

“...often I look at the rules and think there's a more efficient way in almost every situation.”

-Janie

Giving Everyday Resistance Voice

How work gets done.

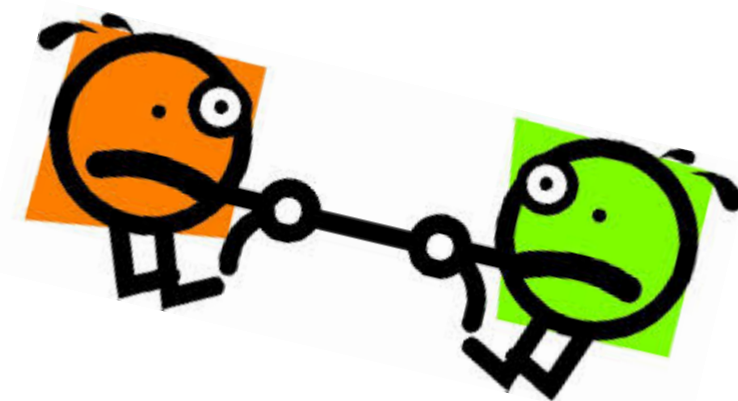
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The Research

Organizations exert control over members; resistance attempts to rebalance that power dynamic.



Negative resistance damages the organization; positive resistance builds organizational capacity.



Research Gap: how managers resist dysfunctional directives to get their everyday work done.



Methodology



Case Studies



Semi-structured Interviews

Participants (N=11) were experienced managers:

Age	Gender	Ethnicity	Avg No. Direct Reports	Avg Years Employed at Organization	Total Years of Management Experience
Avg: 40-50 High: 50+ Low: 30-40	Male: 6 Female: 5	Caucasian: 10 Hispanic: 1	4	10.5	14

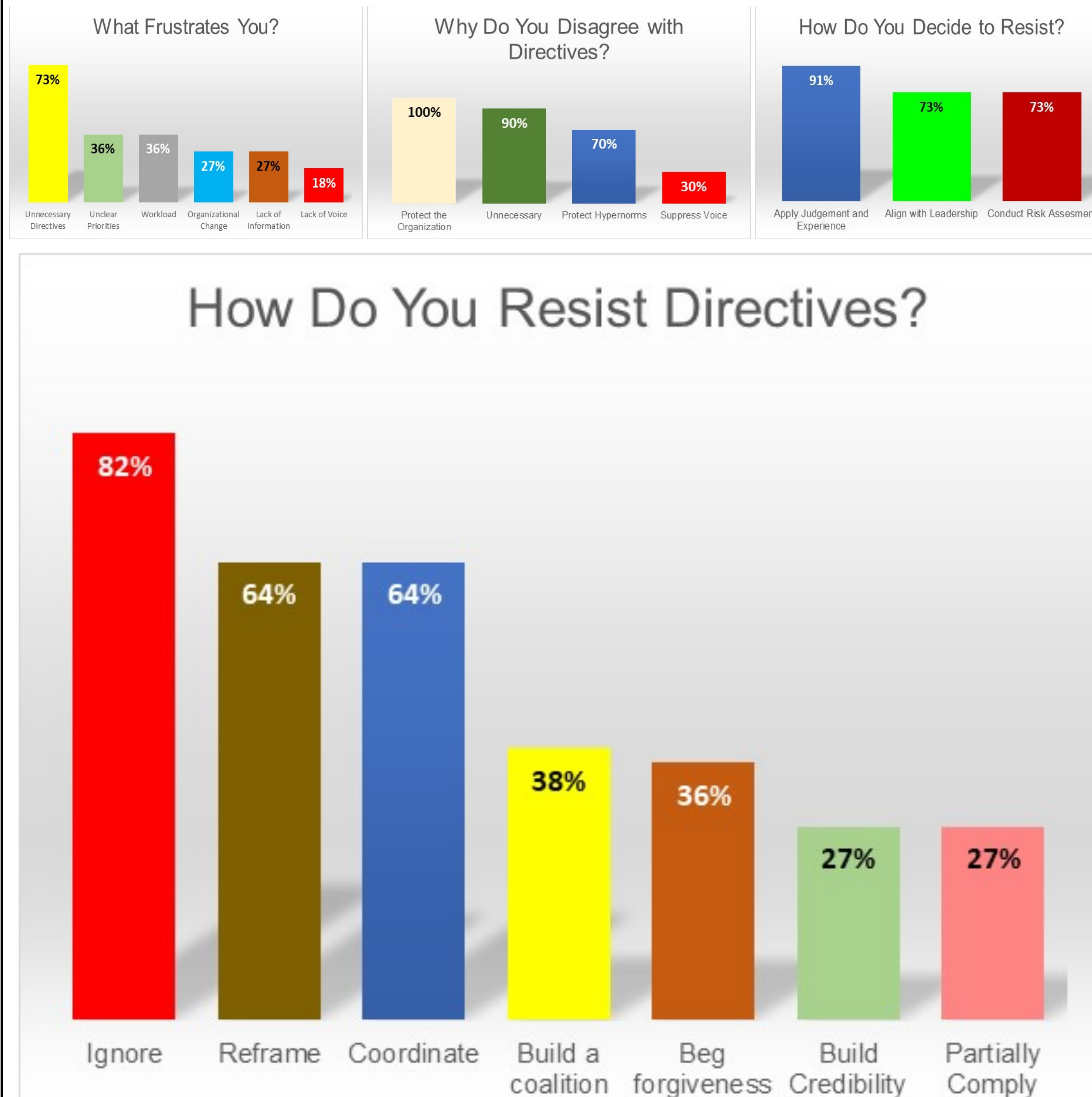
Six Interview Sites:

Participants by Organizational Structure			
Non-profit (Govt): 5 Average Organization Size: 198	Non-profit (501(c)(3)): 2	Not-for-profit: 1	For-profit: 3

Acknowledgments

Thanks to the awesome HDO faculty and staff, and to Dr. Charney for making me a better writer, rhetor, and researcher.

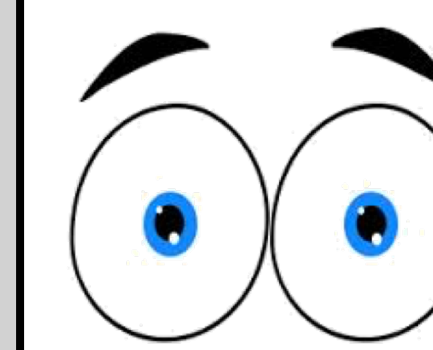
Primary Findings



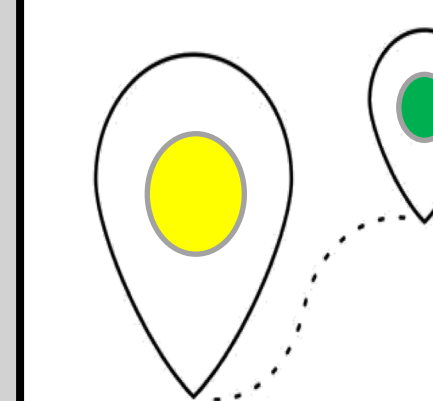
Discussion



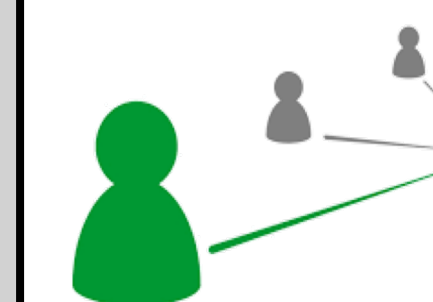
Overall, resisters seemed pretty prudent.



Strategies for resisting offered some surprises.



Distance from the source of frustration may modify resistance behavior.



Peer networks were not universally used to resist.

What Can We Learn?



Share responsibility for workplace resistance.



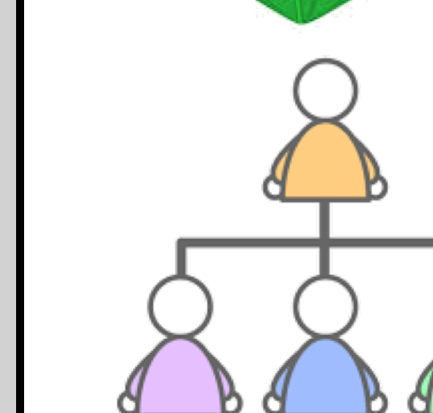
Teach and model resistance behaviors.



Clearly identify compliance directives & their consequences.



Constantly weed directives.



Flatten the organization.