Logical Levels of Change (Robert Dilts)

Robert Dilts is an organisational psychologist who has conducted research into change and organisational learning. The “Logical Levels of Change” model has many different applications. One way to use it is as a model to help us identify what promotes or limits our effectiveness as leaders.

The Model

This model is very powerful in highlighting the link between what we think, what we do, and the results we get.

It is consistent with the core thinking behind the Discovery in Action™ framework: which facilitates insight and deep understanding through the exploration of our beliefs and the impact of our actions and behaviours.

The roles we play

<table>
<thead>
<tr>
<th>Identity / My Role (who?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>“I am” …</td>
</tr>
</tbody>
</table>

What we believe, value & hold as important to us

<table>
<thead>
<tr>
<th>Values and beliefs (why?)</th>
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<tbody>
<tr>
<td>Motivation / Purpose</td>
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</tbody>
</table>

The skills and competencies we develop

<table>
<thead>
<tr>
<th>Skills and capabilities (how?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skills and Knowledge</td>
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</table>

The behaviours we display

<table>
<thead>
<tr>
<th>Behaviours (what?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actions and reactions</td>
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</tbody>
</table>

The results we get

<table>
<thead>
<tr>
<th>Environment (where, when, with whom?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Result / Outcome</td>
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Things you can do to improve your effectiveness as a leader

- Reflect on the environment around you. Is it how you want it to be? Are you achieving the results you want?

I am on track if I:

- take the time to break down the different levels of thinking and reflect on what is actually happening
- appreciate the feedback loops – the cause and effect relationship. If I think X, the impact is Y...
- peel the layers right back to the top of the ladder. Longer term, sustainable change is going to happen if we identify the changes we need to make in our thinking, make tangible, practical changes and review if the impact is what we expected

Warning signs are:

- if the changes you make are only surface-level changes. Concentrate on building a wide range of skills and capabilities. As situations change, you may need skills in your toolkit so you can choose the best way to bring about the most effective result
- the result you are hoping for isn’t occurring. Are the assumptions you have made the right ones?
- if the changes are not having the impact you expected. Are your actions and reactions truly reflective of the values and beliefs you hold? What else may need consideration?
### Using the DILTS Model for reflection - Looking at your Mindset

#### What do I think about myself as a leader **NOW?**

You do not need to answer each question in detail. The questions are prompts to help you reflect on yourself as a leader.

<table>
<thead>
<tr>
<th>ENVIRONMENT (Where, When, With whom)</th>
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<tbody>
<tr>
<td><strong>Reflect on the environment you work in...</strong></td>
</tr>
<tr>
<td>What is your work environment like? (what does it look like, sound like, feel like - use some adjectives)</td>
</tr>
<tr>
<td>What are the external influences on you?</td>
</tr>
<tr>
<td>How would you describe the “vibe” in your work area?</td>
</tr>
</tbody>
</table>

| BEHAVIOURS (What) | |
|-------------------|
| **Reflect on your behaviours...** |
| What actions / behaviours / habits do you see yourself demonstrating at work? |
| What impact do these behaviours have on your team / work colleagues? |
| What would they say about you as a leader? |

| SKILLS & COMPETENCIES (How) | |
|-----------------------------|
| **Reflect on your skills and capabilities...** |
| What skills are you using as a leader? |
| How would you compare these skills and attributes to those you see in leaders you admire? |

| VALUES & BELIEFS (Why) | |
|-----------------------|
| **Reflect on your values and beliefs...** |
| Why are you a leader? |
| What is important about your role as a leader? |
| What do you believe about yourself as a leader? |
| What might get in the way of your success? |

| IDENTITY (My Role / Who) | |
|-------------------------|
| **Think about your identity...** |
| How would you describe yourself as a leader? |
| What do you want to accomplish in this role? |
| What is your mission / purpose as a leader? |

**“So What”? What did you become aware of after completing this reflection?**

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**Further Reading**: Type “Logical Levels Robert Dilts” into google. There are multiple references explaining this model and its application, in more detail.
### Becoming the Leader you want to be

You do not need to answer each question in detail. The questions are prompts to help you reflect on yourself as a leader.

#### IDENTITY (My Role / Who)

**Think about your identity...**

Looking to the future, what type of leader do you **want or need** to become?

If you were to become this leader, how would others describe you and what you have done?

What do you need to change to become this leader?

#### VALUES & BELIEFS (Why)

**Reflect on your values and beliefs...**

Why do you think it is important to move to this new identity as a leader?

What sort of difference will this make?

#### SKILLS & COMPETENCIES (How)

**Reflect on your skills and capabilities...**

What skills and capabilities do you need to develop over the coming months?

How could you build / develop these skills?

Which existing skills can you leverage?

How are you going to use these improved skills?

#### BEHAVIOURS (What)

**Reflect on your behaviours...**

What actions / behaviours do you see yourself doing more of?

What new / different habits do you need to develop going forward?

How could you make this happen?

What old habits might be hard to break?

What impact will these changes have on others you work with?

#### ENVIRONMENT (Where, When, With whom)

**Reflect on the environment you work In...**

What will your work environment look like? (What will it look like, sound like, feel like - use some adjectives)

How would you like to describe this environment in 1-3 months (or 3-6 if there is a need for considerable change)?

What changes will be visible?

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