Forms of Resistance Grid

Organizational culture and change management are interlinked. Overcoming resistance to change is one of the most challenging parts of change management, and people often fear change, so they resist it.

This quick reference guide details the forms of resistance described on page 208 of the textbook Lewis, L. (2019). *Organizational Change; Creating Change Through Strategic Communication, 2nd Edition*. Wiley Blackwell.

Ambivalence

People who vocalize a move toward change and also vocalize a struggle against change. They may experiencing both positive and negative feelings about different aspects of the change at the same time.

Peer-focused Dissent

People who do not challenge the change formally may go underground and fear the label of "troublemaker." It may be a more aggressive form of resistance.

Refusal/Exit/Activism

People who cannot adopt or adapt to change.

They may leave the company or become employee activists who attempt to apply pressure on the organization to sway the

Upward Dissent

People who attempt to use influence on decisionmakers during the change management process. Some may seek to influence a leader through a third party hoping the leader hears the concerns, but not directly from the source.

Sabotage

People who attempt to stop the change or destroy the change momentum. This resistance may be direct actions such as threats, work slowdowns, feigning ignorance, or subtle neglect, such as absenteeism.