

Covert Resistance to Change

Kotter's (1996) studies show that common causes for resisting change are often the misinterpretation of facts, wrong assessments of the proposed change, lack of trust or little tolerance for change. These problems can be overcome by careful design and planning. Yukl (2002) points out the importance of providing a system of personal and group efforts to understand and achieve the common goals.



Leaders should be aware that a 'pushback' by members may take a more passive form by covertly criticizing some aspects of the plan. Employees who are taking too long to adopt it, or, are not 'around' for the implementation, may be, instead, devoting time and resources to other projects (Kanter, 1983).

Leadership is the process of persuading and influencing others to comprehend and agree on collectively accomplishing shared objectives (Yukl, 2007)

Goleman (1998) has led a consortium of researchers investigating the skills and behaviors of effective leadership of innovation and change by advancing a theory known as ***emotional intelligence.***

Goleman identifies emotional intelligence as social awareness and emotional maturity that is the key essential to relationship management and the ability to inspire and influence others.

Goleman proposes that leaders of change who possess emotional intelligence increase their chances of success greatly because of their ability to deal with the complexity of 'soft' issues, a practicality that leads to outstanding and successful job performance.

Goleman's research places IQ second to emotional intelligence when identifying top job performers, citing empirical studies in neuro-science that show the emotional brain as holding the effective skills for surviving and adapting, suggesting a different way of learning than our thinking brain. The case is made that emotional intelligence is what counts for any who excel at any job and accounts for almost all of what great leadership is about.

A single agent of change within an organization may run into some problems that lead to limited success (Buchanan, 2003), but a buy in from a sponsor would resolve many of these issues (Van de Ven, 1999). While a leader of change must be a good communicator in motivating others, a leader implementing change should be foundationally knowledgeable and informed in order to make quick decisions, organized with a systematic approach, and implement a plan that maps out details and contingencies (Von Stamm, 2008).

