

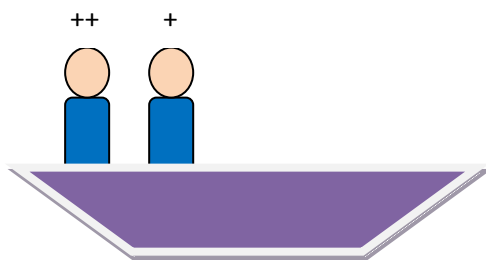
## 5 Men went rowing one day

Leading change always involves people, the approach we take in dealing with people and delivering change will determine success or failure. Understanding culture, often the reason for change, and the people within the organisation or system being changed are the keys to success.

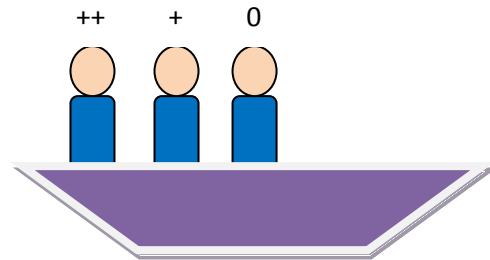
Individuals involved or affected by change can be often grouped into 1 of 5 categories.



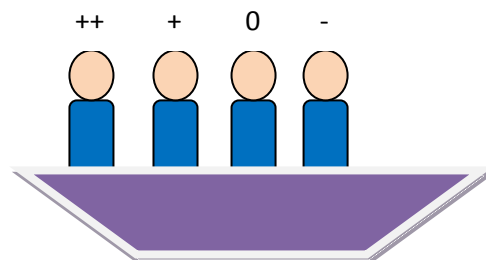
The “double plus” are individuals who give 150%, then really want to be in a dynamic changing environment, and thrive on leading and driving through change. They have lots of energy and are easily motivated, but sadly can get distracted and board if a change hits resistance.



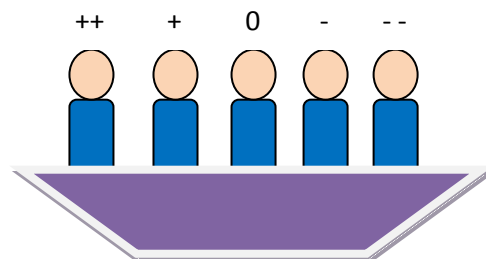
The “plus” are individuals who give organisations 110%, they are often difficult to show the true benefits of the change but once on board they are committed and see the value of the change, and become proactive and useful members of the team.



The individual in the middle of the boat represents the majority of people in an organisation. They tend to lean whichever way the majority are going, and are often easily led. Remember these are motivated not necessarily by a sense of achievement, but often have the mentality that you “work to live not live to work.”



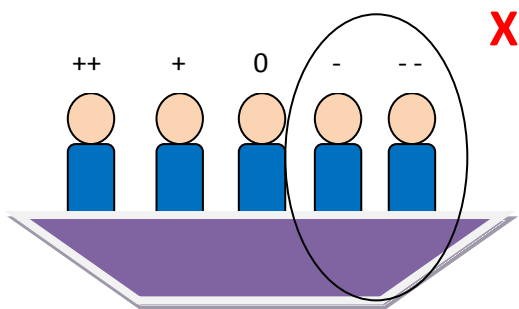
Mr Negative, for whatever reason, challenges the change, and the people leading it on technical grounds and will often be heard saying “what do you know about call centres you worked in a steel works?” Difficult to convert, since they are passionate in the belief that they are right and that the leaders of change are wrong.



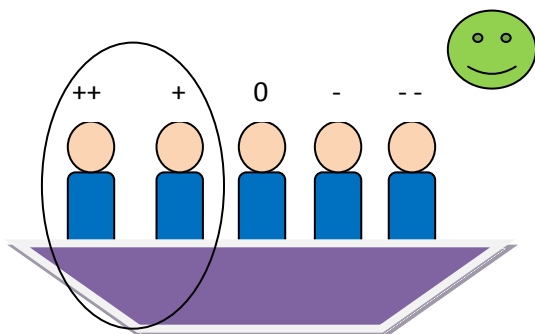
The final individual is Mr. Double Negative.

This individual has a grudge against the leaders of the change, perhaps they got promoted over him, maybe he doesn't like the car they drive – whatever the reason, this individual will go out of their way to make the change fail, even if they actually believe its a good thing to happen.

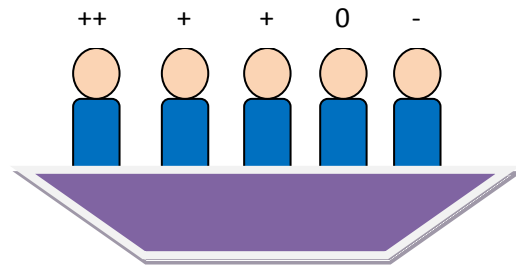
Although challenging to manage, the front of the boat is relatively easy to look after compared to the last two places but there is some wisdom worth considering.....



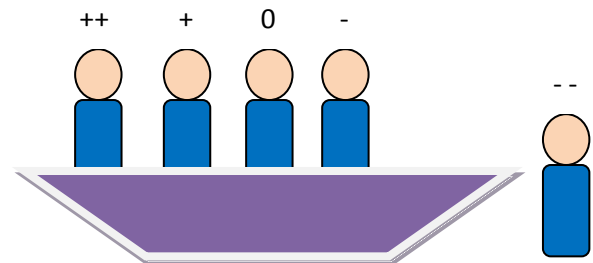
Convention thinking would suggest that time must be spent with the characters at the back of the boat; building trust; empowering and making them feel part of the team. The reality is that as time is spent trying to convert the back of the boat, the front become board and drift off onto other more “interesting” change projects.



Much better to spend what little time you have at the front end of the boat, focusing first on quick wins. Since by working at the front end of the boat one of two things happens.



Through visibility of the quick wins and peer pressure, Mr. Negative joins the ranks of the majority, and Mr. Double Negative, moves from challenging the leaders of change personally to challenging the leaders of change technically, or.....



Mr. Double Negative leaves the boat.

Sometimes it may not be possible to force them out of the boat and in reality these individuals may have positional power and ability (since technical ability is always easy to overcome with enough cash, buying in the expertise as required.) However if the person at the back of the boat is, for example, the finance director, the operations director, or son of the owner then if these individuals really do not like the leaders of change then in reality this change may never see the light of day. Since this kind of personal power barrier takes real time and effort to overcome, a resource which is often in short supply.

In short, work with the winners, the front end of the boat, build a portfolio of quick wins and drag the rest with you if need be.