



From Resistance to Resilience: Leading Teams Through Change

August 5, 2025

NCAA Regional Conference

Facilitated by Tommy Royston, PhD.



**“The only constant in life is
change.”**

Heraclitus

Agenda



- Neurobiology of Change
- Types of Organizational Change and Forces for Change
- The Change Curve
- Dealing With Resistance to Change
- Leadership to Drive Change
- Sharing Practical Tools Along the Way

As we begin...

Think about a recent change that you have either led or been a part of (ideally work, but it doesn't have to be)...

Briefly jot down:

1. Describe the change.
2. Reason for change.
3. Your role in the change.
4. How successful.
5. Important leadership lesson.



Foundations of Change



WIRED TO RESIST

The Brain Science of Why Change Fails
and a New Model for Driving Success



Britt Andreatta, PhD

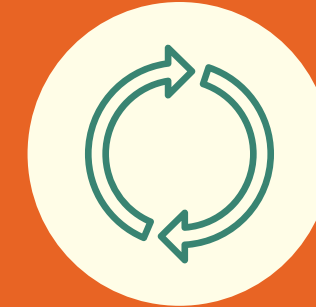
*Author of Wired to Grow, Leading with Emotional Intelligence, Leading Change,
The Neuroscience of Learning, and Having Difficult Conversations*

Change is hard.

Leading Within the Paradox



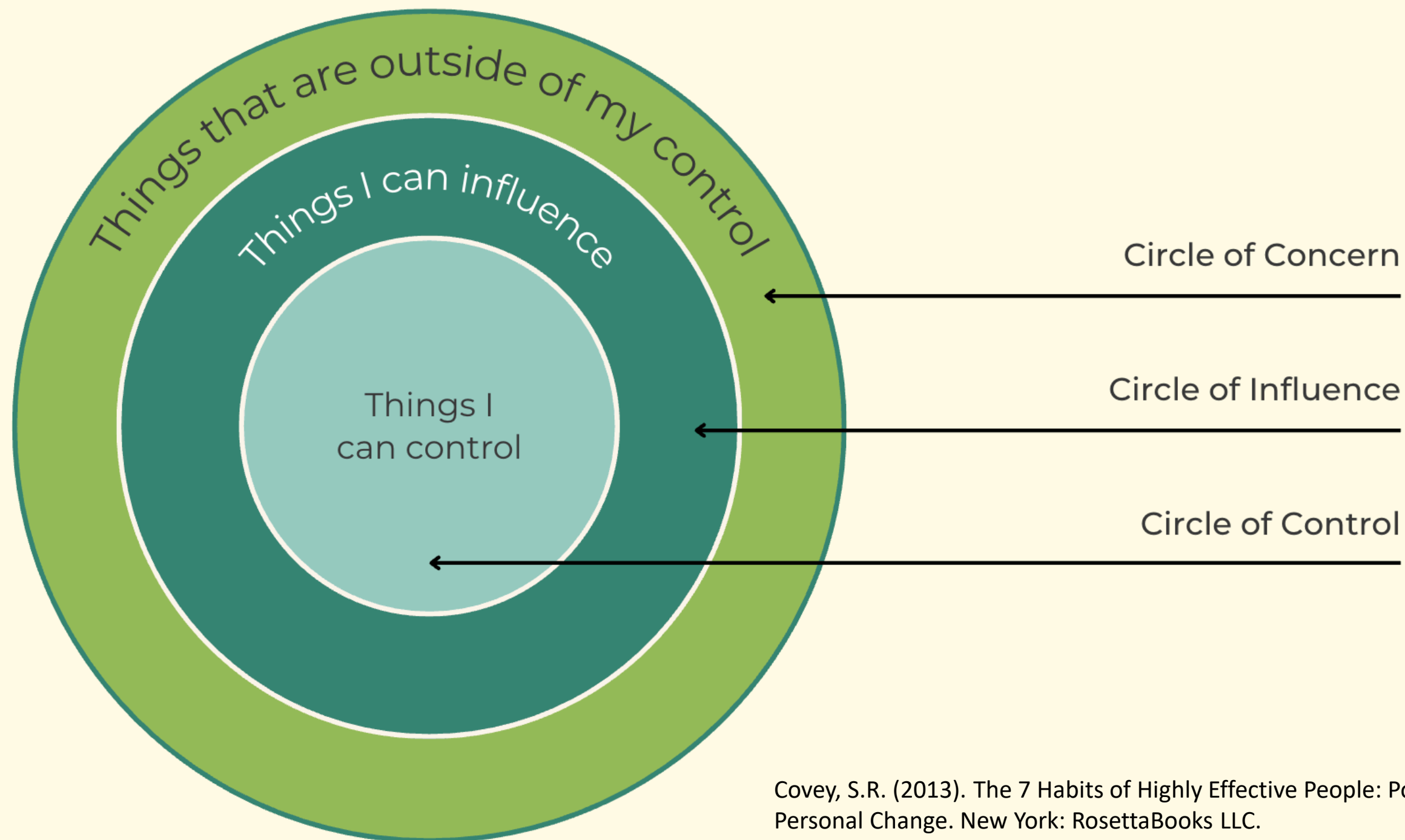
We are
neurobiologically
hardwired to
resist change



The only thing
that is constant
is change

Sphere of control

What is within your control?



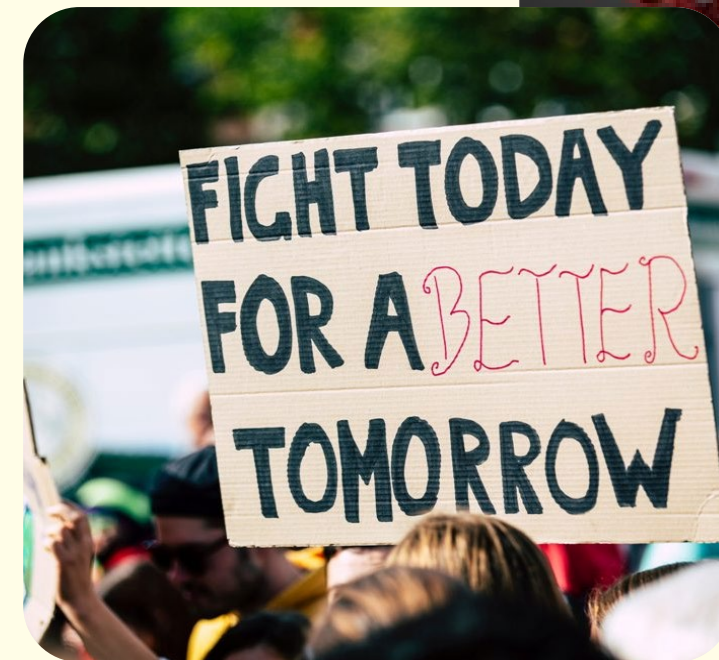
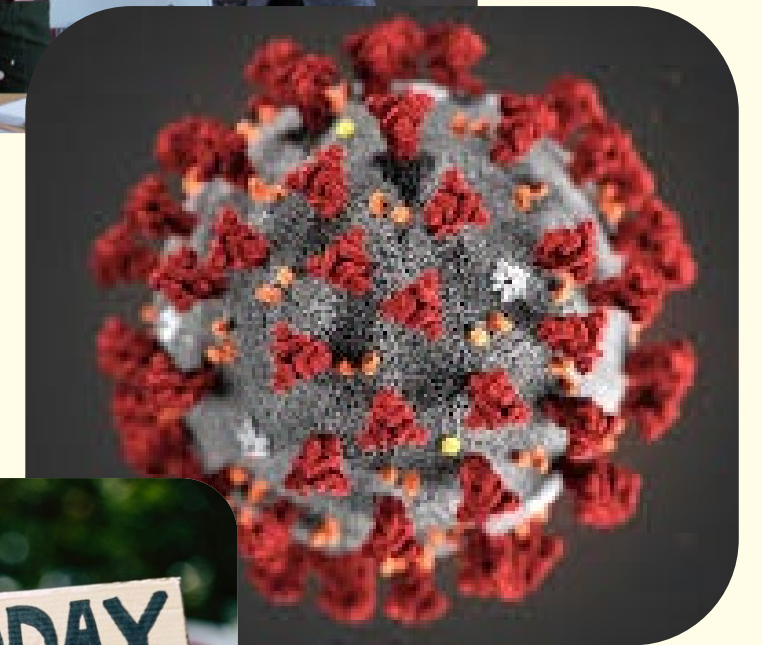
Covey, S.R. (2013). The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change. New York: RosettaBooks LLC.

Change Theory Applied



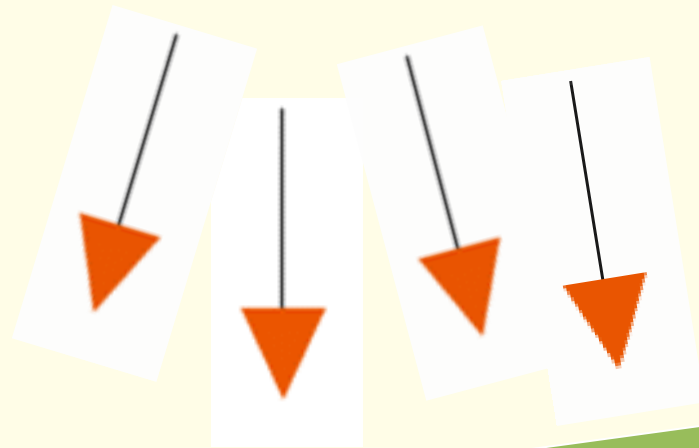
Types of Change in Organizations

- Incremental vs Discontinuous
- Strategic vs Grassroots
- Dramatic, Systematic, Organic
- Systems Level Change

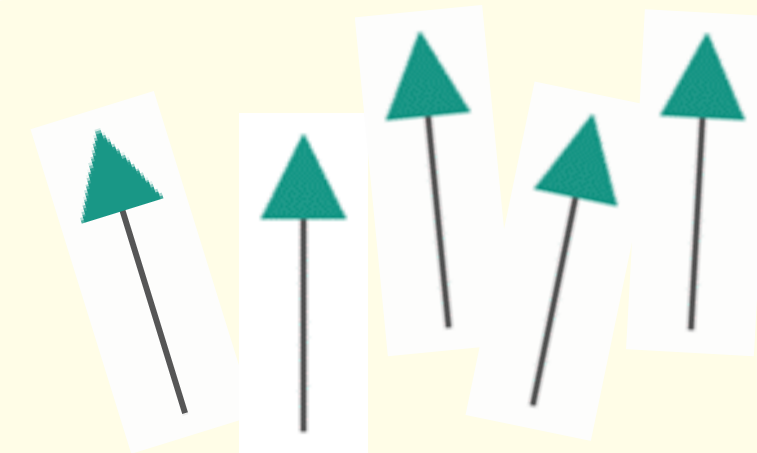




Restraining Forces
Against Change



Status Quo / Equilibrium



Driving Forces
for Change

Lewin's Force Field Analysis

Lewin (1951)



POLL TIME

Personal Orientation Towards Change

I find change...

- a) invigorating
- b) stressful
- c) it depends

When change occurs, I am...

- a) typically out front leading the way
- b) typically holding back and waiting to see what will happen
- c) it depends

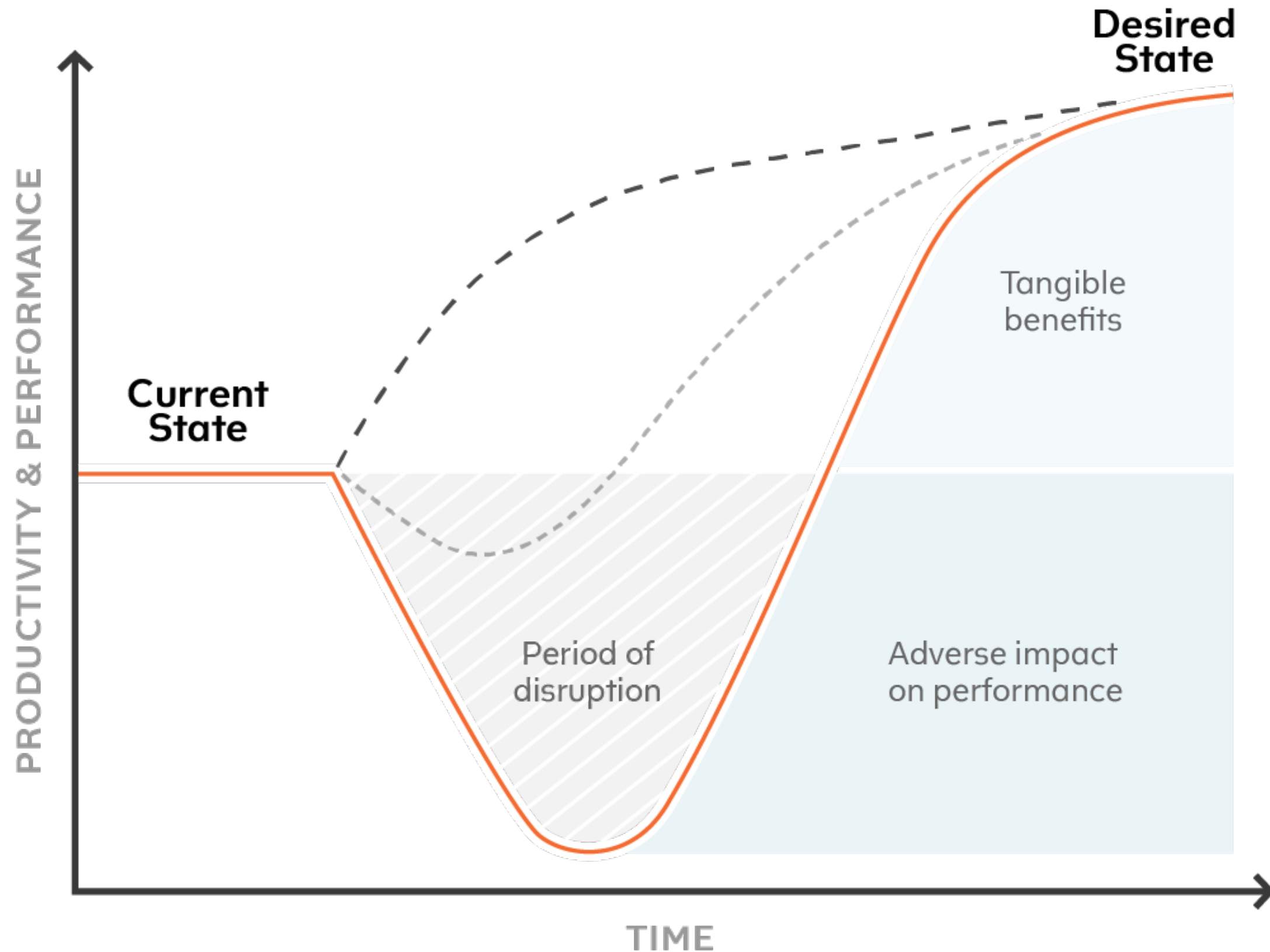


“What if we don’t change at all ...
and something magical just happens?”



"Never, ever, think outside the box."

The J-Curve of Change



LEGEND

What stakeholders
(mistakenly) expect

What stakeholders can expect
with good Organizations Change
Management activities like:

- targeted communications
- focused education
and training
- reliable assessments

What actually happens
in most cases

Adapted From David Viney, "The J-Curve
Effect Observed In Change"

Embracing Resistance



Resistance to Change

Were not part of the discussion

Fear (of the unknown; of failure)

Change fatigue

Sense of loss

Lack of trust

Don't see the why

W.I.I.F.M.

Ingrained/embedded org culture



Table Discussion

Resistance to Change

1. What from the list holds true in your experience?
2. What are other reasons for resistance that you have experienced?
3. Share any strategies that have worked for you to help people overcome resistance.



FIST TO FIVE



No way!



Hold on, we
need to talk
about this.



I have
reservations,
but I could be
convinced.



I guess I'm
okay with it.



Sounds good.



Love it!

More disagreement

More consensus



**Organizational culture
matters, probably more
than you think.**

What is Organizational Culture?

“The way we do things around here.”

Schein's Model

Artifacts

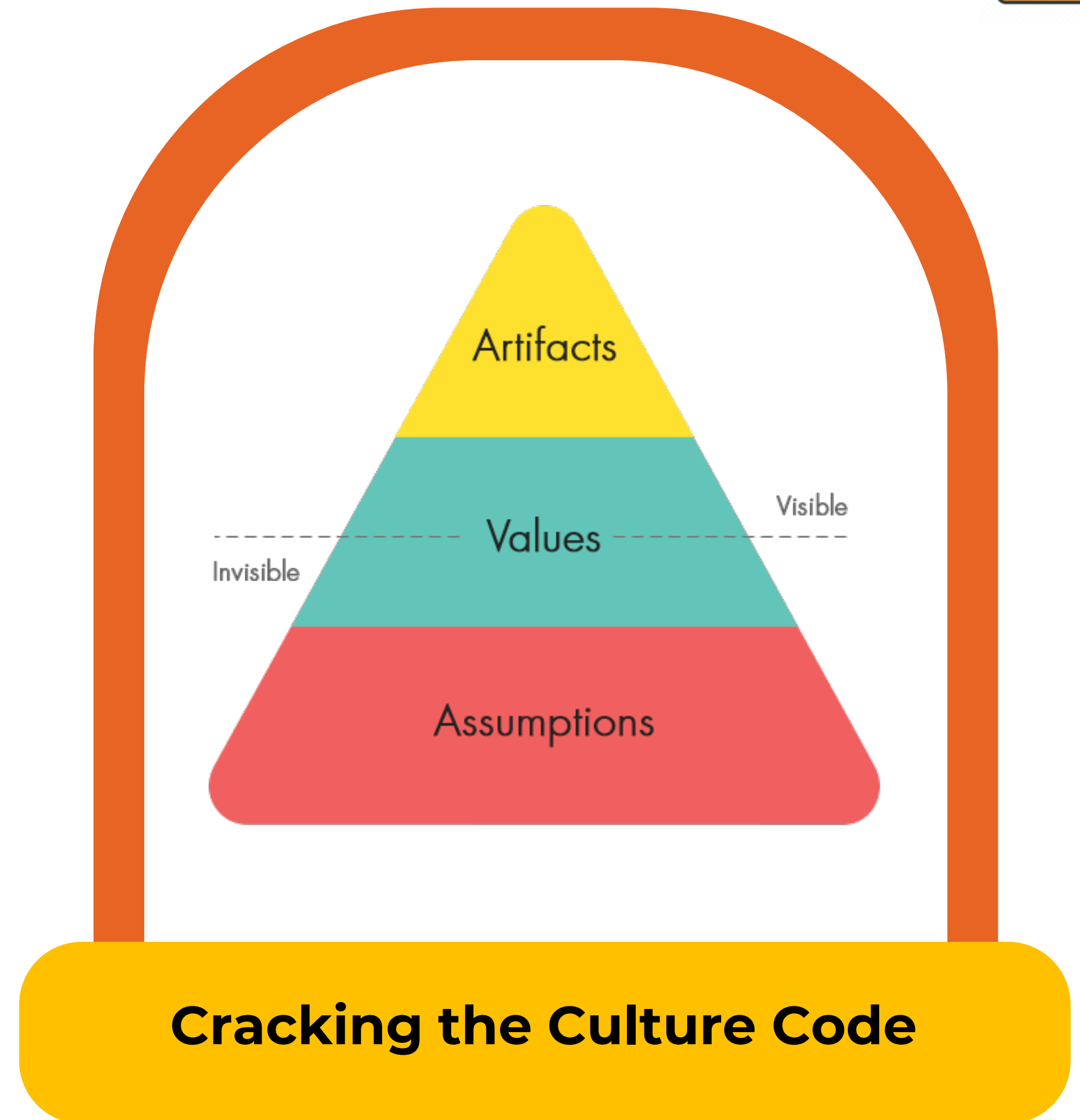
Physical design and layout, org structure, dress, logos, symbols, stories, rituals, things that can be largely seen

Values

Mission statement, shared principles, espoused values vs lived values

Assumptions

Underlying assumptions, beliefs or patterns taken for granted, often unseen and unexpressed



Org Culture and Change – Questions to Consider



Does the current org culture value change?



If you have a strong org culture, how do you protect it while implementing change?



If you have a weak org culture, how might you improve it while implementing change?

SO WHAT?
NOW WHAT?



The Need for Leaders in Driving Change

- Communicating the vision for the change
- Identifying obstacles and barriers
- Involving people at all levels
- Ensuring trust
- Inviting resistance
- Transparency and feedback
- Testing the change



Table Discussion

Leading Change

1. Which of these do you excel at?
2. Which of these might you need to further develop within yourself?



PDSA Cycle



PLAN

1. Getting started
2. Assemble the team
3. Examine current approach
4. Identify potential solutions
5. Develop an improvement theory

What are we trying to accomplish?

How will we know that a change is an improvement?

What change can we make that will result in improvement?

ACT

8. Standardize the improvement or develop a new theory
9. Establish future plans

DO

6. Test the theory for improvement

STUDY

7. Use data to study the result

**“Honor the space
between the no longer
and the not yet.”**

Nancy Levin

Thank You

Share **one action or next step**
you would like to take based
on our discussion today.

**Please do not share or distribute slides. The slides are
intended for participants working with Anavo Solutions*

Contact information

Tommy@anavo.solutions

www.anavo.solutions

Resources

IBM Center for the Business of Government
www.businessofgovernment.org

Harvard Business Review
www.hbr.org

Center for Creative Leadership
www.ccl.org

Partnership for Public Service
www.ourpublicservice.org

Child et al. (2021). *Organizational Climate and Culture Equity Toolkit*.
<https://c4disc.pubpub.org/pub/xzglqf7u/release/1?readingCollection=9a476dc8>



LEWIN FORCE FIELD ANALYSIS (Factors Influencing Change)

<https://www.6sigma.us/six-sigma-in-focus/lewin-force-field-analysis-in-change-management/>



FIST TO FIVE (Consensus / Decision-Making)

<https://www.lucidmeetings.com/glossary/fist-five>



PDSA CYCLE (Testing Change)

<http://www.ihl.org/resources/Pages/Tools/PlanDoStudyActWorksheet.aspx>