ENGAGING RESISTANCE

Leading from the Middle

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Change creates tension

EN・GAGE

verb\in-ˈgāj, en-\n
engagedengaging

A: to hold the attention of
B: to induce to participate

(Merriam-Webster Dictionary)
Myths about Resistance

• If we ignore it, it will fade

• Acknowledging resistance fortifies it

• Resistance poses a threat to a good idea

• Good leaders maneuver around resistance or don’t encounter it

• Other?
What Myths Have You Experienced?

At your table, discuss any of the resistance myths you have encountered or experienced
Dr. Anderson on Resistance

“Resistance is like the white blood cells attacking your virus, and a necessary part of the whole functioning organism. If engaged with the right combination of approaches, resistance and resisters can help strengthen the overall end result by improving both the process and the product.”
How can leaders actively “engage” resistance to make an idea or initiative stronger?
Applying Change Strategies

Examine the pictures in the presentation and discern the type of resistance that the photograph depicts and brainstorm some strategies to engage
Naysay Behavior
Skeptical Behavior
Been There, Done That Behavior
Passive Aggressive Behavior
Resistance as Healthy

“Champions should come to view resisters and resistance as a healthy, necessary part of the whole change equation, not to be treated like the plague or an anathema to what you are trying to accomplish” (Anderson, 2011)
Leading from the Middle

Leadership Academy from the RP Group
  Problem-based learning
  Team approach with convenings
  Strategies, tools, and readings
  Coaching

http://rpgroup.org/projects/leading-middle-academy
References

“Understanding resistance to organizational change: Q and A with Aaron Anderson” (2011)
(http://higheredmanagement.net/2011/11/07/understanding-resistance-to-organizational-change-q-a-with-aaron-anderson/)