



Forward



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## When Your Team is Rejecting Your Ideas to Move Forward

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Graphic by Valerie Schoolcraft of KCS

This often happens when you are the new leader. You come in with new ideas, perhaps even a mandate from those above you, and you see some things that have been done the same way for a while or just being done in ways that you don't think are moving toward the goal as efficiently and effectively as possible. You lay your ideas out there and you get pushback and a list of reasons why that isn't a good idea.

You're not alone!

Let's start with the why behind this phenomenon:



*Are you seeking a*  
**PROMOTION**  
*or perhaps*  
**A NEW ROLE**  
*in or outside your*  
**current organization?**

*Take Advantage of*  
a **COMPLIMENTARY,**  
**NO-OBLIGATION**  
**COACHING SESSION!**

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*I am an*  
**experienced**  
**career coach.** I work  
with folks who are in the  
early stage of their career  
all the way to individuals in

1. **There may be some on the team who are resentful that you got the job.** So they're not going to jump right in supporting all your ideas, when maybe they interviewed and thought they had better ideas and are determined to prove they were right.
2. **Another reason is that they have worked very hard to get to the point where they are as a team.** They've created new ideas and made great gains they are proud of. What they are doing finally worked and they believe in their methods. Changing them now is, in a sense, and in their minds, negating their hard work and diminishing their accomplishments.
3. **They are not ready to let go of the way things are.** We, as humans, tend to be creatures of habit.

In his book, Transitions in Change, William Bridges talks about three phases of transition that people go through and the different management techniques needed for each phase. The first phase is called, "Letting Go", and during that phase, what I just described in the 2<sup>nd</sup> and 3<sup>rd</sup> reasons above are part of what is going on during this phase. To help folks be willing to move forward requires first, recognizing the work they have done, how far they have come and sincerely giving recognition and attention to that which they have worked hard at accomplishing. It also takes an understanding that they are "grieving" having to move forward or away from the current status. That requires genuine listening and acknowledging their grieving and emotions around the proposed change. So it starts with listening – genuinely – and acknowledging what you are hearing. This is a perfect time to use your best active listening skills.

How do you help them to make the shift you want them to make?

## It Starts With Your Vision

the C-Suite who are seeking a new position or promotion, internally or externally, and those starting a new role. Let me share a little about the process I use to help you land in the RIGHT job and then start strong to show that you were the right choice!

**First**, I will work with you to understand and help you get clear about what you want.

**Second**, I am skilled at helping you uncover strengths and skills you don't recognize in yourself. I'll show you how to dig deep and raise your awareness of the value you bring to a potential employer.

**Third**, it's not enough to recognize your value. I will help you develop your "elevator pitch" and learn how to characterize and communicate your value, skills and strengths in ways that cause networking contacts, interviewers and hiring managers to sit up, take notice and remember you in a very positive way.

**Fourth**, I will show you effective ways to broaden your network and open doors.

**Continually**, I will be a thought partner through your job search or promotion process and beyond. I will help you

# Why?

**For folks to want to follow you where you are trying to go, there must be an inspiring vision that gives them a reason to follow you.**

**So what creates an inspiring vision – here are important elements:**

- It has a worthy purpose
- The reason is clear
- It's achievable
- It has a degree of challenge
- It is connected to a dream
- There's a story behind the "why" that is compelling
- It is motivating
- The values behind the vision are consistent with my values
- My role is clear and understandable
- There is team buy-in

**So start with the why.** It needs to be a compelling reason and a story behind your why that inspires them to want to address the issue in your story. Your explanation, needs to use "we" throughout, making it clear that this is a team effort, showing them what skills they have that are valuable for this endeavor and how much they are needed. It is also important to clearly communicate that there is a place for their voices, their wisdom, their experience and their feedback and honest critique to your ideas.

When it is appropriate, the vision may therefore very well be improved upon or shifted in ways that can get you where you want to go with tweaks that allow the team members to put their own signature on the project. They need to feel a part of it and that they still have a role and their ideas are still valuable within your plan. If your plan is an "I" plan, then that may be one of the reasons you are getting pushback.

**Here are some questions to ask yourself:**

strategize for interviews, serve as a consultant in preparing for and negotiating job offers, and walk you through a process to prepare for your first days on the job and make onboarding a tool you use to fast-track your success in the first few months.

**Reach out for a complimentary call and let's chat.**

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Fight for the things that you care about, but do it in a way that will lead others to join you.

RUTH BADER GINSBURG

**If you talk to a man in a language he understands it goes to his HEAD.**

**If you talk to him in his language, that goes to his HEART.**

**-Nelson Mandela**

Why do I believe this is the right approach?

What evidence do I have to share, that it is?

How can I present this as a next step to what they have accomplished or a next phase, rather than moving away from what they have done?

What is the cost of not trying it?

What would happen if you proposed it as a “pilot” approach, tried it and then sat with the team to assess how it’s working and what would make it work better?

What do each one of your team members need? What are their needs around recognition? What are their fears?

What skills does each individual team member have that are needed for moving forward with your approach? How can you help them see their value and their role in what you want to do?

What is the cost of not doing what you are suggesting? How can you present that?

What is the cost of doing what you are suggesting without the support of your team?

This can be a complicated issue. If this is something you are struggling with, reach out to me. This is a perfect example of an issue where coaching can help you find the clarity you are looking for to make your best decision.

So, clarify your vision, sell it well, invite your team to collaborate with you and give them the recognition and support they need.

**I wish you and your team well!**

**Joy Conley Kacik**

**Joy is a conference speaker, team and leadership development consultant, customized trainer and facilitator and a Certified Professional Coach with expertise in**

## CONNECTION

“The energy that is created between people when they feel seen, heard and valued. When they can give and receive without judgment.”

BRENÉ BROWN

**If you could kick the person in the pants responsible for most of your trouble, YOU WOULDN'T SIT FOR A MONTH.**

**-Theodore Roosevelt**

personal career coaching, job offer and salary negotiations and executive coaching.  
As an Insights Discovery® licensed practitioner, Joy provides clients the added value of the Discovery® Portfolio of tools when working with individuals, teams, leaders and organizations to create inspiring visions for collaborative, cohesive teams to produce superior results.

[www.kacikconsulting.com](http://www.kacikconsulting.com)  
[joykacik@kacikconsulting.com](mailto:joykacik@kacikconsulting.com)  
[| View LinkedIn Profile |](#)



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One of the most common ways to overcome resistance to change is to educate people about it beforehand. Communication of ideas helps people see the need for and the logic of change. The education process can involve one-on-one discussions, presentations to groups or memos and reports.

John P. Kotter is the author of the book Leading Change.

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**CHANGE HURTS.**  
It makes people insecure, confused, and angry. People want things to be the same as they've always been, because that makes life easier. But, if you're a leader, **YOU CAN'T LET YOUR PEOPLE HANG ON TO THE PAST.**

**-Richard Marcinko**

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“I’ve learned that  
people will forget  
what you said,  
people will forget  
what you did,  
but they will  
never forget how  
you made them  
feel.”

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Maya Angelou

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2408 West Street

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