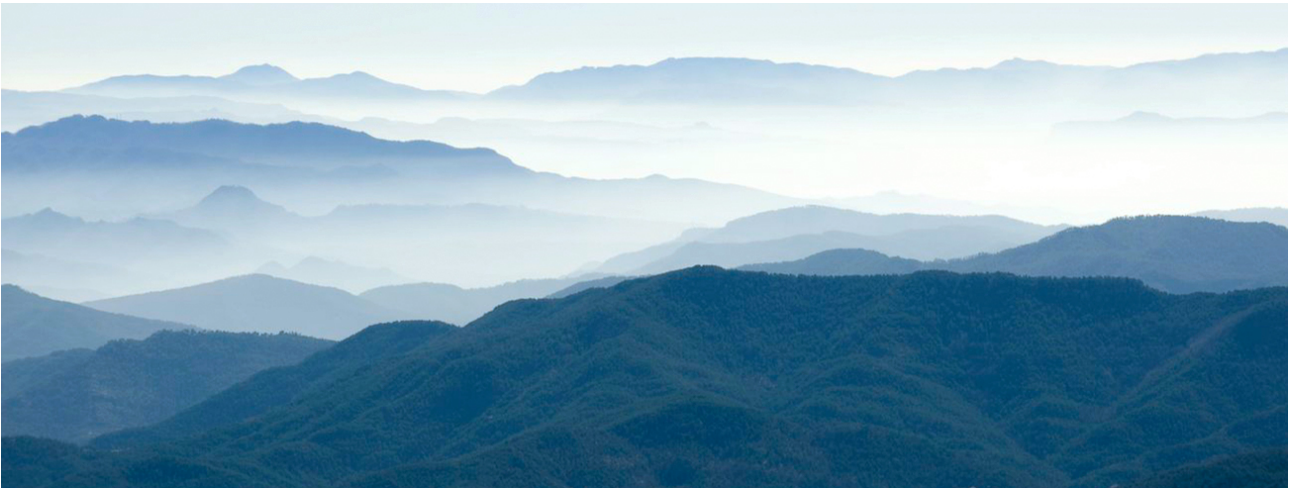


troisval

viewpoints #01



When your change process stalls

viewpoints #01

When your change process stalls

Are you leading a team of people into a new future and “they just don’t get it”? Are you heading a project, but the rest of the organization is putting too many obstacles in your way? Have you made an important decision, but implementing it consistently proves to be difficult? Then the following viewpoints will help.

If your change process has stalled, one alternative is to just try harder. In some cases this can be the right choice as change is never easy. It just might require more energy and endurance from your side to see things through.

If you feel you’ve tried hard enough, a second alternative is to look at how you are managing the change. Are you applying professional project management? Are you applying the lessons of change management? Advice in these domains can be easily obtained, and in many cases following best practice can fix the issue.

If you have already done these things, or have little hope that they will help, there is a third option: you could stop looking at your situation as a problem, and look at it as a major opportunity to obtain insight. What does the fact that the change process has stalled tell me?

**The reasons for stalling could contain
the keys for unlocking a huge potential.**

The first key insight your situation contains could be about the larger organization. What does my situation tell me about the wider context in which I am operating? Is my situation symptomatic for how things are done around here? If I could make the root causes for my situation transparent, would this add value to the wider organization?

viewpoints #01

The second key insight could be about your own change process. Often times, we feel the resistance we experience is irrational, but usually it is not. If what you are trying to achieve makes any sense and you have communicated it well, usually people are willing to support you. In these cases, people do not lack commitment to change, but they are committed to something else *at the same time*. Try a simple exercise: look at the situation through the eyes of your people and write down why it is perfectly rational for them to resist change. If you can not do this, chances are you do not sufficiently understand the people you lead. Understanding their assumptions and motivations are essential to implementing change, but also to sustaining it and to developing your organization further.

This could be your best chance to bring your team to the next level.

Finally, a third way to look at this situation is to step back and ask some inconvenient questions about yourself. Examples of such questions could be “could my way of leading be one of the reasons for failure?” or “if others need to change, can I stay the same?”. Leading change is very much linked to who you actually are. To some extent you are part of the solution, but chances are you are also part of the problem. This might be a huge opportunity for you to develop and adapt in a world, where leaders increasingly need to be able to lead through difficult changes.

A good place to initiate change is yourself.

There are a lot of helpful instruments out there to manage change. But at times it is worth taking a look below the surface and understanding the root causes of why you “got stuck”. This is an essential step to not stalling in the first place and moving the change process forward. It also has huge potential for the organization and yourself to grow.