

THE CHANGE ARGUMENTATION PLAN | EXAMPLE

Resistance form	Resistance reason	Who/ Where in org.	Push arguments	Push data / cases / artefacts	Pull Arguments	Pull data / cases / artefacts
'Business as usual' with regards to Stena Recycling's management	Lack of argumentation to customers Don't know the benefits Must charge for a benefit that was previously implicit	Sales team	"We have to get paid for our services"	Bad accounting / economy	See below Prepare for work assignment Incentives for both the customer and us in finding areas for improvement.	Pilotcase Training & education
Not selling service 'Design for recycling' to customers	Lack of argumentation to customers Don't know the benefits	Sales team	A customer who does not take into account the recycling rate of their products for a serious problem in relation to their long-term sales	Customer case / film: LITE A/S	Customers need our knowledge to improve their design and thus increase the recycling of their product Prepare for work assignment	Customer case / film: LITE A/S Training & education
Want a thorough calculation of the effort	More sorting work for the branches The industry's KPIs - what are they measured on?	Regional manager	"We have to get paid for our services"	Bad accounting / economy	Customers need our help to find areas for improvement	Customer survey

Rikke Helstrup, 2020 Cohort