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
Participants (N=11) were experienced managers:

<table>
<thead>
<tr>
<th>Age</th>
<th>Gender</th>
<th>Ethnicity</th>
<th>Avg No. Direct Reports</th>
<th>Avg Years Employed at Organization</th>
<th>Total Years of Management Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-55</td>
<td>Male: 6</td>
<td>Caucasian: 10</td>
<td>4</td>
<td>14.5</td>
<td>14</td>
</tr>
<tr>
<td>56-65</td>
<td>Female: 5</td>
<td>Hispanic: 1</td>
<td>7</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

Six Interview Sites:
- Non-profit (Govt): 5
- 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
What Frustrates You?
- 78% Directives
- 38% Authoritarian Change
- 32% Blame/Blameless
- 22% Inadequate Information
- 18% Lack of support

Why Do You Disagree with Directives?
- 100% Against the Organization
- 90% Unnecessary
- 70% Private: Opinions
- 60% Superficial

How Do You Decide to Resist?
- 54% Apathy, Indifference, Experience
- 78% Age
- 78% Length of Employment
- 78% Contact Risk, Relevance

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

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.

Giving Everyday Resistance Voice
How work gets done.

Participants (N=11) were experienced managers:

<table>
<thead>
<tr>
<th>Age</th>
<th>Gender</th>
<th>Ethnicity</th>
<th>Avg No. Direct Reports</th>
<th>Avg Years Employed at Organization</th>
<th>Total Years of Management Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>40-55</td>
<td>Male: 6</td>
<td>Caucasian: 10</td>
<td>4</td>
<td>14.5</td>
<td>14</td>
</tr>
<tr>
<td>56-65</td>
<td>Female: 5</td>
<td>Hispanic: 1</td>
<td>7</td>
<td>14</td>
<td>14</td>
</tr>
</tbody>
</table>

Six Interview Sites:
- Non-profit (Govt): 5
- Non-profit (501(c)(3)): 2
- Not-for-profit: 1
- For-profit: 3

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.

Lynn Wills
Master of Arts Candidate
lynnrwills@gmail.com

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