

Three Ways to Sell Change

with

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“think
learn?
succeed

“Smart training for clever people”

Change is a normal part of life. People respond to it in three ways. Here's how to deal with each one.

1. Resistance

This attitude is expressed through disagreement or passive resistance. Resistant people will say things like, “I've tried doing that before and it just didn't work” or “That's not going to work.” Handle them with a **telling** communication style. Give clear and specific instructions. Set firm goals and measures. Closely monitor behaviour and give feedback regularly.

2. Compliance

Compliant people do what they are asked, but their hearts aren't in it. They say “I'll *try* to do that more often...” or “I suppose I can do that if it's what you really want.” Deal with compliance by using a **consulting** approach. Invite them to make suggestions. Ask questions. If they don't respond, give them choices instead of letting them opt out.

3. Commitment

When people are committed, they see the benefits of change and do whatever it takes to succeed. You'll hear them saying “Why don't we...?” and “Let's try...” Respond to committed people by using a **coaching** communication style. Let them work out what to do. Ask questions rather than giving directions. Remember to reward their initiative, too.

Read more about it

Senge, P: 1999 The Dance of Change.

I love Peter Senge's books. This one continues the tradition of the Fifth Discipline Fieldbook. It is full of great ideas for making change stick. My favourite section is titled “The Muck Stops Here”. It describes how you can use mistakes to generate success.

Book Eleanor to run a change management course for your team.

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