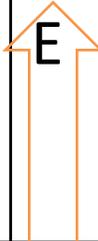


Name	Project
Date	Practice

List all things people say and do against the new practices

• ...	•	•
•	•	•
•	•	•

Classify them into K A W dimensions and define C T E actions for every one

Dimension	Resistor	Action	Assistor
 <p>Not Willing</p>		 <p>Encourage</p>	
<p>A</p> <p>Not Able</p>		<p>T</p> <p>Train</p>	
<p>K</p> <p>Not Knowing</p>		<p>C</p> <p>Communicate</p>	

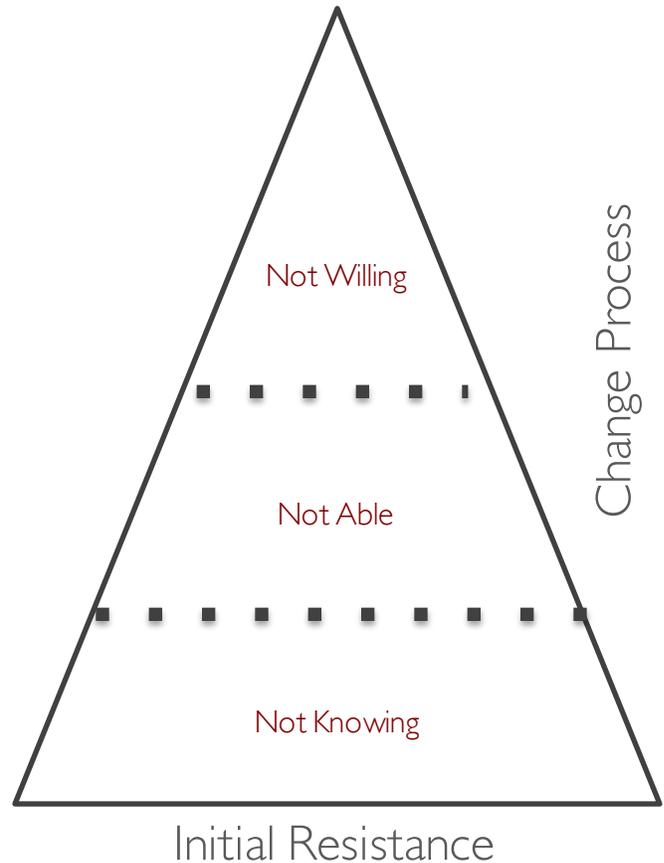
Place your Actions in the timeline, say who's responsible and who might help

Timeline	
Action	
Responsible	
Assistor	

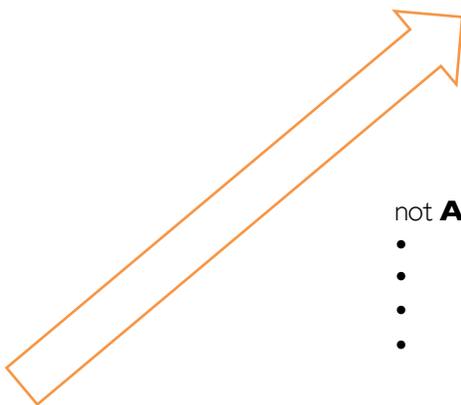
# Resistance-to-change Pyramid

At the University of Bremen in Germany, two professors (Nieder and Zimmerman) developed a resistance-to-change pyramid. At the base is Not Knowing, then Not Able, and at the top, Not Willing. In theory, satisfaction at each level of resistance reduces resistance at the next level.

- Not Knowing is the easiest and often most overlooked level of resistance, where basic communication includes details about the “who, what, where, when, why and how” of the change. Think in your own career how often this was overlooked and how frustrating it was.
- Not Able is countered by education, training and sharing new techniques. A classic example of this is when computers were introduced into the workplace. If you were around then, you understand how this change first seemed daunting to us, something we weren't able to do right away, but training helped us overcome our resistance.
- Not Willing (the most personal of the levels) requires intervention by setting goals and benchmarks, coaching, providing feedback and rewarding. Because being unwilling to change relates to the member's personal attitude toward change, reviewing the Bridges model can be helpful.



List all the reasons your new solution is not a reality now. What you have observed. What people tell you. What you have experienced yourself. Everything goes, start with the obvious and then go beyond. Don't try to explain it, don't analyze it, just write it down. Then classify them down.



## not **A**ble: **T**rain

- what skills are needed?
- by whom?
- any specific tools?
- what kind of applied knowledge is required?
- how might we deliver these?

## not **W**illing: **E**ncourage

- what is important to people involved?
- how might we align our goals to theirs?
- what visible benchmarks / measurements should we establish? should we reward them? how?
- how might we coach them? give them feedback?

## not **K**nowing: **C**ommunicate

- why is this change needed?
- who should change?
- what is the change?
- where will the change take place?
- when?
- how?