

Five Factors Present in Significant Change

A CRC webinar series presentation
by Duane K. Kelderman

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Presenter

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Overview

When people change, what has happened to account for the change?

1. The status quo isn't working anymore.
2. I get a vision of a better future.
3. An emotional relationship is formed. (social)
4. The first steps of change are clear. (behavioral)
5. I reframe my situation. (cognitive)

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1. The status quo isn't working anymore.

Our church is sliding toward death.

My spouse moved out.

Seminary enrollment is plunging.

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1. The status quo isn't working anymore.

Two emotional reactions to change:

Fear – we fear the unknown

Loss – genuine grief in losing something we love

1. The status quo isn't working anymore.

Does this mean that we just have to wait for things to get worse before people will change?

On our bad days, leaders might say, "Yes."

Leaders must create a sense of genuine *urgency*.

2. I get a vision of a better future.

I see new possibilities, a better way. I gain hope.

Meet my brother who, after 30 years of addiction to pain medication, took himself off of all narcotics

Meet my daughter who met a chemistry teacher who believed in her

3. An emotional relationship is formed.

The social/relational dimension of change

Deutschman: "Change is inspired by personal relationship, not created automatically by processes, even processes that have been tested and refined over decades of experience."

3. An emotional relationship is formed.

Some examples:

1. The police officer who sees abuse differently after a close friend tells his story.
2. The impact of getting to know five Latino families on our view of immigration.
3. How Microsoft programmers came to care more about making good software

3. An emotional relationship is formed.

The dynamic theory of change:

I am much more likely to change if I feel unconditionally accepted and understood, and feel safe in a relationship or nest of relationships.

This is the key dynamic of all support groups.

We all implicitly operate with a theory of change.
What is your preacher's theory of change?

3. An emotional relationship is formed.

People who understood a dynamic theory of change:

I John 4:18 "Perfect love casts out fear."

Martin Luther King: "Those whom you would change, you must first love."

Dietrich Bonhoeffer in *Life Together* says,
One of the biggest destroyers of the community of the church is leaders who love their own wish dream for the church more than they love the church.

4. The first steps of change are clear.

The behavioral dimension of change

Do we think our way into change or behave our way into change?

Yes – both

We tend to underestimate the power of changing even very small behaviors

4. The first steps of change are clear.

Two Examples

Two approaches to a diet – the Nazi and the Nudger

Introducing new songs in worship

4. The first steps of change are clear.

Clarity dissolves resistance! (Heath)

What often looks like resistance to change is simply confusion and lack of clarity about what to do.

Examples:

1. Helping a church develop cross-cultural competencies
2. Specific new behaviors for the recovering addict
3. A new computer system for doctors

4. The first steps of change are clear.

The huge take away for this fourth factor:

When you introduce change,

Do it well!

Nowhere is excellence, quality, careful communication more important than when you're introducing change!

Example: the church that combined worship services

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4. The first steps of change are clear.

If you want to

Do it well!

You must

Work as a team!

An example from the world of worship

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5. I reframe my situation.

The cognitive dimension of change

How we think about something, understand it, and cognitively frame it is usually the last thing to change—after a change in feelings and behaviors

Look who's coming to dinner!

5. I reframe my situation.

The Delancy Street program (Duetschman)
changing career criminals

From a framework of determinism
to a framework of choice

From a framework of self-destruction
to a framework of self-respect and self-control

5. I reframe my situation.

Theory X views of employees

- Employees are naturally lazy and dishonest
- They hate work
- They can't be trusted
- They must be punished or bribed into work

5. I reframe my situation.

Theory Y views of employees

- If properly motivated, people like work
- Work can be as natural as play
- Workers can be trusted if they are first treated with respect, encouraged to think independently, allowed to make decisions and made to feel like an important part of the effort

5. I reframe my situation.

The five step move from Theory X to Theory Y

(Status Quo) 1. Maybe after getting fired 3 times,

(Hope) 2. and after actually seeing Theory Y work and believing that maybe there is another way, and

(Emotional) 3. having a management coach who walks with him, and creates the safe space for him to take a risk,

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5. I reframe my situation.

The five step move from Theory X to Theory Y cont'd

(Behavioral) 4. trying some new practices to test Theory Y and experiencing some wins,

(Cognitive) 5. . . . Maybe over the course of five years, someone actually changes what she fundamentally believes about people and work.

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A Poll

As you think about your situation and the challenges you're facing, which one of these factors is most relevant?

1. The status quo isn't working anymore.
2. I get a vision of a better future.
3. An emotional relationship is formed. (social)
4. The first steps of change are clear (behavioral)
5. I reframe my situation (cognitive)

Christ and the Spirit in Change

What is the role of God and the Holy Spirit and prayer in change?

Why haven't we talked more about those things?

We don't have to choose between an exclusively spiritual explanation of change and the more descriptive view of change I've been offering today.

Christ and the Spirit in Change

My brother's transformation from addiction to narcotics was:

- Totally a gift of God's grace, empowered by the Holy Spirit and an answer to prayer,

AND

- A transformation that included all five of these factors we've discussed today.

In Conclusion . . .

"People change when they hurt enough that they have to change; learn enough that they want to change; and receive enough that they are able to change."

John Maxwell

Resources behind this presentation

Alan Deutschman, *Change or Die: The Three Keys to Change at Work and in Life* (Harper Collins, 2007)

Gail T. Fairhurst and Robert A. Sarr, *The Art of Framing: Managing the Language of Leadership* (Jossey-Bass 1996)

Tim Hartford, *Adapt: Why Success Always Starts with Failure* (New York: Farrar, Straus and Giroux, 2011)

Chip Heath and Dan Heath, *Switch: How to Change Things When Change is Hard* (Broadway Books, 2010)

A brief written synopsis of this presentation

Duane Kelderman, "When People Change", *Advocate: The Association of Presbyterian Church Educators Journal*, Spring 2014

<http://advocate.apcenet.org/article/when-people-change>

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Questions and Answers

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