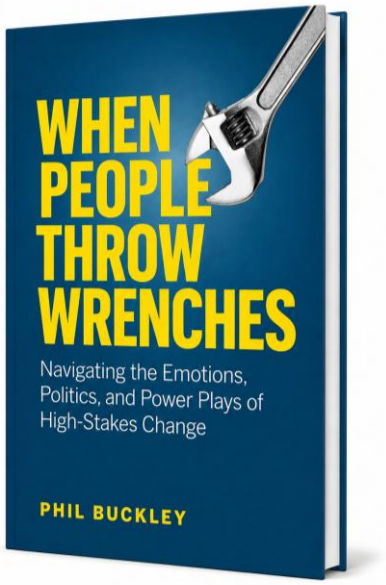

WHEN PEOPLE THROW WRENCHES

Navigating the Emotions, Politics and Power Plays of High-Stakes Change

WHAT THIS BOOK IS ABOUT

Change initiatives don't fail because of the wrong strategy. They fail when people feel threatened and start protecting themselves and their interests.

When people feel at risk of losing status, control or relevance, they try to improve their position, even when it undermines an initiative's success. You will learn how to spot self-interested behavior early, decode the emotional drivers that motivate self-protection or gain, and respond in ways that protect credibility, relationships, and results.

READERS WILL LEARN HOW TO

- Identify the four reasons people throw wrenches into change.
- Decode the five negative emotions that drive self-interested behavior.
- Recognize the ten most common political maneuvers and power plays that derail change.
- Apply a pragmatic four-step approach to neutralize disruption and protect outcomes.

WHO THIS BOOK IS FOR

Executive Sponsors | Leadership Team Members | Change Professionals | Project Managers, Consultants | Anyone else responsible for delivering a high-stakes change.

WHY PHIL BUCKLEY

- ✓ 35 years guiding organizations through complex, high-stakes transformations.
- ✓ 32 large-scale initiatives based in Canada, the U.S., and the U.K., including co-leading global change management for the $19.6 billion Kraft–Cadbury acquisition.
- ✓ Author of *Change on the Run* and *Change with Confidence* (both award-winning).

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PRAISE FOR

"Drawing on decades of real-world experience designing and leading major organizational change initiatives, Phil Buckley provides practical strategies to interpret employee behaviors, build influence, sustain relationships, and successfully lead organizational change."

Jessica Riley, VP, Human Resources, US Category, Marketing, Strategy & Transformation, Mondelez International

"By mixing lessons from his lifetime of change experience with practical insights from published research, Phil Buckley offers simple, field-tested solutions for how to diagnose and successfully manage the political wrenches. An invaluable resource for anyone who struggles with resistance from others in their efforts to produce change."

Dr. Jamie Gruman, Professor & Senior Research Fellow, Gordon S. Lang School of Business and Economics, University of Guelph

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