

# • Forms of resistance (3:29) • Unproductive responses to resistance (5:50) • Ways in which resistance is useful (6:30) • Common sources of resistance (7:02) • Productive responses to resistance (7:44) —Understanding Equality, Equity & Justice (20:00) • TECAID Resources (27:00)

# Forms of Resistance: What Might it Look Like?

- Silence; passive withdrawal
- Delegitimizing the change effort
- Endless argument; wrangling over small details
- Distractions (irrelevant history, issues, arguments)
- Insincere agreement
- Direct counter efforts; covert whispering campaigns
- Attack on change team and/or other leadership (process, motives)
- "We've already tried that" or "That would never work here" or "We have no resources for that"



## **Unproductive Responses to Resistance**

- · Getting defensive
- Giving up
- Attacking back
- Avoiding people who resist or opportunities for resistance to happen
- · Not listening to or learning from resistance
- Ignoring the impact on the change team



# A New Frame on Resistance: Resistance Can...

- Provide information about people and circumstances
- Clarify the scope of the unresolved need
- Test and develop the ideas of the change team
- Provide feedback about the effectiveness of current communication efforts
- Generate new ideas or solutions



### **Common Sources of Resistance**

- People or groups protecting something valuable (resources, reputation, power/influence, personal identity or circumstances)
- 2. People not ready to engage in the proposed solution

(lack of information about the problem or the solution; underskilled; fear and uncertainty about change)

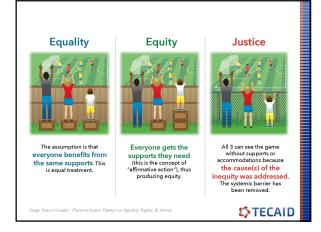
3. Not enough resources to commit to the proposed solution

(time, energy, money, attention)

4. Limitations imposed by cultural or organizational policies and norms

(what's accepted, expected, valued, rewarded, and what's not; ideas about what's important or who should be doing what)





### **Productive Responses to Resistance (EPIP)**

### Educate (the power of information)

- Explain the project (benefits, process, resources)
- $\, \mbox{Assess}$  where information or data is lacking, and provide it

# Persuade (the power of relationship)

- Provide your personal motivation for the project
- Give voice to the impact of your project on a particular sub-group (e.g., students, assist professors, the chair)

### Incentives (the power of resources & rewards)

- Promise new or additional resources or opportunities
- Appeal to common core values

### Pressure (the power of power)

- Wait it out (time pressure)
- -Bring in a higher authority









