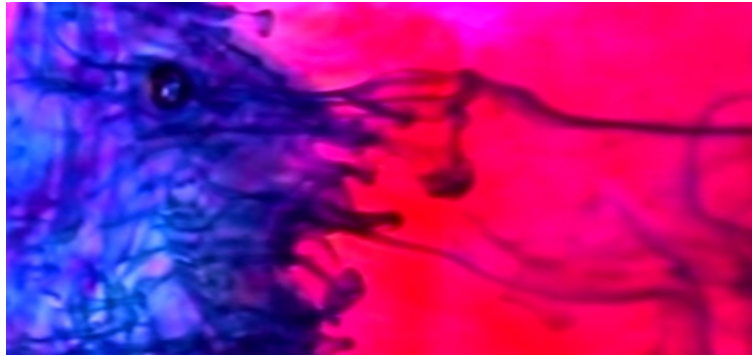


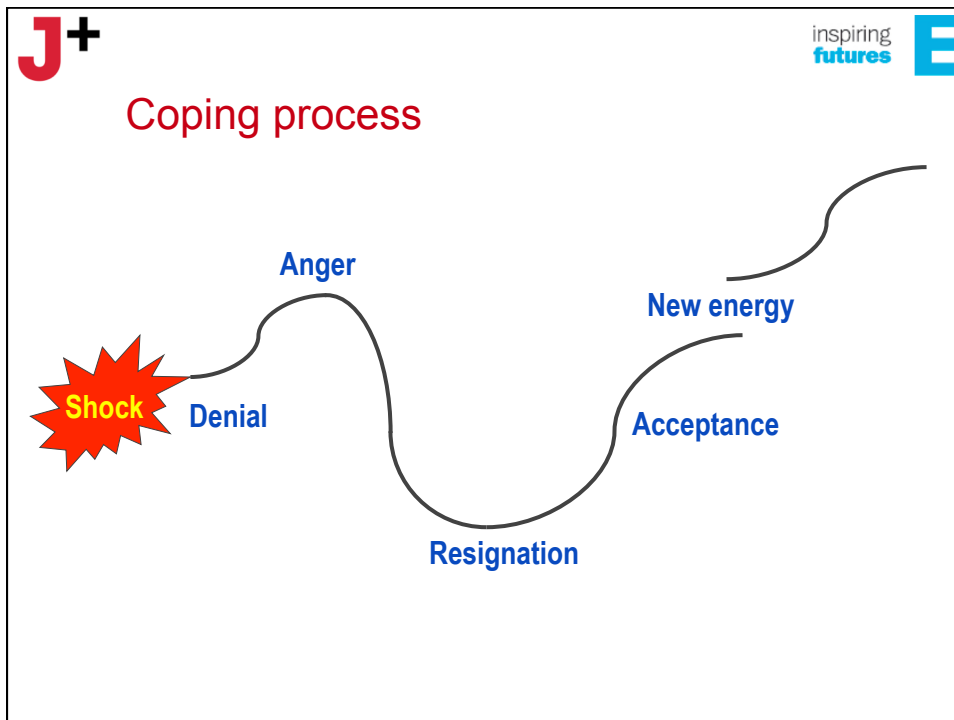
## Influence and resistance



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- ## Underlying Presuppositions
- **Resistance to change:**
    - Part of the deal
    - Is malicious
    - Harms the change process
    - Shows up mainly among employees
    - Is a mass phenomenon
  - **People:**
    - Resist change by nature
    - Focus on own interests and retaining their position

## Resistance to Change

### Two views:

1. A hurdle ensuing from insecurity or the defence of one's interests and that you must take by misusing power and negotiation
2. A symptom ensuing from insecurity or a wrong course and approach that requires open discussion and communication

## Resistance to Change

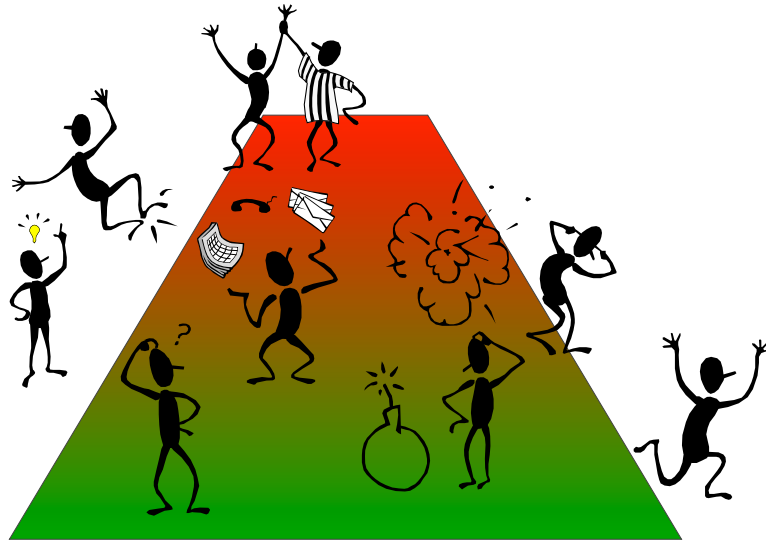
### Various manifestations

Fight	Denial	Flight	Bide time
React dismissively Form coalitions Ridicule Open resistance Walkouts	Deny problem Doubt solution Back to the past Point to others Digress	Discuss procedure Rumours and cynism Withdrawal Look for support Call in sick	Refer to higher level Listen passively Hardly react Compliant behaviour Apathetic action

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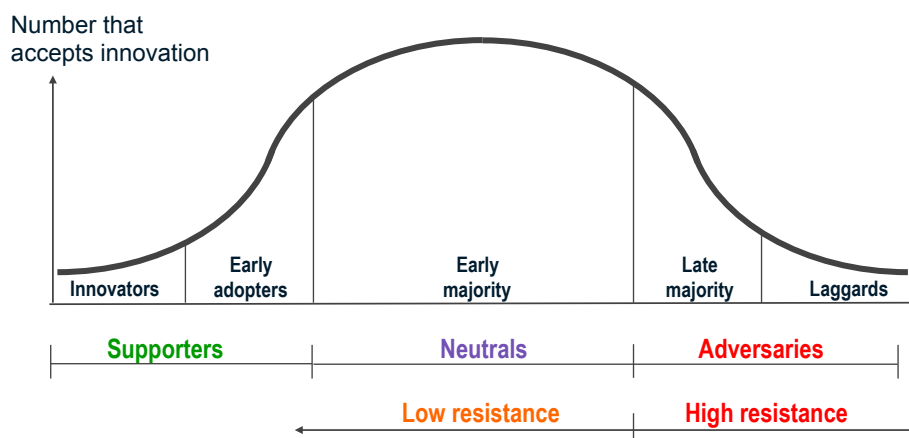
## Perspectives on Change Process



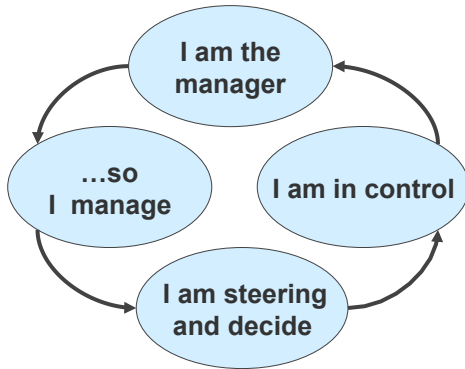
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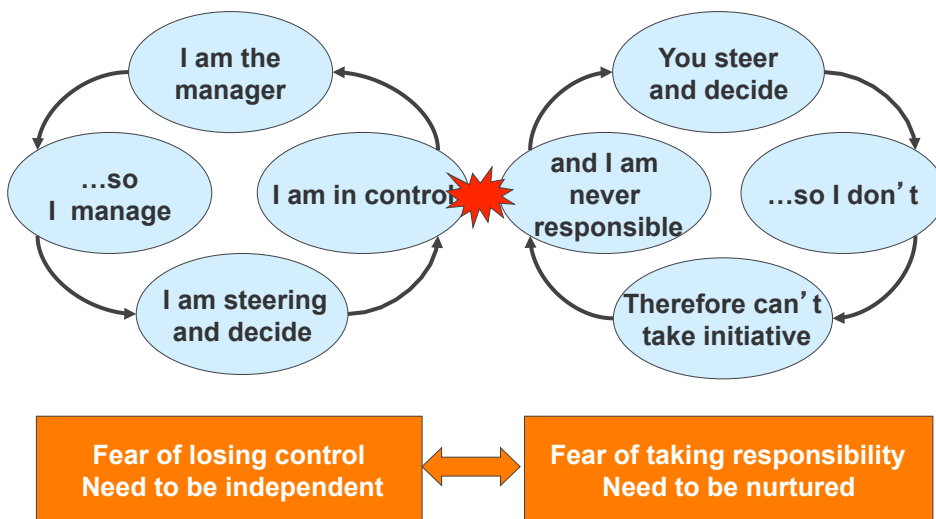
## Distribution of Resistance



### Subject and object



### Subject and object



## Influence Tactics

- Rational persuasion
- Inspirational appeals
- Consultation
- Ingratiation
- Personal appeals
- Exchange
- Coalition tactics
- Legitimizing tactics
- Pressure

## Definitions of Influence Tactics

Rational persuasion	The agent uses logical arguments and factual evidence to persuade the target that a proposal or request is viable and likely to result in the attainment of task objectives
Inspirational appeals	The agent makes a request or proposal that arouses target enthusiasm by appealing to his or her values, ideals, and aspirations, or by increasing target self-confidence
Consultation	The agent seeks target participation in planning change for which target support is desired, and the agent is willing to modify a proposal to deal with target suggestions
Ingratiation	The agent uses praise, flattery, friendly behaviour, or helpful behaviour to get the target in a good mood or to think favourably of him or her before asking for something
Personal appeals	The agent appeals to target feelings of loyalty and friendship toward him or her when asking for something
Exchange	The agent offers an exchange of favours, indicates willingness to reciprocate at a later time, or promises a share of the benefits if the target helps to accomplish a task
Coalition tactics	The agent seeks the aid of others to persuade the target to do something or uses the support of others as a reason for the target to agree also
Legitimizing tactics	The agent seeks to establish the legitimacy of a request by claiming the authority or right to make it or by verifying that it is consistent with organizational policies, rules, practices, or traditions
Pressure	The agent uses demands, threats, frequent checking, or persistent reminders to influence the target to do what he or she wants

## Effectiveness of Influence Tactics

- Rational persuasion
  - Inspirational appeals
  - Consultation
  - Ingratiation
  - Personal appeals
  - Exchange
  - Coalition tactics
  - Legitimizing tactics
  - Pressure
- } **Commitment**
- } **Compliance**
- } **Resistance**

## Dealing with Resistance

