

14 Reasons Why Change Efforts Fail . . .

1. Change is very hard in a lot of organizations. Sometimes we don't want hard.
2. Organization is too focused on present performance to think about change.
3. Leadership mistakes their opinions about change for wisdom
4. Leadership focuses on "things" and forgets about "people."
5. Leadership makes commitments to change that they can't deliver.
6. Executives, managers, and supervisors won't let go of their power.
7. Functions continue to work within their silos and to protect the perimeters.
8. Leadership uses old lenses to try to see new things.
9. A lot of the people (at all levels) who need to change think they don't.
10. Leadership spends more time telling than asking; talking than listening
11. Leaders mistake means (how to get there) for ends (where are we going).
12. Leaders and followers mistake more participation for more permission.
13. Leaders lack the patience (or time) to let the change process succeed.
14. Sometimes the will to resist a change outweighs the drive to make it.

For additional reasons that change efforts fail, see our summary of *Leading Change: Why Transformation Efforts Fail* by John Kotter on www.harshman.com.