

## ***Inertia & Resistance: The Rowers, Watchers & Grumblers***



Three of the many companies which Dr. Galsworth has trained, coached, and supported as they underwent a visual conversion are Harris Corp. (Quincy, Illinois), Denison Hydraulics (Marysville, Ohio), and Seton Name Plate (Branford, Connecticut).

Watch and listen as employees from these three companies share their comments, stories, and insights about the inertia and resistance and how they used the *Parable of the Rowers* in their company.

### **COMMENTS BY GWENDOLYN GALSWORTH**

It doesn't take too many improvement initiatives to discover that people tend to respond to change in one of three ways: They embrace it; they resist it; or they don't have an opinion one way or the other—they are neutral. I call this threesome: the Rowers, the Grumblers, and the Watchers (based on a story that my sensei, Dr. Ryuji Fukuda, shared with me in the 1980s). Rowers are the early contributors. Self-starters and independent by nature, they move ahead, heedless of barriers. Watchers hang back and let the Rowers blaze the trail. Then, if nothing bad happens to the front-runners, they may join in, however tentatively—or just continue to watch. Watchers make no deliberate effort to obstruct change. Watchers often become Rowers, but not quickly. Grumblers, on the other hand, are masters at being grumpy in ways that everyone will notice. They whine, complain, moan, groan, refuse, sulk, reject, and/or deny any improvement effort. In all of this, they often like to grandstand, making sure, one suspects, that we notice their displeasure. When push comes to shove, the only progressive response to Grumblers is to concentrate on keeping the Rowers rowing. Watchers will continue to watch. (This is only the briefest of description. Check out my articles and podcasts. Lots to learn and lots to consider and practice.)



### **FOR MORE:**

- Read Dr. Galsworth's Shingo award-winning [books](#), *Visual Workplace/Visual Thinking* and *Work That Makes Sense*, available on our website.
- Search "Rowers," "Grumblers," "Watchers," "Charlie's Table," and "First S is for Spirit" in the Articles and Radio pages of our website.
- Visit our website and learn about our visual workplace products and services, including seminars and training that we deliver online and onsite.
- Find on our [Articles Page](#) over 100 one-page articles by Dr. Galsworth.
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