Identifying & Addressing Barrier Points

1. Briefly describe the change that is being implemented:

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______________________________________________________________________________________________________
______________________________________________________________________________________________________

2. 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).

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

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______________________________________________________________________________________________________
______________________________________________________________________________________________________

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).

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

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______________________________________________________________________________________________________
______________________________________________________________________________________________________

Do you have a clear understanding of the change and the skills you need to operate in the new environment? Have you been educated or trained to learn these new skills? Rate your knowledge of how to implement the change on a scale of 1 (I don’t have the training or required knowledge) to 5 (I have training and the required knowledge).

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

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______________________________________________________________________________________________________
______________________________________________________________________________________________________

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).

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

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______________________________________________________________________________________________________
______________________________________________________________________________________________________

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 scored 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 the 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 in the impacts
- 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
- Voice objections and understand why that cannot be satisfied or help in modifying the solution

Group 3: Unsupportive

- Talk to your supervisor to understand the consequences of that decision - Determine if you are possibly in Group 2 and just need your concerns listed to and addressed

Knowledge

- Ask questions
- Seek out more information from your manager about training and educational opportunities
- Attend meeting 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 your area where you have skill gaps
- Be patient, persistent, positive and results-oriented – it takes time to develop new work habits

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 accordingly to the right people