

Common Internal Reasons Leaders Resist

Reason	What It Looks Like in Action	Why It Happens	Reflection Question
Loss of Control	Avoiding or delaying decisions; pushing back on scope	Change shifts decision-making power or ways of working	Where do I feel my control is being reduced?
Threat to Identity or Expertise	Downplaying its importance, emphasizing 'how we've always done it'	New processes may reduce reliance on your hard-won skills or role status	What part of my professional identity feels at risk?
Overload / Change Fatigue	Showing low enthusiasm; prioritizing other work	Accumulation of past changes has depleted energy and focus	What change efforts am I still carrying mentally?
Fear of Failure	Asking for excessive proof before moving forward	Concern about public mistakes or loss of credibility	What's the worst-case scenario I'm imagining?
Perceived Misalignment with Values	Subtle withdrawal of support	Belief that the change conflicts with personal or team values	How can I reconcile this change with what I care about most?
Uncertainty	Requesting repeated clarifications or data	Ambiguity about the future triggers discomfort	What clarity would help me feel more confident?

Leader Tips for Managing Your Own Resistance

- Name it privately – Awareness is the first step to shifting behavior.
- Seek multiple perspectives – Ask trusted peers how they see the change.
- Connect to the bigger “why” – Reframe change as part of a larger mission.
- Experiment – Test a small step toward the change to build comfort.
- Model openness – Your team takes cues from your words and energy.