

# Transforming Resistance into Strategy

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# Let's break the ice!

- Your Name & Pronouns
- Your “cause” or that thing you want to see changed OR the change you want to bring
- The values connected to your “cause”...in other words, why is it important to you?



When I think of resistance to my  
cause, I...

# Transforming Resistance to Strategy

- Inspired by the work of Kegan & Lahey's *Immunity to Change* and Adrienne Maree Brown's *Emergent Strategy*
- Designed to help you
  - Explore the relationship between change efforts and resistance and opposition
  - Identify and describe your perception of resistance and your response to opposition
  - Uncover strategies to more effectively address resistance and limit its negative impact on change efforts

Today's change challenges are *adaptive*, not technical...

### Technical challenges

- skill sets necessary to perform these complicated behavior changes are well known

### Adaptive challenges

- can only be met by transforming one's mindset & advancing a more complex stage of mental development

## Socialized Mind

- Shaped by definitions & expectations of personal environment
- Self aligns with & has loyalty to that with which it identifies
- Expresses itself in our relationship w/ people, with “schools of thought” or both



## Self-Authoring Mind

- Can step back to generate internal personal authority that evaluates & makes choices
- Self aligns with own belief system/ideology/personal code & ability to self-direct, take stands, set limits, & create & regulate boundaries



## Self-Transforming Mind

- Can step back from & reflect on limits of our own ideology & personal authority; see the incompleteness of any one system; friendlier to contradiction/opposites
- Ability to not confuse internal consistency with wholeness

# Levels of Mental Complexity

How one makes sense of the world and operates within it

So...





## Optimal Conflict

- A persistent experience of some frustration
- Perfectly designed to cause us to feel the limits of our current ways of knowing
- In some sphere of our living that we care about, with
- Sufficient supports that we are neither overwhelmed by the conflict nor able to escape or diffuse it





*Socialized Mind* - influenced MOST by personal environment and schools of thought

*Self-Authoring Mind* - influenced MOST by own personal authority and own voice

*Self-Transforming Mind* - influenced BEYOND the boundary of one's ideology and personal authority

**RESISTANCE**

**OPPOSITION**

**FEEDBACK**

# Traditional Change Strategy emphasizes

Constant growth, violent competition, and critical mass as the ways to create change.

But **Emergence** emphasizes

**Critical connections** over critical mass, building **authentic relationships**, listening with all the sense of the body and the mind.

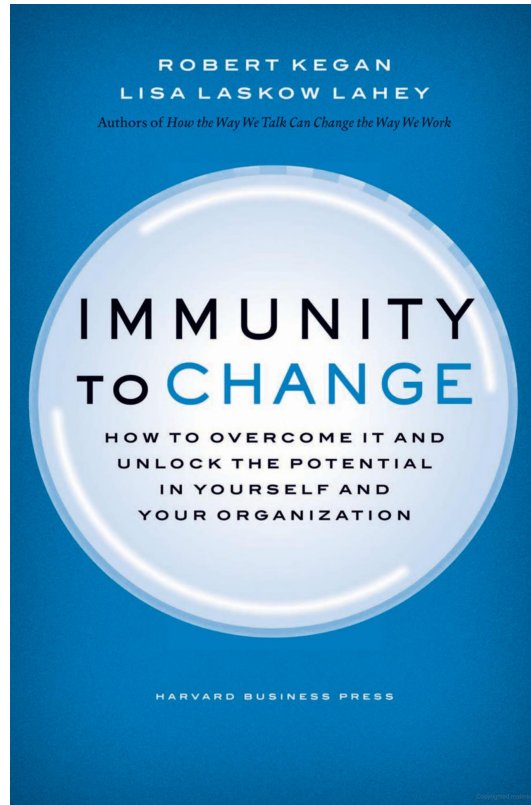
# Emergent Strategy Defined As...

Strategies for organizers building movements for justice and liberation that leverage relatively simple interactions to create complex patterns, systems, and transformations

How we intentionally change in ways that grow our capacity to embody the just and liberated worlds we long for.

# Strategies Uncovered...

- Emergence/Emergent - complexity arising out of multiple relatively simple interactions
- Critical Connections/Authentic Relationships - providing partnership, collective leadership, support, community
- Relatively Simple Interactions - increasing manageability in the face of energy-draining resistance
- Intentional Change/Capacity Growth - embodying the change in our lives/sphere of influence



# POWER SESSION EVALUATION



[www.inclusiveVA.org/PSI](http://www.inclusiveVA.org/PSI)