

Insight Eight

Who or what will support and sustain me?

In any organization, working out who will support the change is vital. Some will support the idea; others will support you when you need it – mentors, friends, a coach, an outside pastime.



Marina holds a high pressure role in a major organization constantly in the public eye. The marketplace is fast changing and requires constant attention to the brand offering. Other functions in the business depend on her department to provide them with flows of data for decision-making. She described the role as “exciting but relentless”. Her coaching had arrived at the issue of work/life balance and, clearly, there was no easy resolution. Having weighed up everything she realised that there was one thing she was not going to compromise on: her love of music and playing and in a string quartet. “This requires total concentration and is intensely satisfying; it de-stresses me wonderfully!”

Jill was taking on a new role, changing long established work practices that, by definition, would create tensions, political manoeuvring and not a few enemies, across the organization. “I feel like I need a flack jacket and tin helmet”, she told her coach. Together, they did a bit of *force field analysis*, trying to work out who would be supportive, who would be ‘fence sitters’, and who would be antagonistic. It was clear that the *pros* balanced the *antis*, so it was an obvious task to win over the undecided. This was re-assuring. Then, on the family front, Jill made a pact with her family to go swimming together twice a week and keep fit for the challenge!

