Skepticism and Resistance Playbook
CTP Session 12, 7/10/18

Exploring Skepticism and Resistance: Based on your project work thus far, write down any form(s) of skepticism/resistance you are meeting, related to any aspect of your work.

*How is the skepticism/resistance being expressed?*

*What is the impact on your project work?*

*What is the impact on you, as a leader/team of leaders?*
Analyzing Your Preferences for Balancing Inquiry and Advocacy:

Based on the model below, reflect on—

1) What is your personal preference/tendency when conducting conversations in which skepticism, resistance, conflicting ideas/feelings, and complexity are present? **Circle the 3 approaches you prefer most in the diagram below.**

2) In your care area, what are the most common preferences/tendencies you observe among the group when holding conversations in which skepticism, resistance, conflicting ideas/feelings, and complexity are present? **Circle the top 3 approaches you see in most your care area.**

Discuss with your CTP team: What insights does this reflection create about how you create conversations about change in your care area?
Analyzing Impasses: Think of an impasse you are facing in your project work. If you don’t have any impasses in your project, identify an impasse you faced at some time in your recent leadership. Specifically, pick a time when you needed to move something forward, but were stuck because others around you were pushing back and/or refused to get on board.

Briefly summarize the impasse here:

Now, analyze the primary drivers of the impasse in the table below. Which were present? Then discuss with your team how you might you use inquiry and advocacy to move past the impasse (Column 3).

<table>
<thead>
<tr>
<th>Source of Impasse</th>
<th>Present in This Case?</th>
<th>How Might We Overcome?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Facts</strong>—disagreement over what, exactly, has happened or what the data tells us.</td>
<td></td>
<td></td>
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<tr>
<td><strong>Methods</strong>—disagreement about how we should do what we need to do.</td>
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### Goals
Disagreement about our objective or vision.

### Values
Disagreement about why we think it should be done a particular way, or what we deeply believe in.

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**Actions We Could Take After This Session:**
Pushing the Limits of Culture—Fishbowl as Leadership Tool:
Observe the fishbowl conversation in the room, led by the faculty.

What did you see happening?

With your table, review the discussion protocols in the separate “Balancing Inquiry and Advocacy” handout, from The Fifth Discipline Field book. Circle the advocacy protocols and the inquiry protocols you saw occurring in the fishbowl.

Now, discuss with your CTP team—how might we apply the fishbowl technique in our leadership?