

# Building Buy-In to Lead and Sustain Organizational Change

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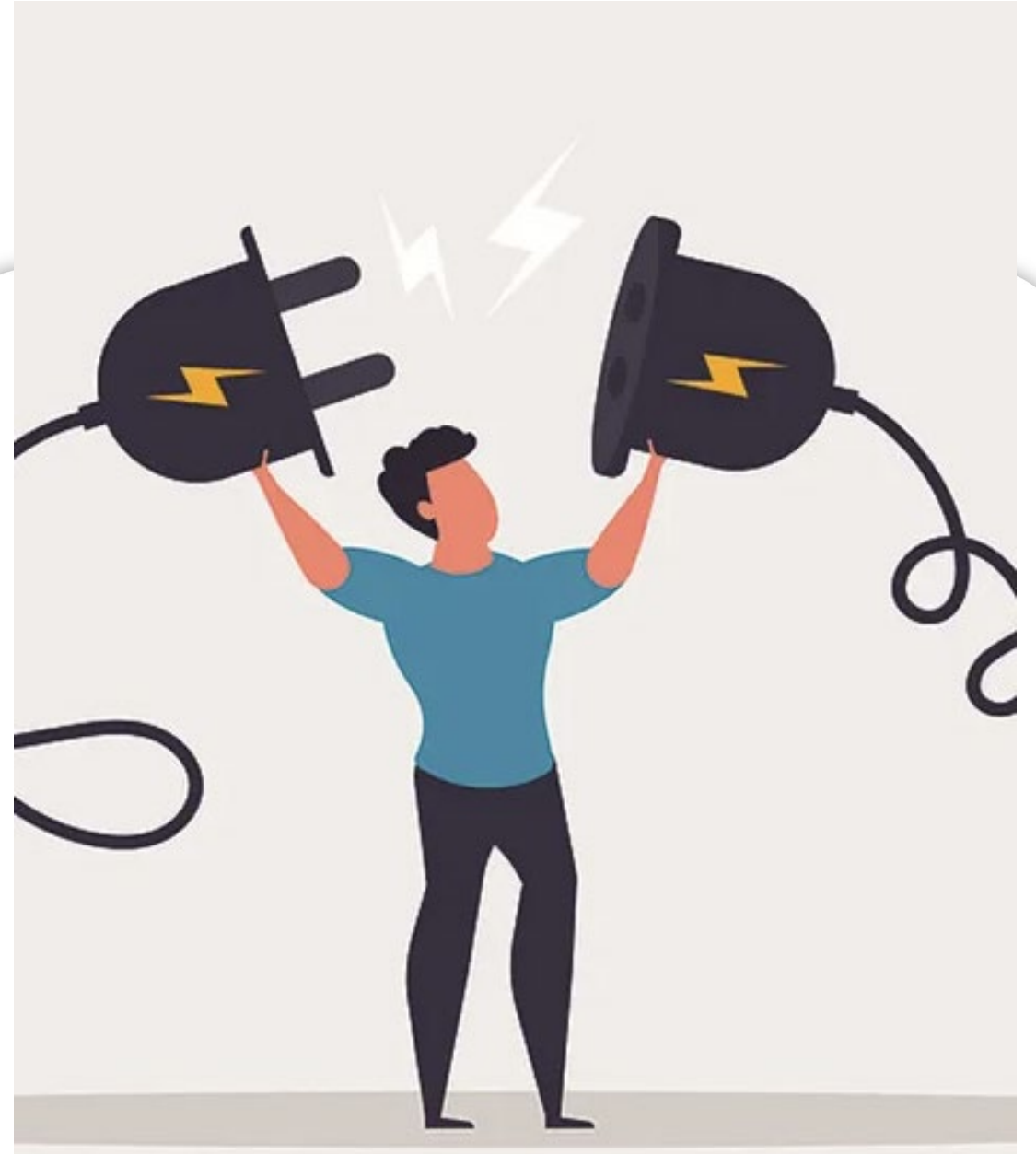
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# About Your Presenter

- Management faculty at Indiana University (Bloomington) Kelley School of Business – 26 years
  - Ph.D. – The Ohio State University
- Human Resource Consultant – 10 years
- Executive Education – 35 years
- LinkedIn Learning Author – 12 courses translated to 16 languages
  
- Rose Bowl attendee – January 2026
- Live theatre fan. Sideline sports reporter. Rescue dog mom.

# After this session, you will:

- Understand physical and psychological effects of change
- Diagnose resistance to change
- Employ leadership strategies to enhance buy-in for new initiatives



# MANAGING CHANGE?

**YOU DON'T NEED TO HAVE ALL THE ANSWERS.**

**YOU NEED TO LEARN HOW TO LEAD WITHOUT THEM.**

# **Share a current change initiative happening in your organization**

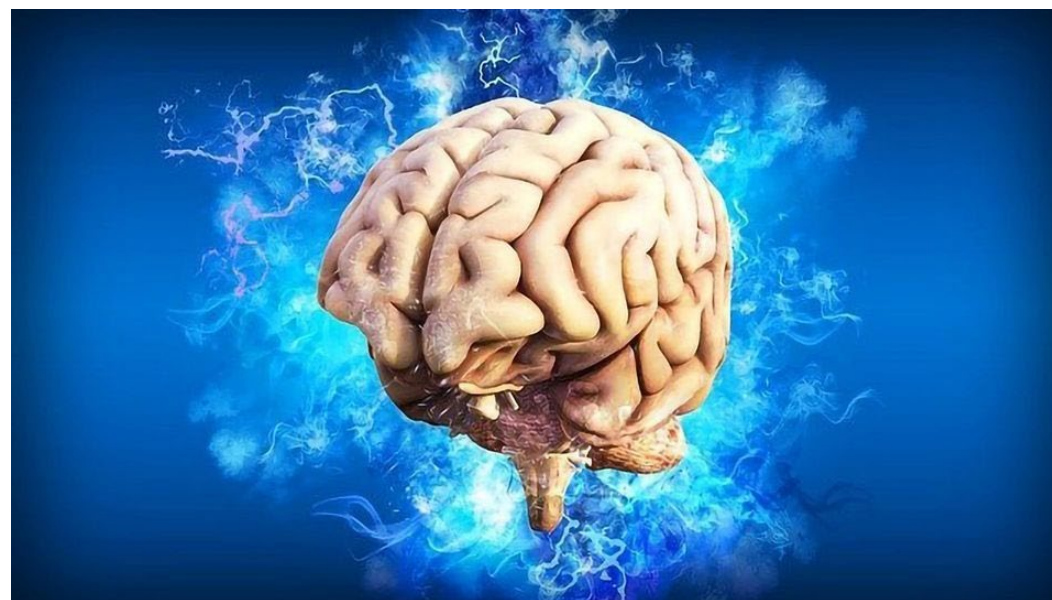
Small Group Discussion

# This Is Your Brain on Change

- Threat response
- Cognitive overload
- Emotional exhaustion

Leading to:

- Change fatigue
  - Emotional and physical exhaustion caused by continuous change
  - Symptoms: Cynicism, disengagement, decreased trust, anxiety



# Why People Resist Change

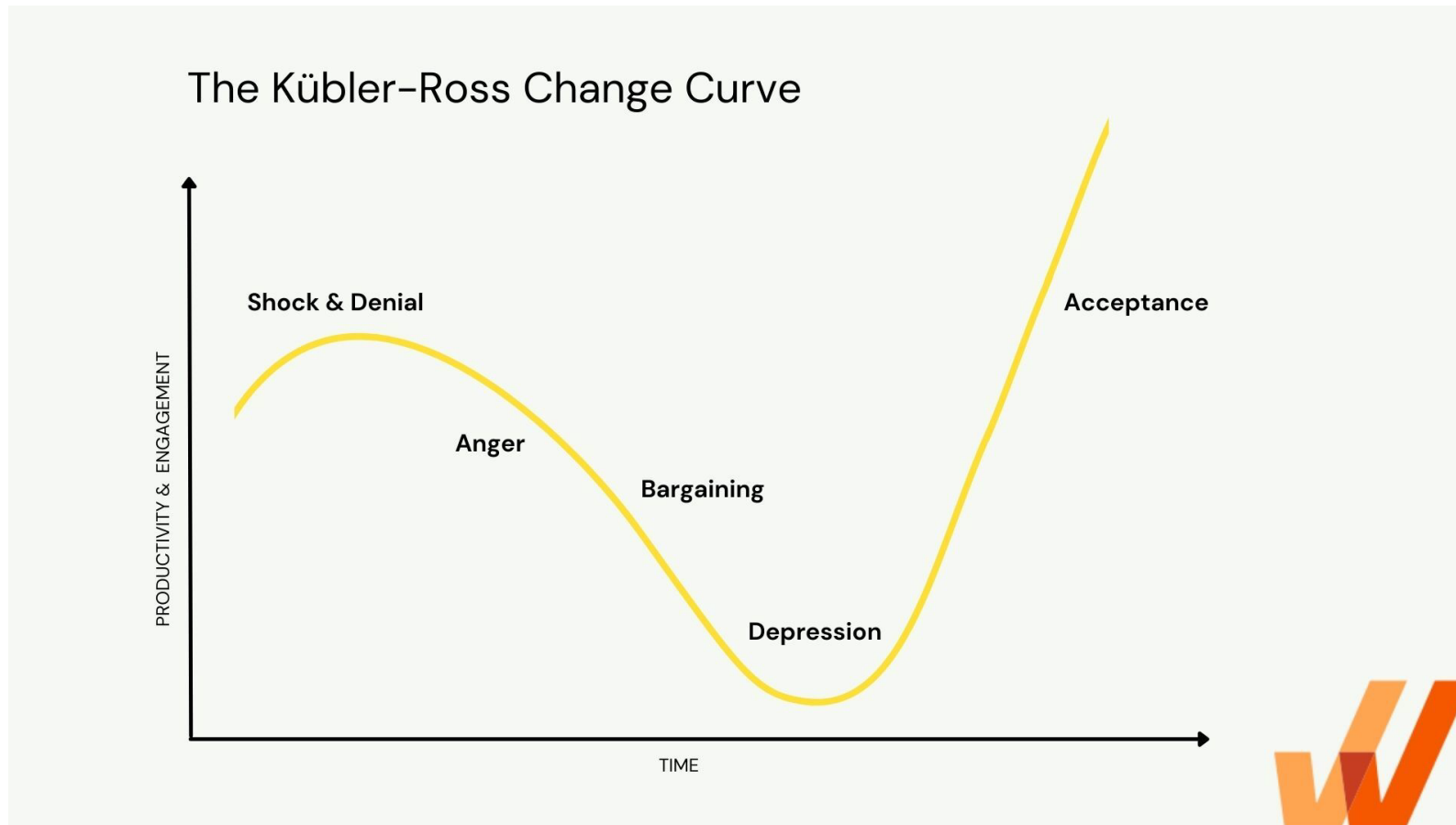
Habit

Need for  
Security

Loss  
Aversion

Selective  
Information  
Processing

# Meet the “Change Curve”



**Consider the change initiative you identified.**

**What might people fear losing as a result of the change?**

Small Group Discussion

# Buy-In Strategy #1: Communicate with Care

Share what you know and what you don't

Set timelines for updates

(And keep your promises)

Repeat key messages frequently

*“Here’s what’s happening / what it means  
for you / what support we have”*



# Buy-In Strategy #2: Create Micro-Stability

Daily stand-ups, weekly check-ins, consistent rituals

Visual reminders of consistency

*“Here’s what hasn’t changed”*



# **What micro-stability can you introduce into your current environment?**

Small Group Discussion

# Buy-In Strategy #3: Teach Adaptation

Encourage experimentation: Foster a “test and learn” culture

Celebrate learning from failures

Embrace After-Action Reviews

*“What’s unclear for you right now? What do you need to move forward today?”*



# Buy-In Strategy #4: Be Emotionally Predictable

Be real without being raw

Practice regulating before  
responding

*“I’m working through this too.  
Here’s what I’m focused on.”*



# Buy-In Strategy #5: Lean Into Idea Champions

Talk regularly with people who actively and enthusiastically promote an idea, build support, and overcome resistance

*“Let’s talk about the WHY for a minute. What’s the upside we don’t want to lose sight of?”*



# Your Role as a Change Leader

- Mindset shift:
  - From “Managing change” to “Leading growth”
- Good leadership has:
  - Empathy
  - Transparency
  - Courage
  - Flexibility



# Your Role as a Change Participant

- Mindset shift:
  - From “Wait and see” to “Testing and improving”
- Good participation has:
  - Curiosity
  - Adaptability
  - Constructive candor
  - Resilience



# Questions? Comments?

“Change is a constant. Growth is a choice.”\*

\*Attributed to John C. Maxwell & Jim Kwik

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