

**Innovator
Insights**

**Disruptive
Innovators
Network**

Handling Resistance and Getting Buy-in Your Questions Answered

**Innovators
Assemble**



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Innovation

Wider Buy-in And Engagement

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Q1. How do you get buy-in from team members and wider colleagues who are hesitant, especially when it's for a project or change that can be difficult to sell?

A change I led years ago in a software department had a strong legacy culture and my job was to go in and break and mix the team up and rename it, so the organisation could be more agile. We started with 'why is this change important and why are we doing it?' but realised what they cared about was the threat to its legacy. Once we understood that, we knew how to lead it in a different way. Giving them a new identity was the most important thing before taking away the old one.

Q2. Are there any good keywords or phrases to use?

Use questions to help you learn where other people are coming from, like "I would like to learn about this, tell me more about", "what do you think about this", "what's challenging for you?"

Also set expectations and make it clear what's up for discussion and what's already decided. People like that transparency, so don't pretend, because people feel you've wasted their time if it's a done deal already. Say the goal is set, but how we get there is up to you.

Acknowledge feedback on concerns too. You don't have to agree but you do have to listen to where people are coming from. Use "I hear you", "can I check my understanding here". Use you said, we did and be accountable to the people you're involving in the change.





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