

Change: Identifying and Addressing Barrier Points

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Business Change

Briefly describe the change that is being implemented:

1. Describe your awareness of the need to change. What are the business, customer or competitor issues that have created a need to change?

Rate your **awareness** of the business need to change on a scale of 1 (I am not aware) to 5 (I am fully aware).

2. List the factors or consequences (good or bad) related to this change that affect your desire to change.

Consider these motivating factors. Rate your overall **desire** to change on a scale of 1 (I have little desire) to 5 (I have a strong desire).

3. List the skills and knowledge needed to support this change.

Do you have a clear understanding of the change and the skills you will need to operate in the new environment? Have you received education or training to learn these new skills? Rate your **knowledge** of how to implement the change on a scale of 1 (I do not have the training or required knowledge) to 5 (I have training and the required knowledge).

4. Considering the skills and knowledge identified in Step 3, assess your overall ability in each area (low, medium, high).

Review your evaluations and rate your overall **ability** to support the change on a scale of 1 (I have not yet developed the skills and behaviors) to 5 (I have mastered the skills and behaviors).

5. List the reinforcements that will help retain the change. Are incentives in place to reinforce the change and make it stick?

Rate the degree to which you are receiving **reinforcement** for demonstrating the change on a scale of 1 (I am not receiving) to 5 (I am receiving).

Review the five scores above and circle the first area where you scored a 3 or below.

Addressing Barriers

Awareness

Ask your manager or members of the change team the following questions:

- What are the benefits and business reasons?
- What is happening internally or externally that is creating the need to change?
- How do these drivers impact the business, organization, department and me?
- What do our customers want or expect?
- What are our competitors doing?
- What will happen if a change is not made?
- How will the change take place and what will future state look like?
- What can I expect to happen and when?

Desire

Group 1 Motivated

- Help deploy the change
- Participate in extended teams to support detailed design activities
- Help develop training or help test new systems and tools
- Act as a mentor and coach to other team members

Group 2 Neutral/Cautious

- Be patient. You may need time to sort out the change and the impact on you
- Continually seek new information on the business needs and changing environment
- Learn the risks if a change is not made; determine how it will impact you personally
- Voice your objections and understand why those objections cannot be satisfied or help in modifying the solution

Group 3 Unsupportive

- If you choose Group 3, talk to your supervisor to understand the consequences of that decision. Determine if you are possibly in Group 2 and just need your concerns listened to and addressed

Knowledge

- Ask questions
- Seek out more information from your manager about training and educational opportunities
- Attend meetings and presentations about the change

Ability

- Build new skills and behaviors by monitoring your own performance against change objectives. Seek help when they don't match
- Attend ongoing training and education programs in areas where you have skill gaps
- Be patient. It takes time to develop new work habits. Be persistent, positive and results-oriented

Reinforcement

- Seek support from your supervisor when processes don't work correctly
- Help solve problems and avoid using old processes
- Raise issues quickly and escalate issues accordingly to the right people