



Resistance to Change: A Guide to Harnessing Its Positive Power

By Thomas R. Harvey, Elizabeth A. Broyles

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Resistance is at the heart of the change process, yet it is often overlooked or perceived as a negative force. This book explores resistance as a natural, positive, and necessary component of change. Twenty discrete resistance factors_likely to be found in a variety of circumstances_are described. The short vignettes that accompany each make the resistance factors come alive. Beyond gaining greater insights into the nature of these sources of resistance, the reader is provided with specific strategies, or antidotes, to harness the power of resistance, transforming it from a negative to a positive force. An included survey tool, built based on questions presented at the end of each chapter, will assist leaders in assessing potential sources of resistance to change events. An eight-step resistance-based change model_transactional in nature and simple in application_supports the reader in successfully moving nearly any change project toward a positive outcome.

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Editorial Review

Review

Harvey's book, *Building Teams, Building People*, has been my bible for working with team conflicts. The timing of Harvey and Broyles' latest book could not be more divine. In this accelerated pace of change in the workplace, resistance to change is to be expected. Harvey and Broyles' strategies to deal with such resistance—to change in organizational culture, to deal with insecurity and fear of failure, to build trust relationships, to create personal connections with change, and to implement a theory of small wins—will be the reference for successful leaders. (Rich Thome, educational leader in residence, School of Leadership and Education Sciences, University of San Diego)

Harvey and Broyles skillfully present both an important and provocative, theory-based, and practical book on change. Highly readable and loaded with strategies to help today's leaders and organizations understand and navigate through the realities and challenges of change. A must-read for all. (Lawrence Kemper, former superintendent; president of Association of California School Administrators)

Resistance to Change is an insightful, commonsense approach to plan and manage change in today's volatile environment of diminishing resources. This is an easy read for all levels of management in the public or private sector. It provides a practical framework to successfully implement change. It is a commonsense, practical guide full of analyses that illustrate how important the change process is in this era of diminishing resources. (Martin Lomeli, served as a city manager for the cities of La Verne, Irwindale, La Puente, and Upland for over thirty years)

About the Author

Thomas R. Harvey is a professor of organizational leadership in the doctoral program and the Abrahams Chair in Leadership Excellence at the University of La Verne, California. He has been the dean of the School of Organizational Management for fourteen years and is the author of several books including Checklist for Change; The Practical Decision Maker; Building Teams, Building People; The Soul of Leadership; and The Politically Intelligent Leader. Elizabeth A. Broyles is an adjunct faculty member for the College of Education and Organizational Leadership and the College of Business and Public Management at the University of La Verne. In addition, she has been a consultant for nearly twenty years, providing a wide range of organizational development services to nonprofit, educational, religious, and government organizations.

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