

# THE HOW'S AND WHY'S OF RESISTANCE

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## **Why People Resist**

- They don't trust the system to reward cooperative, goal-oriented behavior.
- They have no personal investment in new goals or methods.
- They perceive a loss of control or power.
- New situation presents them with uncertainty.
- They wish to avoid blame, vulnerability, or punishment.
- They are unfamiliar with a results- vs. activity-orientation.
- They are unaware of systems thinking; low awareness of interactive impacts.
- They don't have the knowledge, skills, attitudes, or values appropriate to the new situation.

**To reduce or minimize resistance, managers/supervisors must take measures to assure that there is no basis in fact for people using these reasons to resist.**

## **How People Resist**

- They only follow instructions; perhaps using malicious compliance.
- They take no risks; offer no individual initiative; provide no innovative or helpful ideas.
- They avoid making any decisions; get others above them to decide and, thereby, escape responsibility.
- They appear unwilling to span previously important organizational and personal boundaries.
- They compete with others for resources and/or rewards and, unless provided with the extra resources, insist they shouldn't be accountable for changing or achieving objectives.
- They claim to be different from other parts of the organization, therefore, they are excused from having to change or support the new approach.

**Resistance is often very effective as a block to communication and performance. It is worthwhile for managers and supervisors to find ways for gaining support and enthusiasm from workers for new approaches, or start-ups for new projects, right from the beginning.**