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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? |
| 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? |
| 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? |

When you need to influence others, ask yourself the following:

The Laws of Influence and Persuasion (Cialdini)