



POST · 09 JULY 2026

Writing something down doesn't make it happen.

I know that sounds obvious. But I have spent the better part of my career walking into situations where someone, somewhere, genuinely believed it did. A document gets drafted, shared by email, maybe presented in a meeting – and then the wait begins. For people to follow. For things to change. **For the teams to somehow reorganise themselves around what was written.** And the frustration that follows is almost always directed outward: at resistance, at inertia, at people who "just don't get it."

It **never** works that way.

Real change, the sustainable one, starts before anyone opens a laptop. It starts with understanding what problem you are trying to solve and being honest about the fact that what feels urgent and obvious to one function can feel irrelevant, or even threatening, to another. **That gap isn't stubbornness. It's perspective.** And it's your job to cross it, not to expect others to.

In practice, this means going to people before you have answers. Understanding what they are trying to protect, what pressures they are operating under, what success looks like from where they stand. And then building something that actually reflects all of that – not just the view from your own desk.

The outcome won't always make everyone happy. It rarely does. But **there is a significant difference between a decision that people disagree with and a decision they don't understand.** When the process was genuine – when people know their input was real, not decorative, and that the final call was weighed against what is good for the organisation as a whole – they can accept an outcome that doesn't go their way.

That trust is not a soft thing. It is one of the most valuable things you can build in a career. Do this consistently – really consistently, **not just when it is easy** – and people begin to know that when you are involved, the decision was made properly. ***That reputation, once earned, opens doors that no document ever could.***