

"It is not the ship as much as the skillful sailing that assures the prosperous voyage." – George William Curtis



Resistance and the Journey to Change

Mark S. James | December 27, 2018



In my previous post I talked about the most common barriers to organizational change: Resistance, lack of clarity or direction and unsustainable change.

Recall I also stated overcoming resistance to change depends on meeting three conditions¹.

Let's look at the first condition: **Dissatisfaction with Current State:** That is, there must be a lack satisfaction with the way things currently are for change to occur.

Human nature and organizational inertia tend to favor the status quo.

So, leaders and employees need to experience enough discomfort to overcome the desire to stay in the way things are currently.

Here are ways to gauge if dissatisfaction exists:

- ✓ What is not working that is keeping you up at night?
- ✓ Do you or your team spend more than 20% of your time on it?
- ✓ What is its current impact on operations, technology, employees?
- ✓ How is it affecting the ability to retain and acquire customers?
- ✓ Were previous efforts taken to solve this? How were they successful or unsuccessful?
- ✓ How will the business be affected if this is not solved?
- ✓ What would it mean to you and employees to solve it?
- ✓ Ask your leadership team and employees to rate the importance of this issue and the urgency to fix it, on a scale of where 5 = extremely high and 1 = extremely low

¹Adapted from **Organizational Transitions**, Richard Bechhard & Reuben T. Harris, Addison-Wesley