- **NAME OF THE TOOL**
  Dilts Logical Levels of Change (Dilts Pyramide)

- **DESCRIPTION OF THE TOOL**
  The Dilts Pyramid is a model of how each of us functions, which consists of two main parts: the conscious and the unconscious. Knowledge of this model is extremely useful in understanding the way of thinking and values that guide us in life, as well as in coaching

- **OBJECTIVES OF THE TOOL**

- acquisition of self-awareness for personal and professional development,
- understanding our own mindset and the values that guide us in life
- naming, organizing and understanding the relationship between one's own thoughts, values, and emotions

- **CONNECTION THE TOOL WITH THE SKILL**
  In order to develop, you need to expand your self-awareness. It has two dimensions: internal and external. The first dimension is the ability to perceive and name your own emotions, thoughts, states, needs, values and behaviors. The second is to understand how others perceive us in these terms. Both dimensions are important, but the internal one seems to be the foundation. It is always good to consider outside feedback in the context of what we know about ourselves.
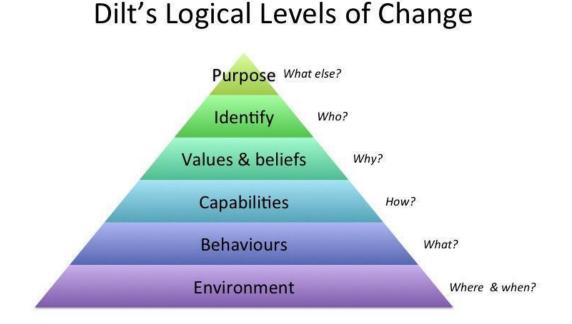
Therefore, any work on yourself should start with getting to know yourself as well as possible. It is important to be aware of how we think, what drives our behavior, and what values we follow in life.

The tool is based on one of the most famous and helpful structures for the acquisition of self-awareness - Dr. Robert Dilts' model of neurological levels. It was described in detail in the book "From Coach to Awakener", and is commonly known as the Dilts pyramid.

● **RESOURCES AND MATERIALS**
● individual worksheets with questions for specific dimensions
● presentation, for example in the form of PowerPoint, showing the pyramid and its elements:

Dilt's Logical Levels of Change

Source: Dilts Logical Levels of Change - a resource for managing change, 18 May 2017, in:
https://riverrhee.com/blog/dilts-logical-levels-change

● IMPLEMENTATION OF THE TOOL

The exercise is based on the individual work of the training participants. The trainer presents the assumptions of the Dilts pyramid (using PowerPoint presentations), then the participants receive their own worksheets, which they fill in during the training session (the content of the questions for each of the dimensions below). Then the trainer discusses the general assumptions of the theory and relates them to the results of the participants' own work. He may also ask if any of the participants wanted to present their own individual worksheet results to the whole group.

Taking each of the levels in turn:

1. Purpose

Purpose asks the question "What else are we here for?", or "What else is this change happening for?" It is purpose that will tap into people's motivations for supporting a change. The purpose may be to enable a team or organisation to address an unmet medical need, continue to serve the needs of their customers, or 'just' remain financially viable. However, the more compelling the purpose, the more effective it will be for engaging people in change.

2. Identity

Identity asks the question "Who are we?" It enables the people affected by the change to forge a common identity. "We are scientists", or "Information professionals" etc. "We are the ones being affected by this change".

3. Values and beliefs

The core beliefs and values underpin the team's sense of identity: what they hold to be true and important. These will influence how they respond to change - the 'why?'. In many cases they will be sub-conscious, but understanding them will help anyone introducing change to shape their key messages accordingly.

Examples could include the belief that the team's scientists or information professionals have some of the 'best brains' or 'greatest proficiency' in their area of expertise, or at least the ability to excel. They might value their creativity, their ability to develop a quality service, their integrity for example.

Effective change leaders will role model values and beliefs that already exist within the team, or that the team will accept and adopt as their own. Engaging in a healthy debate of what these are, or what they could be, will assist with this process.

4. Capabilities

Capabilities and the competencies, skills, qualities and strategies that people can apply to adopt or support the change - the 'how?' work gets done. They need to be defined, taught and practised for any defined change. They could be both technical competencies in the individuals fields of expertise or related to their work, or softer skills such as their ability to adapt to the change itself.

5. Behaviours

Behaviours are the 'what?' people are expected to do, say or think as a result of the change. An effective change programme will identify which behaviours need to change and how in order to successfully implement and embed new ways of working. Reward and recognition incentives may help with this.

6. Environment

Environment is the 'where and when' for managing change. It is the place and time of where those affected by the change will work. The physical and geographical location. Changes to this environment could help to ensure that people effectively transition to the new way of working, or at a minimum support them in doing so.

Source: Dilts Logical Levels of Change - a resource for managing change, 18 May 2017, in:
https://riverrhee.com/blog/dilts-logical-levels-change

Example: I am constantly angry with my employees and tighten the screw (BEHAVIOUR). The reason may be at the level of:

SKILLS: I can't communicate properly.

STATES: I'm frustrated because I don't live up to my expectations.

BELIEVE: My parents were strict. So in my head I am convinced that I cannot be too lenient, because then people get lazy and do not fulfil their potential.

VALUES: Recognition is very important to me, while I am not currently experiencing it.

Now it's time for you. Think about how much you know yourself at each of these levels?

- Can you identify the impact your surroundings have on you?
- How aware are you of the behavior you are doing and how it is perceived by others?
- How well can you describe your skills?
- Can you see and name your current mental state and the emotions you're feeling?
- How many of your inner beliefs are you aware of and are you able to divide them into supportive and limiting?
- Can you name your most important values and do you live in harmony with them?
- Will you be able to answer the question who you are without hesitation?
- Is it clear to you what legacy you want to leave behind? Can you define what you deeply believe in?

Source: Trenujemy samoświadomość – piramida Diltsa, 18 MAJA, 2020, in:
https://takelifeinyourhands.pl/samoswiadomosc-piramida-diltsa/

● **WHAT YOU LEARN**

By using the exercise in training, participants will:

● gain self-awareness necessary for personal and professional development,

● understand their own mindset and the values that guide them in life

● name, organize and understand the relationship between theirs own thoughts, values, and emotions