  
OPPORTUNITY TO LEARN  
MORE ABOUT TEST-DRIVEN  
DEVELOPMENT.**

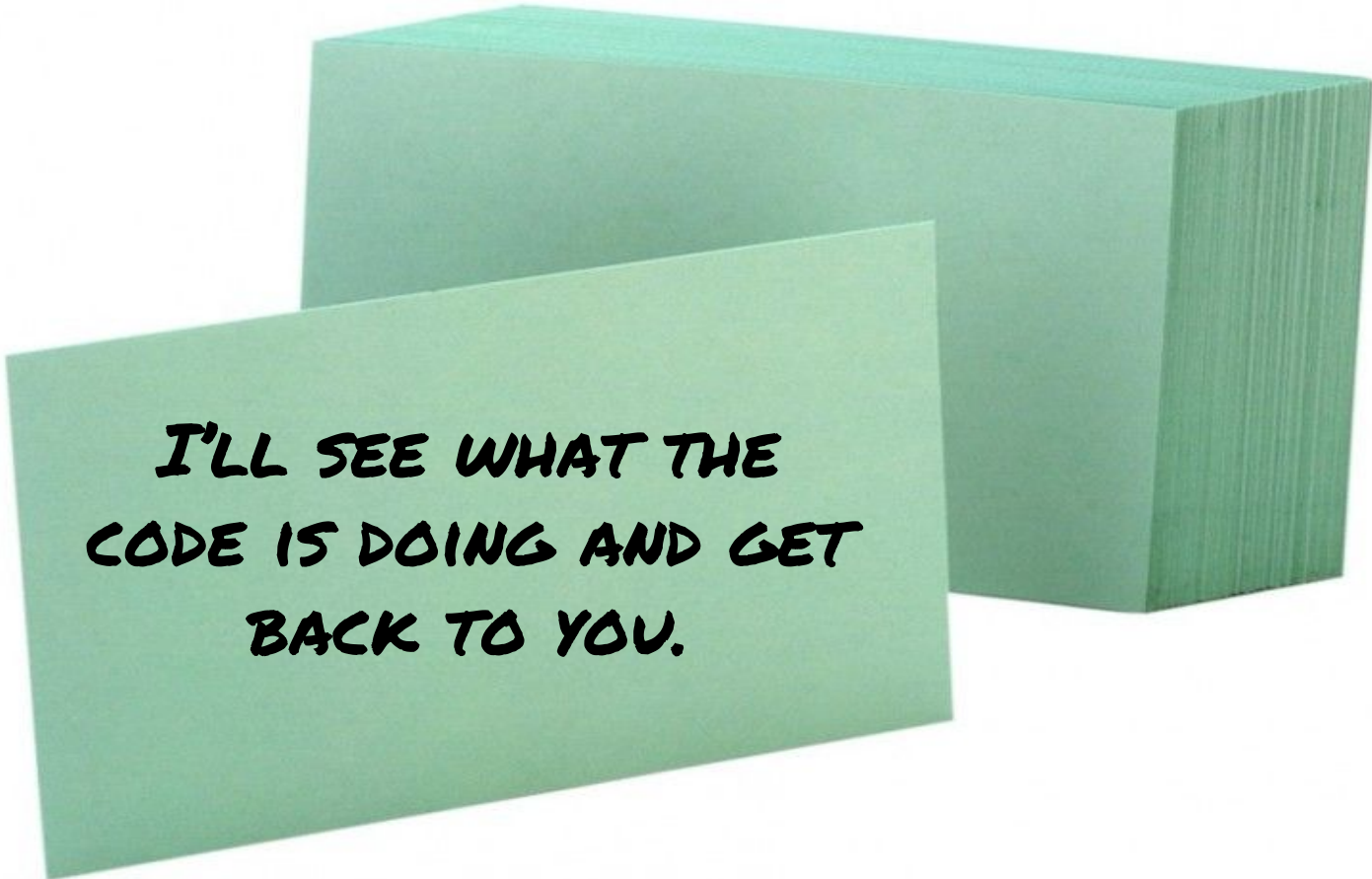
I'll have to

I'll have to




A stack of red cards is shown against a white background. The top card is slightly offset to the left and forward, revealing the edges of the cards underneath. The text on the top card is written in a bold, black, hand-drawn style.

**I'LL HAVE TO CHECK  
WHAT THE CODE IS  
DOING AND GET BACK  
TO YOU.**

A stack of light green sticky notes is shown against a white background. The top note is slightly offset to the left and forward, displaying text in a bold, black, handwritten-style font. The stack behind it is slightly to the right and back, showing the edges of many pages.


**I'LL SEE WHAT THE  
CODE IS DOING AND GET  
BACK TO YOU.**

# Apologies

A stack of red cards is shown against a white background. One card is pulled out from the top of the stack and is tilted slightly forward. The text "I'M SORRY I'M LATE." is written in a bold, black, handwritten-style font on the front of this card. The stack of cards behind it is thick, suggesting many cards are in the set.

***I'M SORRY I'M LATE.***



A stack of light green cards is shown against a white background. The top card is slightly offset to the left and forward, revealing the edges of the cards underneath. The text "THANKS FOR YOUR PATIENCE." is printed in a bold, black, sans-serif font on the top card. The stack is rectangular and appears to be made of a thick, slightly textured material.

**THANKS FOR YOUR  
PATIENCE.**

To be honest

# Sentiment Analysis




# English Prime (E-Prime)

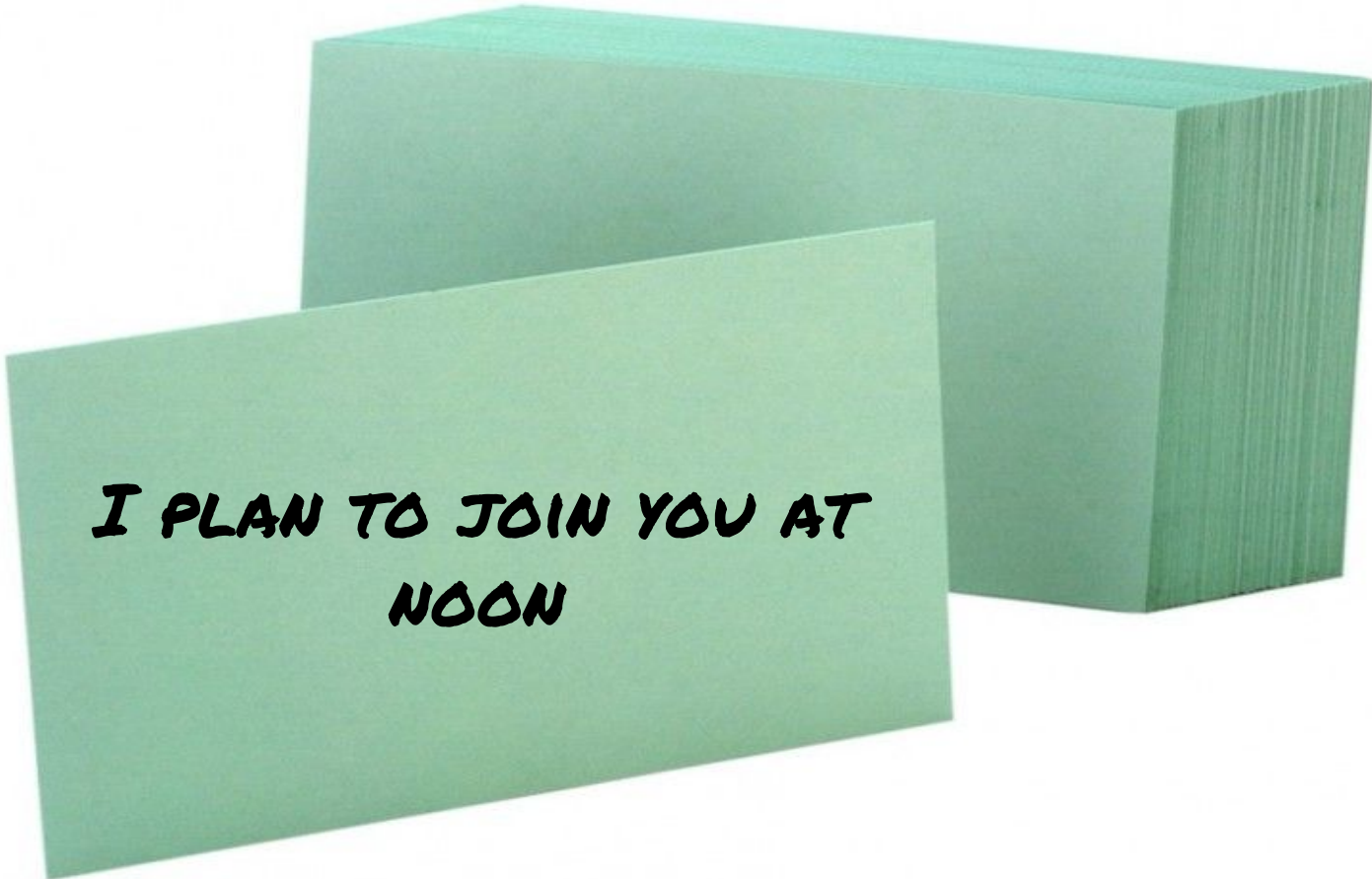


# English Prime (E-Prime)



A stack of red cards is shown against a white background. The top card is slightly offset to the left, revealing the edges of the cards underneath. The text "I WILL BE THERE AT NOON" is printed in a bold, black, sans-serif font on the top card.

**I WILL BE THERE AT  
NOON**

A stack of light green sticky notes is shown against a white background. The top note is slightly offset to the left and forward, revealing the edges of the notes underneath. It features a handwritten message in black ink. The stack is rectangular and appears to be made of many thin sheets of paper.

***I PLAN TO JOIN YOU AT  
NOON***

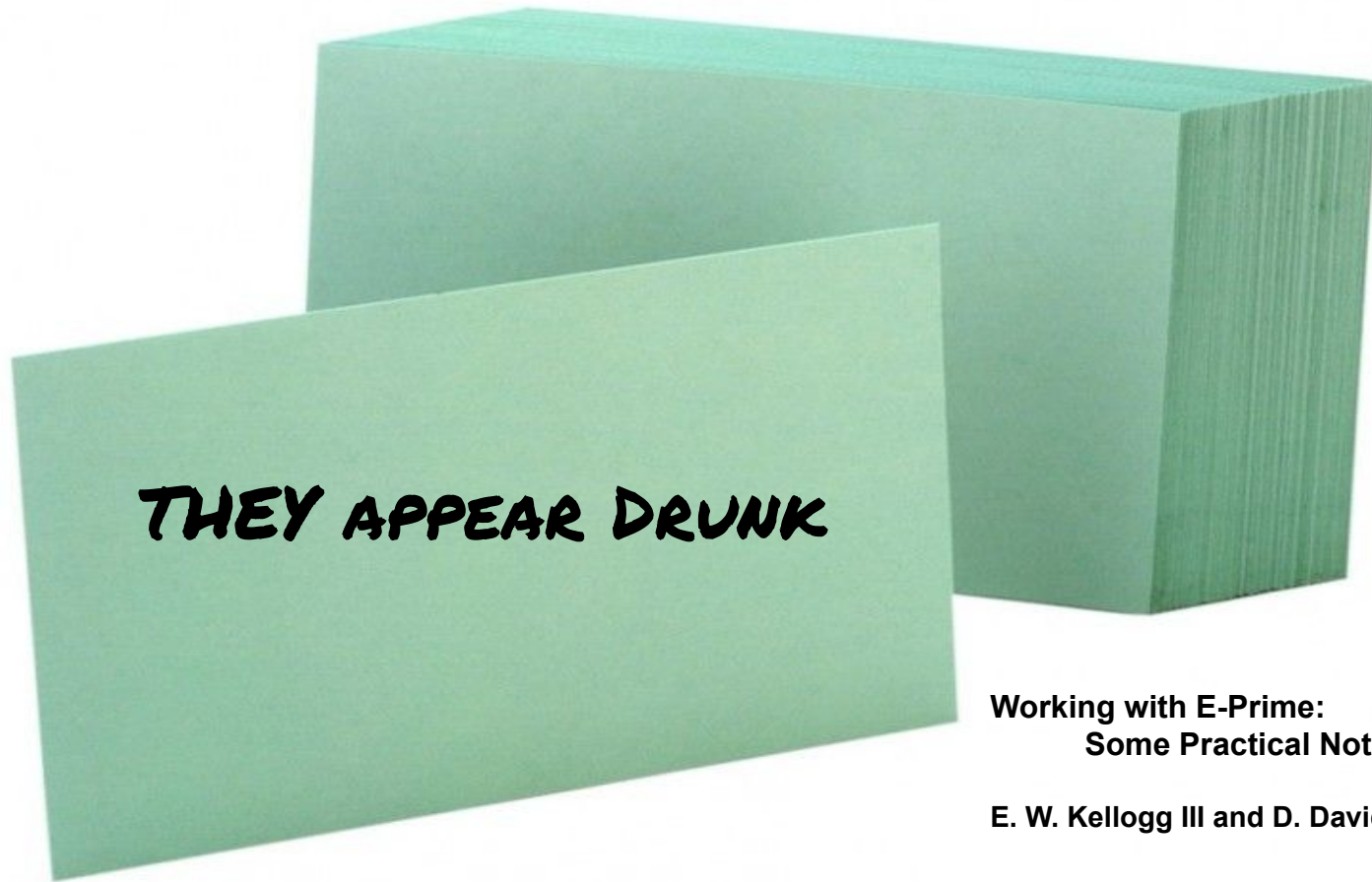
A stack of red cards is shown against a white background. The top card is slightly offset to the left, revealing the edges of the cards underneath. The text "THEY ARE DRUNK" is printed in a bold, black, sans-serif font on the top card. A solid blue horizontal bar is at the very top of the image.

**THEY ARE DRUNK**



A thick stack of green cards is shown against a white background. The top card is slightly offset from the rest of the stack, revealing the edges of many other cards underneath. The text "THEY APPEAR DRUNK" is printed in a bold, black, sans-serif font on the top card. The stack is positioned in the center-right of the frame.

**THEY APPEAR DRUNK**



**Working with E-Prime:  
Some Practical Notes**

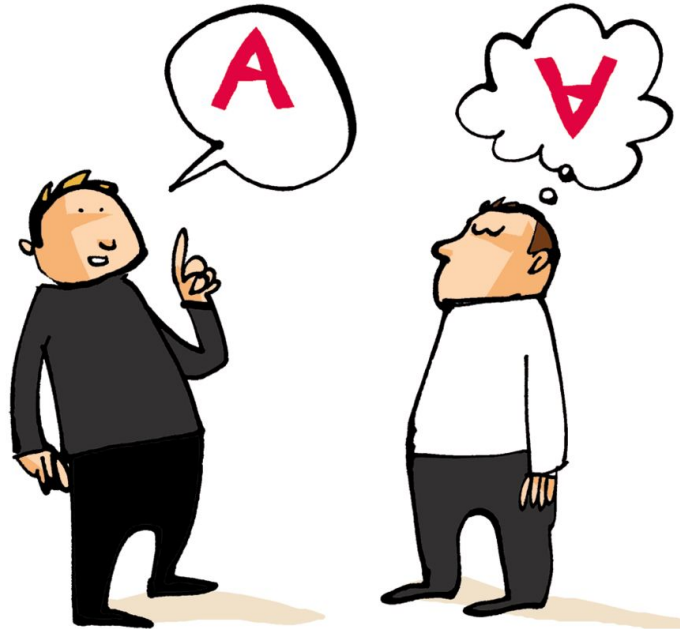
**E. W. Kellogg III and D. David Bourland, Jr.**

# Understanding Misunderstood Behavior

Accidental/Unintended

Negative Connotation

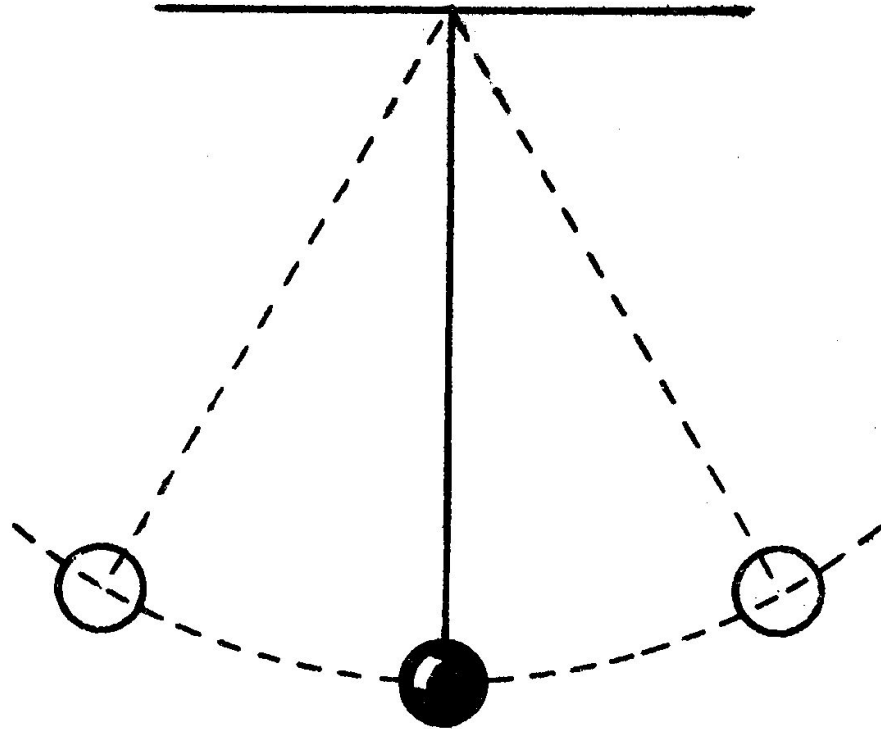
Sentence Reframing



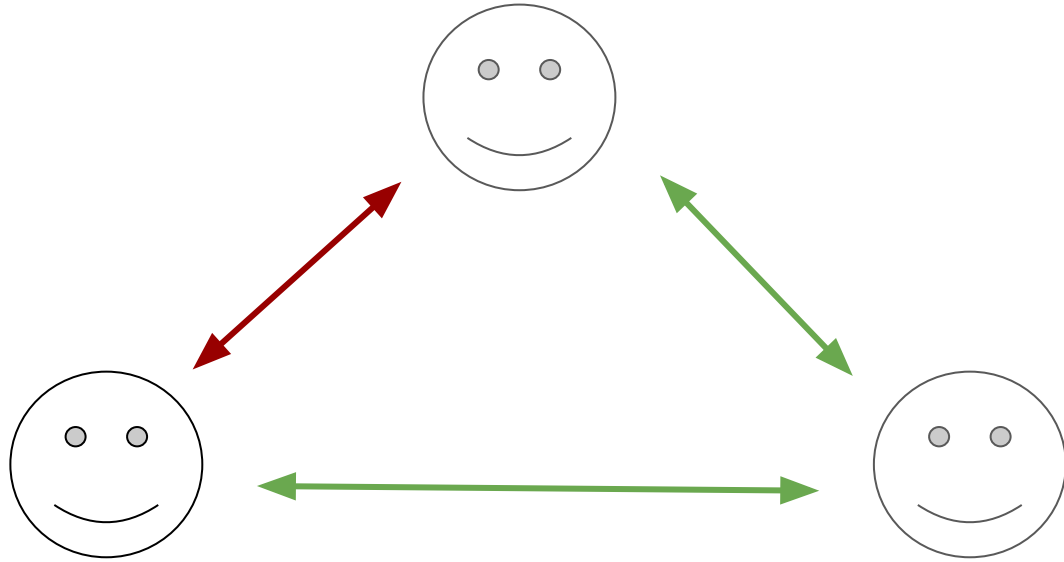
# Interactions



# Pendulum



# Influence their Influencers



# Work Culture(s)



# Platinum Rule





# Interactions may have Consequences



# Interactions

Pendulum

Influence Influencers

Consequences Exist



# Recap

Learn from Others



Understanding  
Misunderstood Behavior

Interactions

# Your Turn

