HR·LEAD
Powering Strategy
Through People.

From Resistance to Resilience: A People- Powered, Appreciative Approach to Positive Change



Mireille Pellegrini Petit

Positive Psychology Coach, Trainer, and Consultant – Thrive Positive

FROM RESISTANCE
TO RESILIENCE

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Welcome to the Land of Oz

THE HERO'S JOURNEY:

Finding the Elixir to Positive Organisational Change

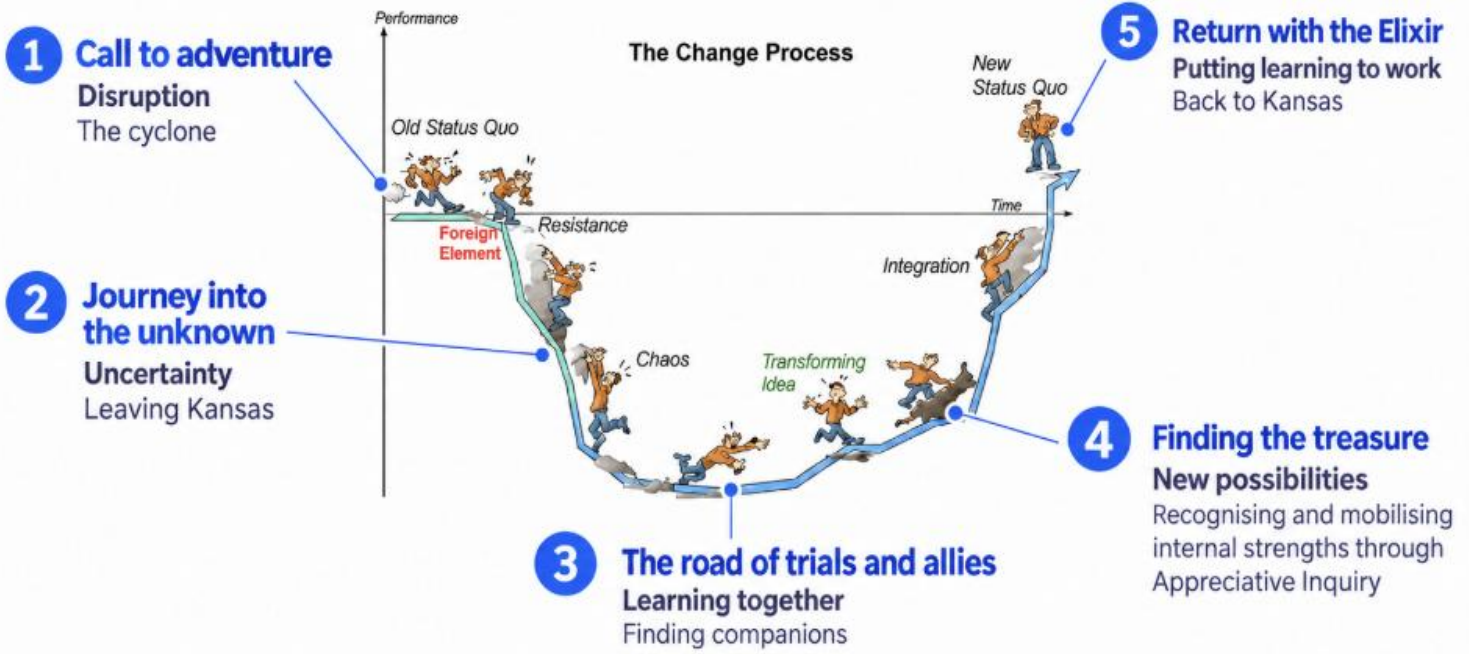


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Founder, Thrive Positive

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Change is a journey into the unknown

Mapping a simplified Hero's Journey onto the change process



1 Call to adventure
Disruption
The cyclone

2 Journey into the unknown
Uncertainty
Leaving Kansas

3 The road of trials and allies
Learning together
Finding companions

4 Finding the treasure
New possibilities
Recognising and mobilising internal strengths through Appreciative Inquiry

5 Return with the Elixir
Putting learning to work
Back to Kansas

Adapted from Joseph Campbell's Hero's Journey and the Satir Change Process

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We’re not in Kansas anymore

When change arrives without an invitation.



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The Wicked Witch of "Resistance"



CHANGE DONE TO

Design
Announce
Communicate
Implement
↓
Seek buy-in, then ask:
Why are they resisting?

CHANGE CREATED WITH

Invite
Inquire
Discover
Imagine
Co-design
↓
Shared ownership

People don't necessarily resist change.
They often resist *how* change is done.

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Who is the Wizard?

Who do we expect
to have all the answers?



FROM RESISTANCE
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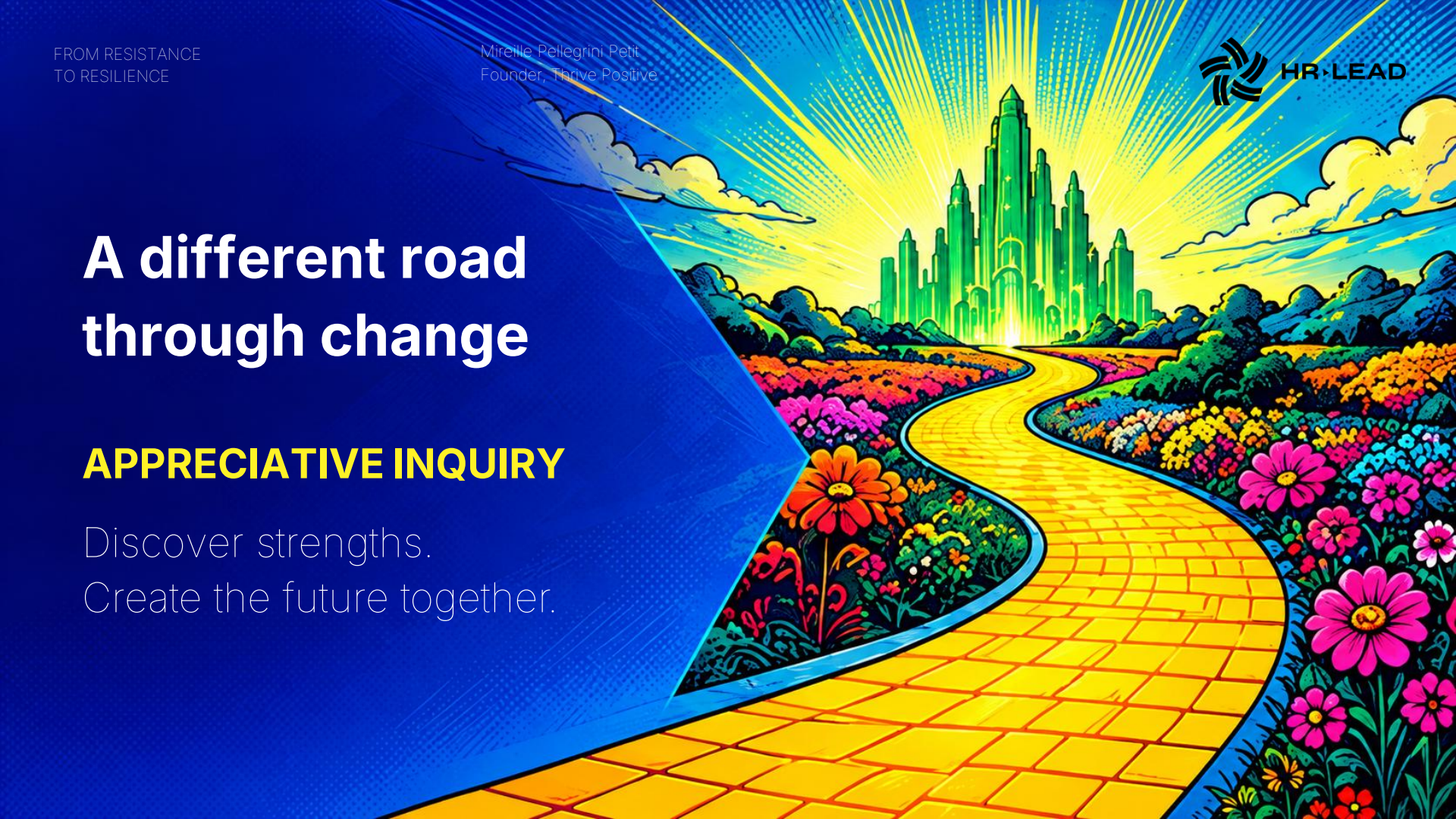
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A different road through change

APPRECIATIVE INQUIRY

Discover strengths.
Create the future together.



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Questions change the journey

TRADITIONAL CHANGE MANAGEMENT FOCUS	VS	APPRECIATIVE INQUIRY PIVOT
Why are people resisting this new software?	→	Where in the organisation are people already finding creative ways to adopt this technology?
What gaps in skills are causing this project to stall?	→	What unique strengths did this team leverage the last time they successfully hit a tight deadline?

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Discovery: when change worked

Think of a workplace change at its best, when people engaged and moved forward together.

What was happening?
What did leaders and people do?
What helped people engage?

3 minutes each to share stories in pairs.
Then identify 1–2 success factors.

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What does this room already know?

Identify one or two success factors
of positive change from your stories

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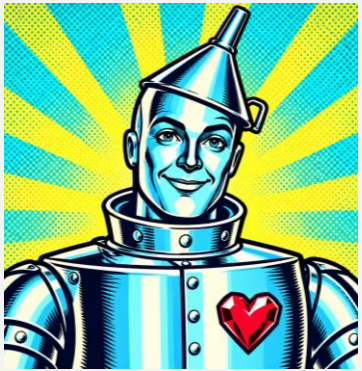
Brain.
Heart.
Courage.

Qualities already present in your organisation.



BRAIN

Clarity
Strategy
Understanding



HEART

Connection
Values
Trust



COURAGE

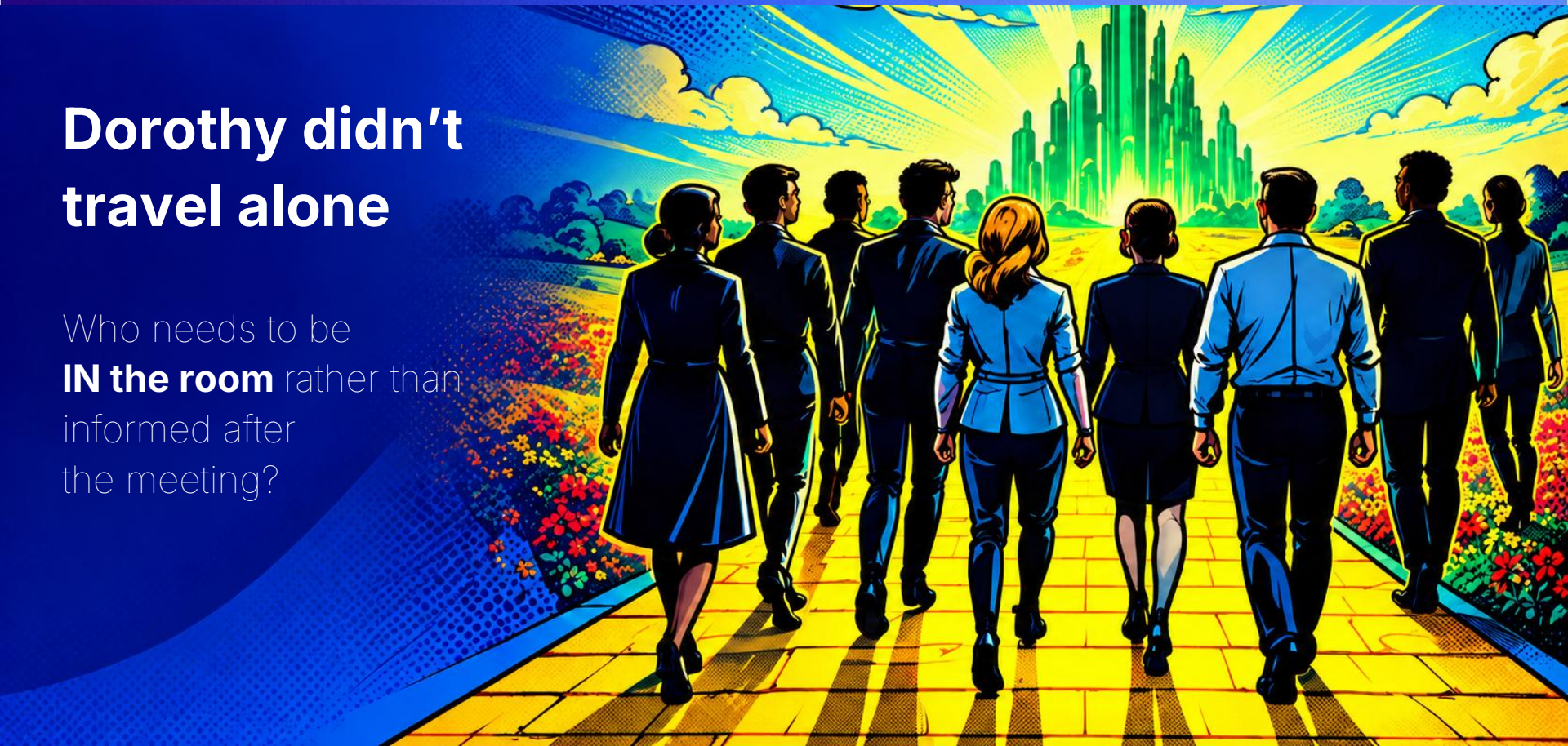
Agency
Hope
Confidence

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Dorothy didn’t travel alone

Who needs to be **IN the room** rather than informed after the meeting?



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From SWOT to SOAR

Appreciative Inquiry for strategic change

SWOT

Strengths
Weaknesses
Opportunities
Threats

Understand our position

→

S **STRENGTHS**
What can we build upon?

O **OPPORTUNITIES**
What possibilities should we pursue?

A **ASPIRATIONS**
What future do we want to create together?

R **RESULTS**
How will we measure success?

Build the change strategy WITH the people who will deliver it.

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Final Recap:

Change the question, change the conversation

DISCOVER	When have we successfully navigated change like this before, and what made that possible?
INCLUDE	Who needs to help us co-design this so shared ownership exists from the beginning?
AMPLIFY	What strengths (positive deviance) already exist in this system that we could mobilise now? How will we do this?

FROM RESISTANCE
TO RESILIENCE

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Returning with the Elixir

Change **WITH** people.....
Not **TO** people.

Your AI Change Catalyst Toolkit

Take the learning with you.

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THRiVE POSITIVE

