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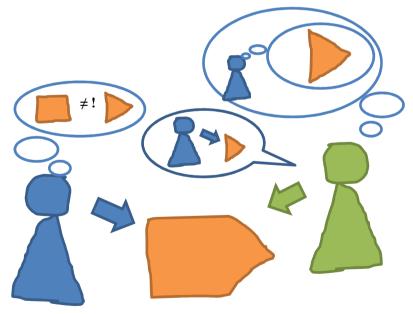# Introduction

It is said that a picture is worth a thousand words. So here's below a picture of what I would like to talk about in this book: what's usually done that is not working, what consequences this has, why we keep doing it and what I propose should be done instead.

Figure 1-1 The situation considered by this book

The Orange form is a metaphor for the work that is the target of the change for Green, the change agent.

Blue represent the people working with Orange and that know best about it. To them, Orange is a square and whatever is said, there's no way to make them change their mind about it. Indeed, would you like to make them consider the triangle part, they wouldn't follow you as they don't see the point of considering their square from another side.

Green is the change leader. It might be the top management or some external consultant with an expertise on the field of Orange stuff. To Green people, Orange is a triangle from their own perspective.

There's no point in arguing whether the truth is a Square or a Triangle or some other form. The fact is that a Blue or Green perspective provides a vision of Orange that is what it is to them, and, most probably, this perspective is the truth to them.

We can see that Green, most probably because of his position of power or expertise thinks that his vision of the situation is righter or that Blue shares it. Consequently, it asks Blue to change and act upon Orange as if it were a Triangle. Two consequences may happen at this stage:

— Blue doesn't perceive the difference between his Square and the proposed Triangle (doesn't detect the difference in assessing Orange) and just goes on with the change plan. Once Green leaves, though, Blue will go back to how things were done before, because, unconsciously, his previous work habits better fit a Square than that imposed by Blue that were directed at an (undetected) Triangle.

— Blue does perceive the difference between the blue vision of the Triangle and his own vision of the

Square and just resist the change because the proposed image doesn't match their view of reality. Wrestling occurs with most probably collateral damage (disengagement, valuable staff leaving, etc.) and, in the end, the situation either is worse than before or it ends up reverting to its initial state; the organization just lick its wounds and cries over its losses (people, motivation, finance, opportunities…)

1.1 About the colorful metaphor

Some reader might wonder about the book's title. There's a small story behind it.

As most people know (and this book is indeed related to this), what you know is evident for you. But when it comes to explaining to others that you don't know have the same background to you, it's often difficult if you want to ensure they understand what you're talking about. It might be a construction of mine that I think people won't understand me, so I usually try to take a lot of precautions to avoid giving too complex an explanation.

So it came that David and I one day exchanged on that topic of Change Resistance and here how it went (more or less I don't remember the details):

— "hey, I have this (e)book I'd like to write on the subject of change resistance, wanna hear about it?
— Sure, said David.
— Ok, so… err… hmm… (Damn I don't even know where to start!)

So there I was trying to speak passionately about something that was filling my mind since quite a few months, and unable to utter a word (in English which furthermore didn't help…) So I came up with this metaphor, and since it seemed that David understood it, I

decided to keep it. Of course, it might be that David just smiled to reassure me and that he didn't understand a word, and living in UK as he was, he was too good a gentleman to say my explanations were… lame? So here it goes:

Suppose your mind is painted in just one color (say: green). Whatever you see is always painted in green, and whatever you do always has this green color. This is your mental model: green. It turns out that if people talk green to you, you will fully understand them as they speak what you are able to understand. But as soon as they try to throw another color at you, you will immediately spot it since it is blatantly different from all that you are accustomed to (green). So obviously, this has two consequences:

— Any color (of mind) different from your own, you will immediately notice
— Any different color will appear "wrong" to you since you've always been raised in a green environment. Your truth is green, so all things must be green to be true.

It also turns out that if people want to show you things of a different color, you will either be blind to it (you'll only see the green parts of them, the rest will be blind to you) or you will reject it as being wrong (of the wrong color, true being green). So if people want to teach you to see things of another color, they have only two possible paths:

1. Show you that even your green as some different nuances and that what they propose also has these kind of nuances
2. Or show you that what they propose, although of an overall different color, it still has some green here and there and that it can connects with your own green mental model.

There it was: all my wonderful theory in splashes of color. All I had to do now was to put it in words on paper. As I

hadn't the fainted clue where to start, David gently coached me in a solution-focused way and asked me:

— "what's the smallest step you could do to start on your book?
— Well, I suppose I could just write down what I just told you (which I didn't take note of, of course… bummer!)
— What's an even smallest step?
— Maybe just jot some notes down?
— And an even smaller step?
— Maybe I could just create an empty file with a title?"

And there I was the next day: I had the current title in mind and I created a file with that titled. I sticked a v1.0 at the end and that was the beginning of it.

Many, many thanks, David, I owe you much on this one!

More importantly, David just did to me what I'm going to present hereafter, though from a principles view (that is, in a more complicated and abstract way than is usually done).

ॐ ☙ ☜

End of provisory introduction.

If you are interested in reading more of this book, please let me know by filling in the form here:

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Thank you for your support!

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