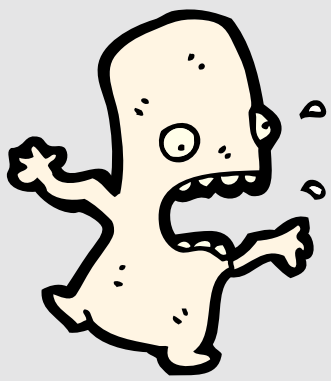


RESISTANCE MASKS

STRONG EMOTIONS



1

FEAR

Fear of the unknown. Fear of loss, of lack of control, of not being accepted, fear of rejection. Fear of loss of status, of being unable to do something, of being perceived as being incompetent. Fear of putting time and effort into something that's not worth it, won't be useful or valued. Fear is **often** behind resistance.



2

DISTRUST

Distrust in the process, in the purpose, in the intention. Lack of trust in you—the coach or leader. Distrust in decision-making, in the goals, in commitments. Lack of trust often connects to fear.



3

ANGER

Resentment, cynicism, feeling disempowered and unable to have a say in what happens. Anger at injustice. Disagreement or lack of alignment on a proposed or undergoing change. Disagreement about mission or vision.



4

EXHAUSTION & OVERWHELM

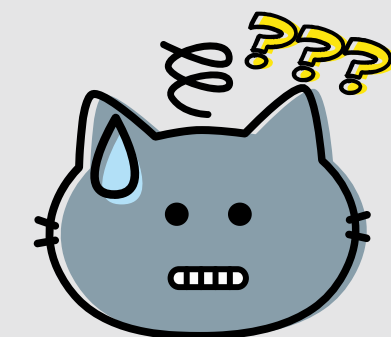
Change fatigue. Saturation. Straight up exhaustion and overwhelm. Can be mixed with fear, feeling powerless, and grief.



5

SADNESS

Grief, sadness over loss, sadness about loss of face, loss of control. Grief over changes in the status quo, changes to routines. Unmet expectations (can also include anger).



6

CONFUSION

Confusion about the purpose or reason for being asked to do something. Lack of clarity about what is happening, how or why. Confusion because of poor communication or misunderstandings. Confusion because of surprises.

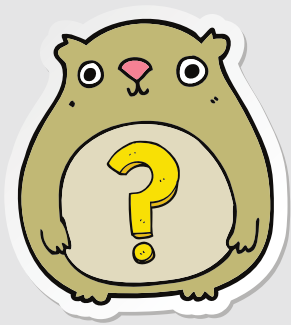
RESISTANCE MEANS

POWER IS PRESENT

"Where there is resistance, there is power." Michel Foucault

- **WHO HAS POWER HERE?**
- **HOW IS POWER USED RIGHT NOW?**
- **WHICH KINDS OF POWER ARE BEING USED?**
- **WHAT DOES POWER SERVE?**

WHEN YOU ENCOUNTER RESISTANCE:



1 GET CURIOUS

I wonder what is going on for this person? I wonder what they're feeling? I wonder what else is going on?



2 DON'T GET FREAKED OUT BY YOUR EMOTIONS

This isn't personal, although I can reflect on my own behaviors, beliefs and ways of being and improve my coaching. I am learning and I make mistakes. My strong emotions are communicating information to me. I will listen to them. Strong emotions are my friends.



3 COACH EMOTIONS

Acknowledge emotions. Normalize emotions: human beings have emotions. Hold space for someone to name and share their emotions. Communicate acceptance.



4 REFLECT ON POWER & PURPOSE

Who has power? What is it being used in service of? What is my purpose? What is my intention? What am I committed to? How can I uphold that commitment here and now? How am I using power to uphold this commitment? What is the other person committed to? How are they using power to uphold their commitment? What are we both committed to?