

THURLOW'S LAW

THE WILLINGNESS TO AUTHORIZE CHANGE IS OFTEN INVERSELY PROPORTIONAL TO THE AMOUNT OF POWER POSSESSED BY THE PERSON CAPABLE OF AUTHORIZING IT.

THE TEN COMMANDMENTS OF WHY CHANGE DOESN'T HAPPEN



I. THURLOW'S LAW OF ASCENDANT LEADERSHIP

Leaders seek change until they acquire the power to create it; thereafter they often become the strongest defenders of the conditions they once opposed.



II. THE POWER PARADOX LAW

The closer people are to power, the louder their demands for change. The moment they possess the authority to act, the urgency to change diminishes.



III. THE STATUS QUO CAPTURE PRINCIPLE

Those who lack power demand reform. Those who gain power inherit incentives to preserve the system that elevated them.



IV. THE EXECUTIVE INERTIA LAW

Authority does not guarantee action; it often removes the necessity for it.



V. THE CLIMBER'S LAW

People advocate for opening the gate while they stand outside it. Once inside, they discover reasons to keep it closed.



VI. THE SUCCESS TRAP PRINCIPLE

The success that grants leaders the power to change a system often makes them dependent upon the system remaining unchanged.



VII. POWER PARADOX

As individual power, status, and wealth increase, the perceived necessity for organizational change decreases, even when the authority to enact change reaches its maximum.



VIII. PERMISSION PARADOX

When people lack power, they ask for permission. When they gain power, they discover why permission should not be granted.



IX. THE OXYMORON OF YES

People say "yes" when they need power. They stop saying "yes" when they have it.



X. THE DRAWBRIDGE EFFECT

People advocate for access until they gain it; then they raise the drawbridge behind them.



PEOPLE ADVOCATE FOR CHANGE UNTIL THEY BECOME THE BENEFICIARIES OF THE STATUS QUO.

CHANGE IS RARELY PREVENTED BY THOSE WITHOUT AUTHORITY.

IT IS MOST OFTEN PREVENTED BY THOSE WHO POSSESS IT.

THE GREATEST OBSTACLE TO ORGANIZATIONAL IMPROVEMENT IS NOT RESISTANCE FROM THE BOTTOM.

IT IS COMFORT AT THE TOP.

