

Driving Forces



Driving forces are forces that make **change easier**.

These forces help people to engage and participate actively in the change.

Awareness

- Communications and access to information
- Events like town halls
- Observable conditions
- Personal/internal vision or aspiration

Desire

- Likelihood of gain or achievement (incentive)
- Fear of consequence (risk or penalty)
- Desire to be part of something (to belong)
- Alternative is worse
- Ownership of the solution

Knowledge

- Training and education
- Experience
- Access to information
- Mentor

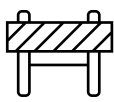
Ability

- Practice
- Examples or role models
- Access to the right tools
- Feedback and measurements
- Time

Reinforcement

- Celebrations
- Rewards and recognition
- Feedback
- Visible performance measurement
- Accountability mechanisms in place

Restraining Forces



Restraining forces are forces that make **change more difficult**.

These forces counteract driving forces and lead to avoidance or resistance of the change.

- Credibility of the source or sender
- Denial that the reasons are valid
- Debate over the reasons for change
- Rumors or misinformation

- Comfort or security with how things are now or fear of the unknown
- Change not aligned with self-interest or values
- Negative history with change (low confidence of success)
- An individual's personal situation
- Change resistant culture

- Insufficient time
- Inability to learn or remember
- Inadequate resources including money
- No access to needed information

- Psychological blocks
- Limitations in physical abilities
- Intellectual capability
- Time available to develop skills
- Availability of support resources
- Existing habits

- Rewards not meaningful or not associated with achievement
- Absence of reinforcement for accomplishments
- Negative consequences including peer pressure
- Opposing desired behavior

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