

RESISTANCE TO CHANGE DOESN'T EXIST

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The Harsh Reality of Resistance¹

The Hopeful Reality of Resistance

Resistance = _____ about:

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The Levels of Resistance from the Theory of Constraints²

- 1.
- 2.
- 3.
- 4.
- 5.

¹ See "Resistance as a Resource" by Dale Emery, http://dhemery.com/articles/resistance_as_a_resource/

² <http://www.dbrmfg.co.nz/Bottom%20Line%20Agreement%20to%20Change%20More%20Layers.htm> has a nice summary of the various versions of the TOC Levels of Resistance

Agree with your table group on a change to use for this exercise. For example,

- Component teams → Feature teams
- Annual budgets → Investment themes, monthly coordination, and stable teams working on the highest value features
- All the tasks planned and estimated in hours in Sprint Planning → Just-in-time task generation and no task estimating

Write your change below:

Brainstorm objections you might hear to the proposed change. After you've listed several objections, go back and discuss what level of resistance each objection indicates and what information the objection gives you.

Where have you seen similar resistance in your work? How did you respond then, and how would you respond differently now?