

Preface

Sometimes change means doing things different.

Yogi Berra

Anyone standing before an audience, whether to facilitate, train, or entertain, is an agent of change. One session invites new ideas, another alters attitudes; some promote products, whereas others impart new skills. Yet in all cases, the desired result is to get the audience to *change*. And change is tough to get.

What the presenter thinks is exciting, sensible, and worthwhile might be perceived by others as unnecessary, incorrect, or confrontational. Even an entertaining speech can foster resistance! Want audience buy-in for your philosophy? Want their willingness to spend energy to learn a new skill? Hope for an unbridled enthusiasm for your content? It takes finesse and artistry. I laugh when clients who hire me preface their request with, “My veteran staff is somewhat resistant to change.” An unknown sage once said, “Changing an institution is like moving a cemetery.” Well, hang on. We have some movin’ to do.

Yep, better bring in a lot of equipment.

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—Susan J. Jones