

Seven Types of Change Resistance

Type of Resistance	Leader's Response
<p><i>Know-it-all</i> Tries to impress with their knowledge and/or impose their will on the leader and group</p>	<ul style="list-style-type: none"> • Encourage others to comment on individual's remarks. • In a group situation, ask others to either validate or repudiate their statements. Pull the person aside, provide feedback, and ask for their help in involving others. • In a private situation, ask questions to determine his/her level of expertise and then engage them to help with the change as appropriate.
<p><i>Argumentative</i> Enjoys arguing over trivial details</p>	<ul style="list-style-type: none"> • Keep cool and make sure the participants do so as well. • Re-focus the discussion on the broader goal and offer to take the conversation off-line to discuss his/her concerns. • Use questions to draw out the individual's true feelings and then get the opinion of the majority. • In a private situation, listen and then provide feedback about the behaviors that are creating the perception of being argumentative.
<p><i>Bad Attitude</i> Resents your position and thinks you are telling them how to do their job</p>	<ul style="list-style-type: none"> • Convince the individual that his/her experience is valuable to others. • Ask him/her to share ideas about how to make the change work. • In private, provide feedback about behavior that is creating the perception of a bad attitude. The individual may not know how they are being perceived.
<p><i>Shy Clam</i> Does not participate or speak up – passive aggressive</p>	<ul style="list-style-type: none"> • Call on him/her by name to give an opinion. You want to determine if the individual is shy or being passive aggressive in their resistance. • Ask a question that is likely to be answered well and then praise the individual. • Provide a specific assignment related to the change if appropriate.
<p><i>Skeptic</i> Finds reasons why every idea cannot be successfully implemented</p>	<ul style="list-style-type: none"> • Acknowledge that there are always challenges in implementing any change. • Ask the individual's ideas on how to overcome the obstacles he/she presents. • Establish a guiding principle that every barrier must be accompanied by a potential solution.
<p><i>Grudge Carrier</i> Hangs on to something in the past that didn't go their way</p>	<ul style="list-style-type: none"> • Avoid discussion about their pet peeve. • Explain the appropriate place for addressing their issue if it is not relevant to the discussion. • In a group setting, refer the individual's issue to a Parking Lot to be addressed at a later time.
<p><i>Group Favorite</i> Is wrong, but others in the group will not correct out of respect.</p>	<ul style="list-style-type: none"> • Avoid direct criticism, sarcasm, and ridicule. • Try to discuss issues without referring to the individual specifically. • Talk with him/her privately about specific situations.