The Roots of Resistance

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Failure is great, right?

• **Jack Ma, Founder of Alibaba** – Turned down by Harvard 10 times. “If you can not get used to failure, just like a boxer, if you can’t get used to being hit, how can you win?”

• **Milton Hershey** – Fired from apprenticeship with a printing company. Tried to start three candy companies all of which failed before Hershey’s became what it is today.

• **Sarah Robb O’Hagan, CEO of Flywheel** – “You have to say to yourself, failure is a part of growth; it’s going to happen. Don’t be scared of it because if you hold back, you aren’t going to get to the places that actually give you new skills.”
Such an epic fail fellas!
We should fail more often! This is the best!
I LOVE THE F WORD!

We hear this…
Fail fast
Fail forward
Fail often
Fail early
Seek failure
Fail better
Celebrate failure

But feel this…

Cherry Bekaert
No company leader is going to say they don’t like innovation.

1. True innovation requires failure – we know this (in theory)
2. Humans (and companies) are wired to avoid failure
3. Some failure is good; some failure is bad
4. We’re good at defining success...not so good at defining failure
5. Stop using the word failure
Where does resistance to change come from?
We only make a handful of conscious choices each day

Why did you sit where you’re sitting?
The Roots of Resistance

- Survival
- Success
- Stamina
- Short-term
- Sentiment

Sychology
Survival
Success

The Father of Invention?
Stamina

Short-Term
Janus

Marshmallows & Candy Canes
Sentiment

The Horsey Horseless

- Patented in 1899
- Designed to calm horses
- Ended up calming humans
**Manage** ~ manus: hand, manual, handle things

**Leader** ~ leado; duc: to go, journey, take to places never explored

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**CHANGE SCORECARD**

![Image of a change scorecard with various elements highlighted in red, indicating potential issues such as change, confusion, anxiety, resistance, frustration, and false start. The image is adapted from a framework for thinking about system change by Knoster, Villa, and Thousand.]
Resistance spreads faster than germs

The robots aren’t ready...
The Growing Importance of Social Skills at Work

Tasks requiring social skills

Non-routine analytical tasks

Routine tasks

OCCUPATIONAL TASK CONTENT NORMALIZED TO 50 IN 1960

I'm not a robot

reCAPTCHA
Privacy - Terms

http://www.nber.org/digest/nov15/w21473

Toy Story was
All our movies stink at first.

- Ed Catmull, President of Walt Disney Animation Studios and Pixar

\[ D \times V \times F > R \]

\[ D = \text{Dissatisfaction with the status quo} \]
\[ V = \text{Vision for the change’s positive impact} \]
\[ F = \text{First step to implement change} \]
\[ R = \text{Resistance} \]
It's 2020 and you have each just been elected to the board.

Like any new leader, you want to make a good first impression with your vision and path to get there. What is that vision?

Knowing where your company is today, what immediate steps would you and the board take to get there? In the next 2 years? 5 years?
It’s 12 months in the future and we’ve failed. What went wrong?

1. List all the possible reasons for failure (no solutions)
2. Pick the top 10 problems – which do you have control over?
3. Identify proactive solutions, find back up plans and assign owners

The Knowledge Window

- **Known, Known**
  - What we predict
  - Ex. Cloud-based, working remotely, offshoring
- **Unknown, Known**
  - Others do this today
  - Automation
  - Artificial Intelligence
- **Unknown, Unknown**
  - Anyone’s guess
  - Knowledge that you won’t be right
- **Known, Unknown**
  - Innovators
  - R&D
  - Not guaranteed to be successful
Compass vs. Map

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