



The Roots of Resistance

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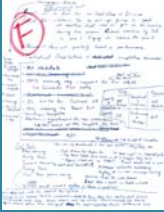



Failure is great, right?

- **Jack Ma, Founder of Alibaba** –Turned down by Harvard 10 times. “If you can not get used to failure, just like a boxer, if you can’t get used to being hit, how can you win?”
- **Milton Hershey** – Fired from apprenticeship with a printing company. Tried to start three candy companies all of which failed before Hershey’s became what it is today.
- **Sarah Robb O’Hagan, CEO of Flywheel** – “You have to say to yourself, failure is a part of growth; it’s going to happen. Don’t be scared of it because if you hold back, you aren’t going to get to the places that actually give you new skills.”





<p><u>We hear this...</u></p> <ul style="list-style-type: none"> Fail fast Fail forward Fail often Fail early Seek failure Fail better Celebrate failure 	<p><u>But feel this...</u></p> 
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CherryBlossom

No company leader is going to say they don't like innovation.

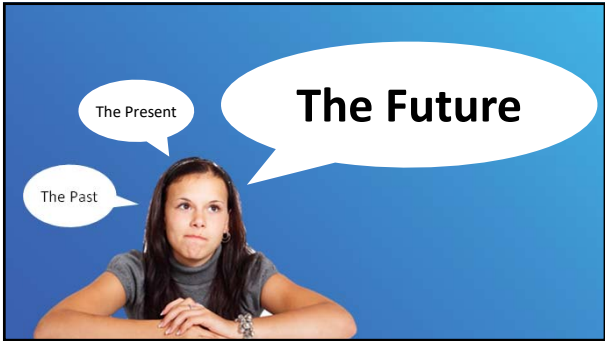
- 1. True innovation requires failure – we know this (in theory)
- 2. Humans (and companies) are wired to avoid failure
- 3. Some failure is good; some failure is bad
- 4. We're good at defining success...not so good at defining failure
- 5. Stop using the word failure

Where does resistance to change come from?










The Roots of Resistance

- ▶ Survival
- ▶ Success
- ▶ Stamina
- ▶ Short-term
- ▶ Sentiment

Sychology



Survival







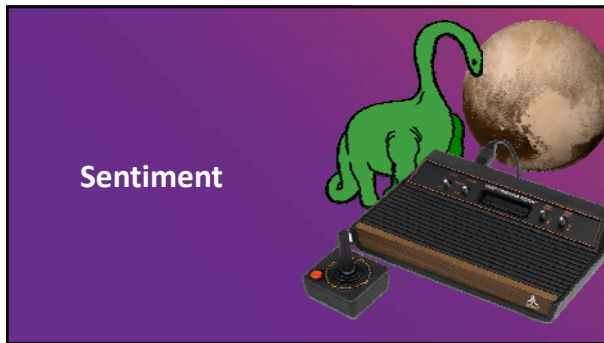


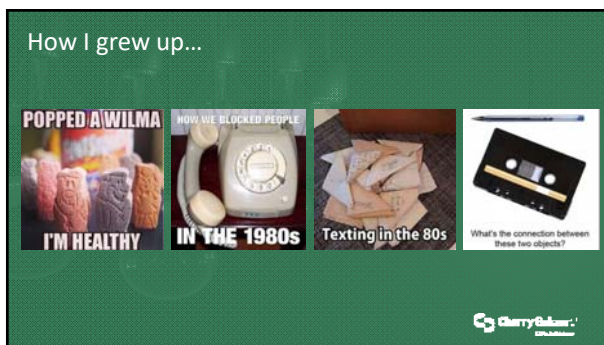


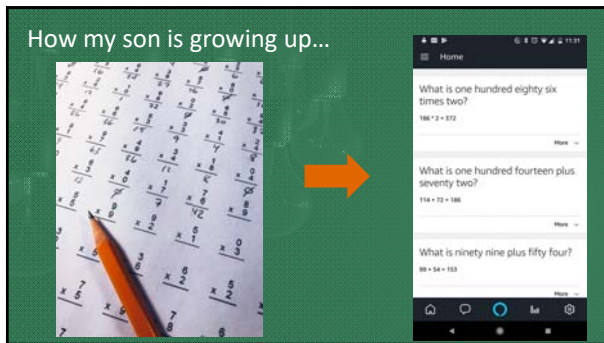














I'm the Boss



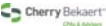
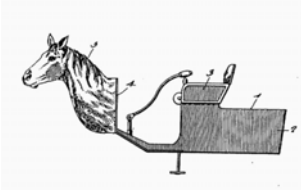
Manage ~ manus: hand, manual, handle things


Leader ~ leado; duc: to go, journey, take to places never explored



The Horsey Horseless

- ▶ Patented in 1899
- ▶ Designed to calm horses
- ▶ Ended up calming humans





Listeners ← **Tappers** →





Resistance spreads faster than germs

D x V x F > R

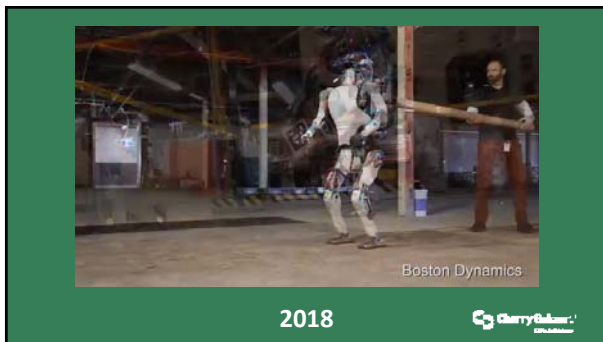
D = Dissatisfaction with the status quo
 V = Vision for the change's positive impact
 F = First step to implement change
 R = Resistance

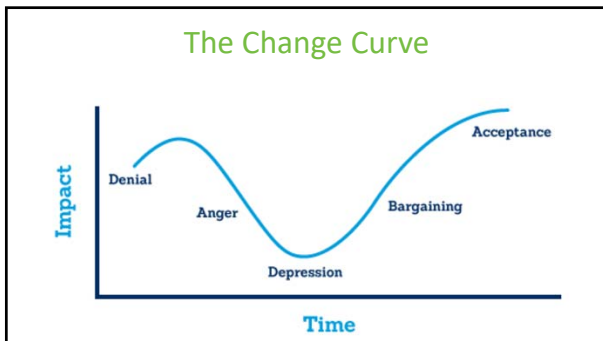
All our movies suck at first.

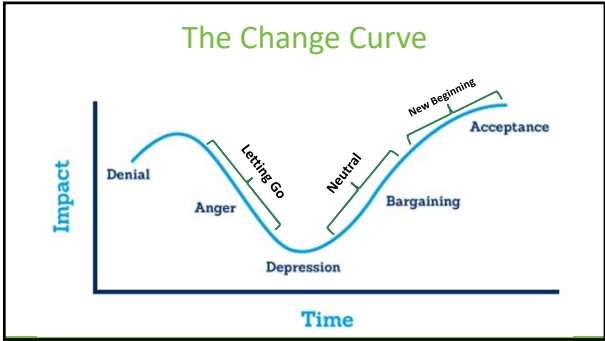
- Ed Catmull, President of Walt Disney Animation Studios and Pixar









Letting Go

- This won't affect me
- That will never get approved
- Our people will hate this
- I don't see the need for this
- The timeline is too aggressive
- Just a solution in search of a problem

Neutral

- What will this mean for us?
- This is going to be a lot of work
- Haven't we done this before?

New Beginning



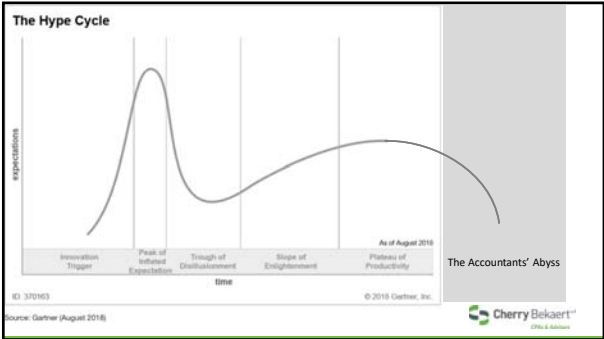
- How will this work?
- I'm ready to be done with this
- I'll just figure it out
- This might just work

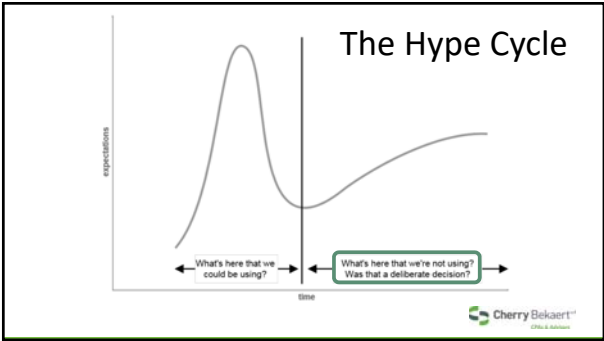
The Change Curve Conversation

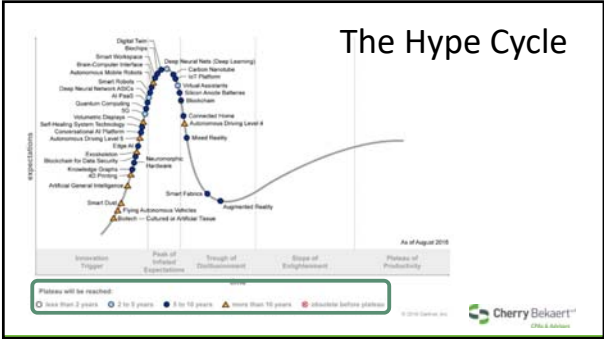


The Change Curve









It's 2020 and you have each just been elected to the board.

Like any new leader, you want to make a good first impression with your vision and path to get there. What is that vision?

Knowing where your company is today, what immediate steps would you and the board take to get there? In the next 2 years? 5 years?

It's 12 months in the future and we've failed. What went wrong?

1. List all the possible reasons for failure (no solutions)
2. Pick the top 10 problems – which do you have control over?
3. Identify proactive solutions, find back up plans and assign owners

