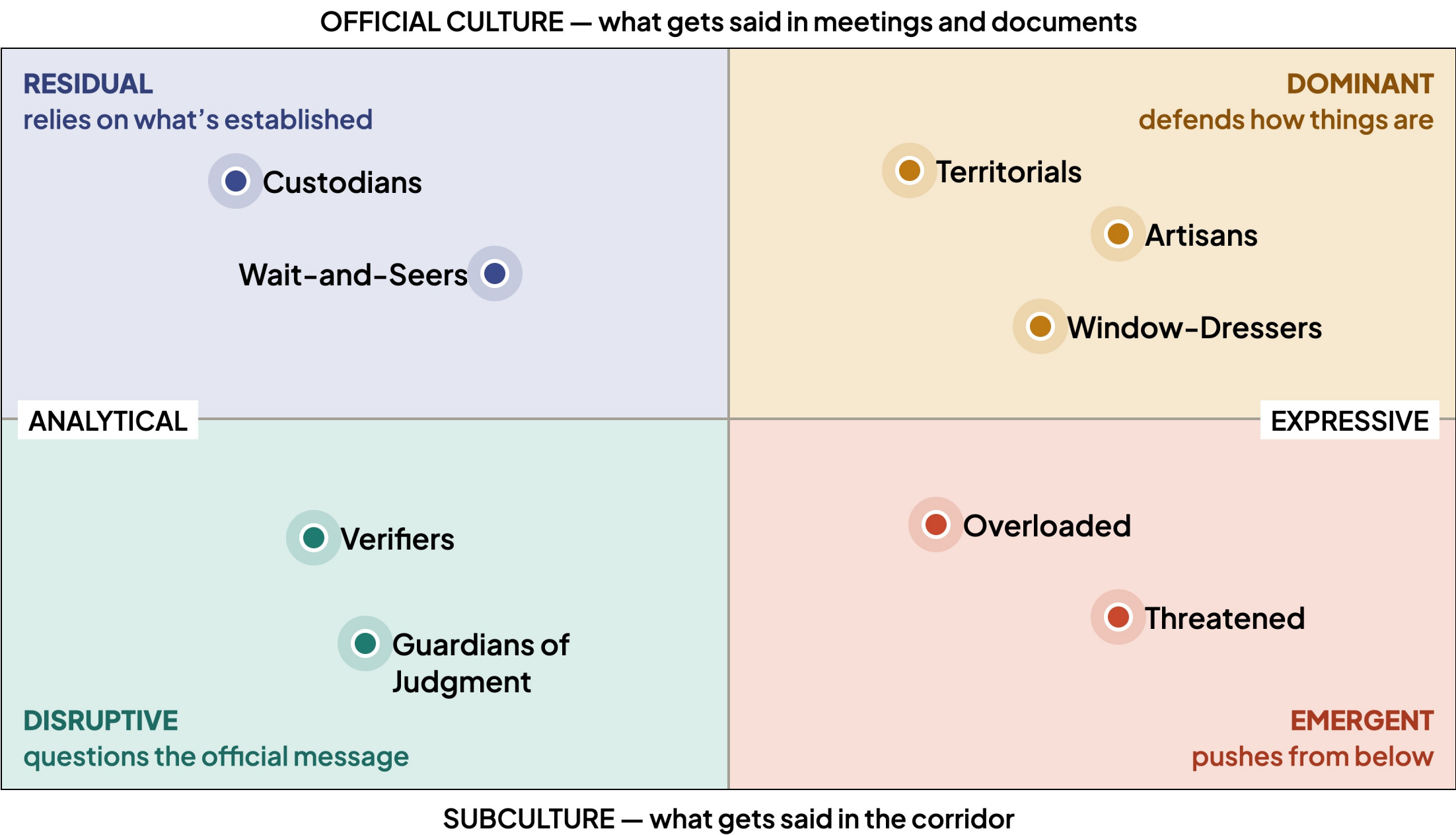


AI Resistance

A Practical Guide to Managing Resistance to AI in Organizations

Nine ways organizations say “not yet” to artificial intelligence. The map sorts ways of arguing, not people: each stance is afraid of losing something different.

Alfonso Romay and Cinta Vergés · Fieldwork: July–October 2026 · New versions may follow



How to read it

Vertical: where it’s said. At the top, what gets said in meetings and documents. At the bottom, what gets said in the corridor, over coffee or in the team chat.

Horizontal: what kind of argument. On the left, rules, data, money or errors. On the right, identity, fear, pride or fatigue.

A difference from scenarioDNA
On its map, the Residual quadrant is empty. Inside a company it fills up: caution is the most accepted way of saying no.

01 · Residual

The Custodians

Afraid of losing data security and legal liability.

“Not until Legal signs off: one mistake with a client’s data costs more than any savings.”

What works: let them write the “how we can”: the usage policy.

↔ Thresholdists · legal safeguards

02 · Residual

The Wait-and-Seers

Afraid of losing the budget and the right moment to invest.

“When it’s mature and someone proves the return, we’ll get in. We saw what happened with blockchain.”

What works: small, cheap pilots, with how to measure them agreed up front.

↔ Normalizers · in reverse

03 · Dominant

The Artisans

Afraid of losing what sets them apart, their quality image and their price.

“AI is fine for low-level work. We get paid for what a machine can’t do.”

What works: redefine boutique as “judgment plus AI”, not manual work.

↔ Human Preservationists · authorship

04 · Dominant

The Territorials

Afraid of losing decision-making power and control over change.

“AI is strategic. Each department can’t just do its own thing: we’re leading this.”

What works: shared rules for everyone; each department decides its own uses.

↔ Strategic Containmentists

05 · Dominant

The Window-Dressers

Afraid of losing their modern image, without touching processes or power.

“We’re already doing AI: everyone has Copilot and we’ve done the training.”

What works: measure real use and changed processes, not licenses.

↔ Normalizers · on the surface

06 · Disruptive

The Verifiers

Afraid of losing the reliability of their work.

“I’ve tried it. It makes things up, and if I have to check everything, it takes me longer than doing it myself.”

What works: tasks where checking is quick; listened to, they become go-to people.

↔ Thresholdists · technical safeguards

07 · Disruptive

The Guardians of Judgment

Afraid of losing the ability to think, and the learning of newcomers.

“If AI does our thinking for us, in two years nobody here will be able to do an analysis from scratch.”

What works: “do it yourself first, then check it against AI.”

↔ Human Preservationists · thinking

08 · Emergent

The Threatened

Afraid of losing their job, their pay and their stability.

“They want me to teach AI how to do my job. And then what?”

What works: a clear agreement on what happens to the time AI frees up.

↔ Human Preservationists · jobs

09 · Emergent

The Overloaded

Afraid of losing their time, their energy and their capacity for change.

“I don’t have the time or the headspace for another tool. Getting through the day is hard enough.”

What works: free up time before asking people to learn something new.

↔ Material Refusers · attention

Stances, not people

The same person can take different stances depending on the topic or the day.

Almost all of them have a point

If you treat them as excuses, the resistance doesn’t go away: it goes underground.

Hypotheses, not rules

They come from interviews and from consulting and training projects, mostly in SMEs. They need testing in each organization.