



HOW TO WIN A BAR FIGHT

Step 1: Identify Key Obstacles

Many work streams or projects will have obstacles. To overcome obstacles, the group needs to take a three-pronged approach: first identify key obstacles, then the specifics of the obstacles, and last, the possible solutions to the obstacles.

Obstacles	Specifics	Potential Solutions
Examples: Cost, time, feasibility		

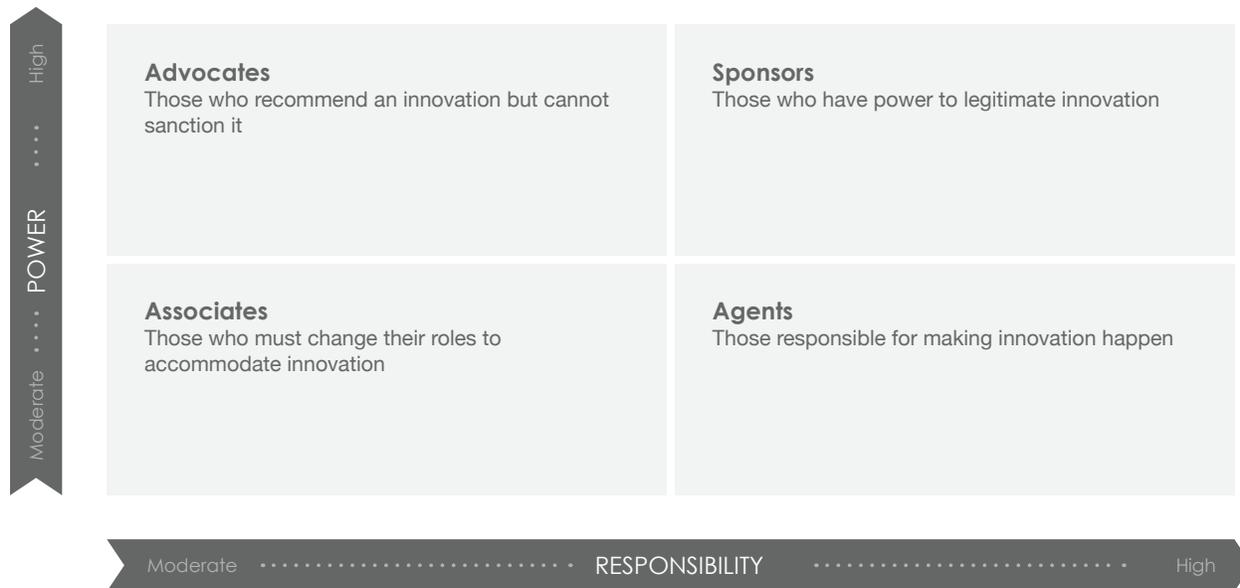
Step 2: Translate Ideas Into Action

Operationalize the potential solutions.

What Are We Doing?	Who Is Doing It?	Why Are We Doing It?	How Are We Doing It?	Where Are We Doing It?	When Will It Be Done?

Step 3: Identify Key Stakeholders

Who can make the innovation happen, and who can stop it?



Managing Organizational Change. Connor and Lake

Step 4: Analyze Your Key Stakeholders

For each key stakeholder, analyze their current position and where you need to move them to make your innovation happen.

Key Stakeholders	Hinder It	Do Nothing	Help It Happen	Make It Happen

Managing Organizational Change. Connor and Lake

EXAMPLE:

If an important stakeholder is hindering your project, move them to a position where they'll simply have no effect on it in order to eliminate this potential setback.

Key Stakeholders	Hinder It	Do Nothing	Help It Happen	Make It Happen
Person A		✓		
Person B	✓			
Person C			✓	
Person D	✓			
Person E		✓		
Person F				✓

➔

Key Stakeholders	Hinder It	Do Nothing	Help It Happen	Make It Happen
Person A		✓		
Person B	✓			
Person C			✓	
Person D		✓		
Person E		✓		
Person F				✓

Step 5: Put Together Your Persuasion Strategy

Identify key points for negotiation. What are key issues for each stakeholder? What can you offer to offset any losses? How can you sweeten the pot? How can you make them win when you win?

Address the following concerns for your stakeholders when you talk to them:

- Why should I listen to you?
- What's in it for me?
- What are the three most important things I need to know?
- What does success look like?
- What are the next steps?

CONSIDER THE SEQUENCE, OR A SERIES OF GUIDELINES, WHEN IT COMES TO ENROLLING STAKEHOLDERS:

Start with communication, and move through the hierarchy of strategies as needed. Coercion is the final and most extreme possibility for managing resistance to your innovation idea.

① Communication	② Participation	③ Facilitation	④ Negotiation	⑤ Manipulation	⑥ Coercion
Have you adequately listened to stakeholders' concerns (especially those who are likely to resist)?	Have you asked important people to join your team (This helps to alleviate the "not invented here" syndrome)?	Have you invited an impartial third party to help mediate differences?	Have you considered what the resisters stand to lose by implementing your idea? Can you offer something to offset any losses?	Have you spoken to friends and colleagues of resisters about the situation?	Do you have the power and need to enforce a "Do it or else" posture?

Choosing Strategies for Change. Kotter and Schlesinger

Consider what type of person your stakeholders are and speak to them in a way that they can understand and respond positively.

Collaborate	Create
Key stakeholders:	Key stakeholders:
Control	Compete
Key stakeholders:	Key stakeholders:

Reference the following communication styles based on different dominant logics:

Collaborate

- Talk about personal experiences
- Tell stories
- Smile
- Express emotions
- Put the person at ease
- Think out loud
- Use nonverbal gestures
- Acknowledge the role of intuition
- Recognize important spiritual symbols

Create

- Be enthusiastic and energetic
- Look at the big picture
- Expect to be interrupted in mid-sentence
- Draw concepts
- Use metaphors
- Look at the future
- Make it conceptually sound and clear
- Ask open-ended questions
- Explore how the pieces fit together

Control

- Provide details
- Be neat and on time
- Follow the rules
- Explain in sequential order
- Conform to accepted esprit de corps
- Ask close-ended questions
- Provide detailed data
- Demonstrate how it works

Compete

- Get to the point and summarize
- Be logical and analytical
- Critically confront the downside
- Use quantifiable facts to illustrate points
- Be very matter-of-fact
- Don't get emotional
- Show personal ownership
- Demonstrate a bias towards action

Last Words to Remember

- Select an area in crisis or exceptional performance
- Remember to pilot the innovation first
- Follow the acceptance gaining sequence (there is always a tradeoff between time and risk)
- Identify assisters and resisters and focus only on key stakeholders
- Every project needs a compelling story
- Communicate in the values of the stakeholders
- Diversify your initiatives and show small wins
- Work to understand what resistant stakeholders lose from the innovation and identify potential remedies