

# Dangers when leading change

## Marginalisation

- You are moved physically (being moved to a different department or an office out the way).
- Your authority limited to one subject (e.g. on a committee).
- Issues are personalised – the issue is tightly associated with you, so that people who don't like you don't listen.
- An issue becomes only your problem – if you are there to represent a viewpoint, nobody else needs to worry about it.
- You are forced to be everyone's conscience – because you have to always remind people about the issue (that's what you've been brought in to do) you are seen as always 'going on and on'.

## Diversion

- You are encouraged to broaden your agenda into areas outside your competence (and mistakes here devalue your other work).
- Your time is overwhelmed.
- You are kept busy with other people's agendas.

## Attack

- Your position is attacked directly.
- You are attacked directly.
- Attempts are made to discredit you personally (or your organisation) (so that focus is moved onto something irrelevant).
- You are made to lose your composure (which discredits you).
- Your arguments are misrepresented.

## Seduction

- You are influenced by personal (organisational) gain – you are flattered, encouraged or paid in order to divert or weaken you.
- You aren't prepared to disappoint your own supporters (who believe that other people's positions are the wrong ones) so you get too far out on a limb, or push too hard, or move too quickly.
- You are encouraged to always have an answer, taking issues and responsibilities away from people rather than giving them back.

**Based on the work of Ronald A. Heifetz and Marty Linsky, in "Leadership on the Line" ISBN 1-57851-437-1**