Toolkit   Page 183   Knowledge and Skills Worksheet

As Pfeffer and Sutton suggest in *The Knowing-Doing Gap*, it's the doing part of the knowing-doing gap that often gets lost. Most of the managers I have worked with are pretty skilled at seeing what needs to happen at various points in the life of a change but they often have difficulty turning that knowledge into action.

As you reviewed Chapters 2 through 9 of *Beyond the Wall of Resistance* (2010) you may have noticed places where your knowledge was spot on and you had skills to match, and other places where you had the knowledge but lacked the skills. Or perhaps you felt you lacked both knowledge and skills. No matter. Wherever you are, is where you are. That's where to begin.

You might take this quick assessment which corresponds with the content in Chapters 2 through 9.

Score each on a 1 to 5 scale. 1 = no knowledge or skill, 2 = a tiny bit of knowledge or skill, 3 = some knowledge and skill, 4 = a lot of knowledge and skill, 5 = close to mastery

Topic	Knowledge	Skills
Cycle of change		
Why people support and resistance change		
Avoiding knee-jerk reactions		
Knowing the context		
Making a compelling case for change		
Getting started on the right foot		
Keeping change alive		
Getting back on track		

Look at the scores.

- Where are you strong?
- Where are you weak?
- Are there places where you need to increase knowledge with regard to leading and managing change? How will you do this?
- Are there places where people lack the skills to lead and manage change? If so, how will you help people (yourself included) practice and get feedback in order to improve those skills. BTW, practice does not mean reading another book or sitting back and listening to a trainer tell you what to do. Practice is practice.
- If knowledge and skills are in pretty good shape, but you still aren't getting the results you want from change, then please read the interview with Kegan and Lahey in Chapter 11. Then look throughout the book at the sections titled What to Avoid. You may find patterns that your organization supports that blocks people from applying what they know about change.