



Engaging Resistance: How Ordinary People Successfully Champion Change (Stanford Business Books)

Aaron Anderson

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Engaging Resistance: How Ordinary People Successfully Champion Change offers an empirically based explanation that expands our understanding about the nature of resistance to organizational change and the effects of champion behavior. The text presents a new model describing how resistance occurs over time and details what change proponents can do throughout three engagement periods to effectively work with hesitant colleagues.

The book's findings are illuminated by examples of six different resistance cases, embedded in the transformation sagas of two real-world organizations. A fundamental premise of this work is that resistance should not be something to avoid or squash as people work to change their organizations. In fact, resistance can be viewed as a natural, healthy part of an organic process. When engaged properly, resisters can help to improve change efforts and strengthen an organization's overall transformation.

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