



Discovering Leadership™

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Change and Resistance: Making Progress

*Why are we changing—what's the case for change?
What are we changing to?
How will we effect the change?*

If an organization needs to undertake a 'change initiative' to move forward, the leaders must be able to look at an issue from multiple perspectives. They need to understand the role of power and incentives. Who will *favor* this change and why? Who will *resist* this change and why? What can the leaders do use their influence and make the case for the change? In addition, its leaders need to consider several critical elements which broadly enable or inhibit the organization's ability to effectively make *any* change — how great is the organization's capacity to take positive action? In almost all cases, (even if they lack the language) organizations launch projects to bring about change. Leaders therefore need to understand the dangers of absent or poor project management (including 'scope creep' and failure to address the needs of multiple stakeholders). They need the ability to frame a project as a series of interdependent tasks assigned to various staff members with intermediate milestones established to monitor progress.

"Accomplishing change often depends on the ability of the agent for change to deliver hope and [on] the willingness of organizations to tolerate the existence of change agents within the organization. ... An organization that does not have active change agents throughout the circle will lose hope, stagnate, and eventually die." Jane Galloway Seiling