



Defense Health Agency (DHA) Project Management Speaker Series

2026 JUN PMSS: DHA Project Management: Back to Basics

2026 JUN PMSS S04: Leading People Through Change: Strategies for Managing Resistance and Conflict

Resource List

Within the article, [Change management in health care](#) (2022) is an overview of change management principles in healthcare and explanation of why many organizational change initiatives fail due to poor communication, inadequate planning, staff resistance, and lack of engagement. The article explores evidence-based leadership and change theories, including Lewin's, Kotter's, and Rogers' models, and emphasizes the importance of communication, interdisciplinary collaboration, staff buy-in, and organizational readiness when implementing sustainable healthcare change. There is also a highlight of practical strategies healthcare leaders can use to guide teams through transitions, improve adoption of new processes, and strengthen patient care outcomes.

Effective leadership within healthcare and scientific teams often requires balancing competing responsibilities, navigating interpersonal challenges, and making ethical decisions under organizational pressure. The article, [Ethical decision-making and role conflict in managing a scientific laboratory](#) (2023) explores how role conflict can develop when leaders simultaneously manage team relationships, productivity expectations, compliance requirements, and organizational goals. The authors emphasize that unresolved conflict and unclear role expectations can negatively affect communication, collaboration, trust, and overall team performance. The article highlights the importance of ethical leadership, transparent communication, and structured decision-making in supporting healthy interdisciplinary team dynamics. It also reinforces the value of psychological safety, accountability, and proactive conflict management strategies to help healthcare and research leaders successfully guide teams through organizational change and complex workplace challenges.

This integrative review, [Resistance to change: A concept analysis](#) (2020) synthesizes international literature to analyze the factors causing nurses to resist clinical and workplace changes, which can impact patient care safety and quality. The study identifies three primary, interrelated categories of resistance: individual, interpersonal, and organizational barriers. Individual resistance is rooted in personal emotional defenses, pessimistic attitudes, and fear of change, while interpersonal and organizational obstacles involve poor communication and unsupportive leadership. To successfully implement improvements, the authors conclude that management must address these dimensions through targeted education and active nursing involvement.



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References

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