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| Cause of resistance | Questions to ask |
| Lack of Awareness | * Have I explained the reasons or drivers behind the change?
* What will happen if we don’t change?
* What will happen to people’s jobs or working practices?
* What will stay the same?
* What new behaviours need to be demonstrated?
* How can I demonstrate them?
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| Lack of Willingness | * Who do I need to influence and why?
* How can I use the Laws of Persuasion?
* What small changes can get the ball rolling?
* How could I celebrate these small successes?
* What will motivate the individuals in my team?
* Have I actually asked them what the problem is?
* Have I made consequences clear for non-compliance?
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| Lack of Capability | * What is driving this – real or perceived lack of skills?
* Is this just a lack of confidence? How can I help?
* What is staying the same?
* What existing skills and strengths do the individuals concerned have that they could use?
* How can I encourage small steps and reward those steps?
* What training, coaching and mentoring may be needed?
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When you need to influence others, ask yourself the following:

The Laws of Influence and Persuasion (Cialdini)