

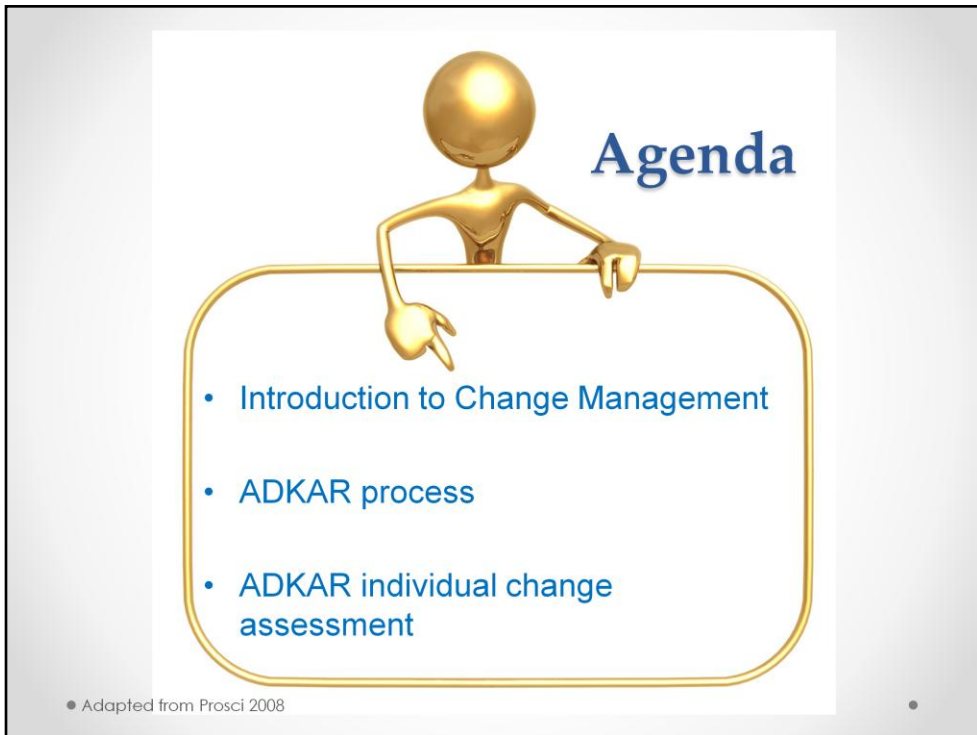


ADKAR and Change

Using PROSCI'S ADKAR Model

• Adapted from Prosci 2008

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This activity will be an introduction to the ADKAR Model that the state has adopted and how it affects change in the organization.

What is Change Management?

People side of
change



• Adapted from Prosci 2008

This is the answer to 'what's in it for me' that people ask in times of change. It is giving them the answer to their 'why' when asking them to make a change that may not make sense to them.

Change management is:



The process, tools and techniques to manage the people-side of change to achieve the required business outcome.

• Adapted from Prosci 2008

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Change management is a system used to **anticipate, activate and accelerate** engagement

Primary reasons for change Management



• Adapted from Prosci 2008

Resistance: A person's view of the current state correlates directly to their resistance to change. Those strongly invested in the current state may deny or discredit the need to change.

Why do some changes fail while other succeed? Even with great communication, the most effective training, excellent project management, and amazing vision, the root cause of most failed change attempts is the lack of managing the people side of change.

Organizational change can be represented as three states of change



How things are done today?



How to move from current to future?



How things will be done tomorrow?

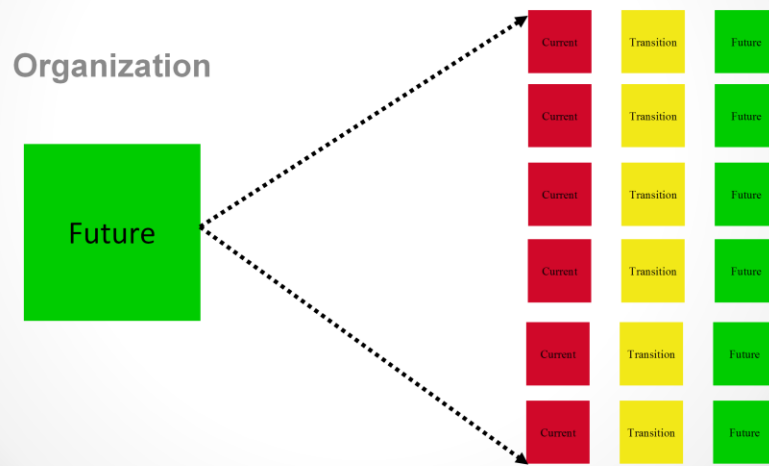
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By separating a change out into how things are done today (the current state), how things will be done (the future state) and how to move from the current state to the future

state (the transition state), change can be more effectively managed as specific tactics can be developed for each of the states of change.

The organization's future state is actually the collection of many individual future states



• Adapted from Prosci 2008

Individuals will transition from stage to stage at different rates, but the ultimate goal is for all people within the organization to reach the future phase.

Consequences of not managing the people side of change



• Adapted from Prosci 2008

There are down sides to not managing the people side of change such as

- People not being as productive
- People being passively resistant
- People being actively resistant
- And valuable staff members leaving the organization

Consequences of not managing the people side of change



- Disinterest in the current or future state
- Arguing about the need for change
- More sick days
- Change not fully implemented

• Adapted from Prosci 2008

- People feeling disinterested in the current or future state.
- People arguing that change is not needed.
- An increase in the use of sick leave.
- Changes end up not being fully implemented.

Consequences of not managing the people side of change



- People finding work arounds
- People revert to the old way of doing things
- The change being totally scrapped
- Divides are created between 'us' and 'them'

• Adapted from Prosci 2008

- People will find work arounds to get the work done.
- People will revert to the way things were done before.
- The changes could be scrapped.
- Us vs. Them situations are created.

Change

“Organizations don’t change - people within organizations change.”

Any business change requires individuals to do their jobs differently to be successful



• Adapted from Prosci 2008

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An organization can have cutting edge technology and/or amazing processes, but if the people don’t change, none of these things will lead us to success.

Change is not always easy!



• Adapted from Prosci 2008

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Knowing this, we would like to arm you with a change management model that can help guide you through change – and help you to identify barriers in the change process.

The ADKAR Model

ADKAR describes the required phases that an individual will go through when faced with change.



• Adapted from Prosci 2008

Now we will talk about a model for change management that the state as adopted.

The ADKAR Model

ADKAR is a foundational tool for understanding “how, why and when” to use different change management tools.



• Adapted from Prosci 2008

The ADKAR model will assist you in recognizing where problems can arise and give you some tools for dealing with these problems.

The five building blocks of successful change

Awareness of the need for change

Desire to participate and support the change

Knowledge on how to change

Ability to implement required skills and behaviors

Reinforcement to sustain the change



• Adapted from Prosci 2008

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The ADKAR Model is an individual change management model describing how one person makes a successful change. Effective change management requires a change management model as its foundation to encourage effective organizational change.

The ADKAR Model



of the need for change.

- What is the nature of the change?
- Why is the change happening?
- What is the risk of not changing?

• Adapted from Prosci 2008

Awareness is often equated to communication, however, the act of communicating does not always produce the result of awareness. This is where you should start seeing what the change is, why the change is being made, and what the risks of not changing from the current state are.

The ADKAR Model



Think about the change your team is working on currently .

Write a number 1 – 5 on the Post-It note to indicate your Awareness of this change.

• Adapted from Prosci 2008

Ask each person to think about _____ *****(A change that your team is currently going through)****

On one of the post-it notes have them each write a number between 1-5 on the post-it note to indicate how they feel they are with the awareness part of ADKAR with 1 being not aware and 5 fully aware of the change.

Collect the Post-it notes and calculate the average for the group. Place the average number on the Chart Pack paper under Awareness.

The ADKAR Model



to support the change.

- Personal motivation to support the change
- Organizational drivers to support change

• Adapted from Prosci 2008

Ultimately, desire is about personal choice. It is often due to uncertainty and lack of control during the change process that causes a person's motivation for the change to put them at odds with the change. This can create 'reactive management' – fire fighting and damage control. Instead of introducing change and then identifying those who are resistant. The ultimate goal is not to drag you along unwillingly, but to create energy and engagement around the change that produces momentum and support from you. This is sometimes referred to as the “what's in it for me” stage

The ADKAR Model



Desire

Think about the change your team is working on currently .

Write a number 1 – 5 on the Post-It note to indicate your Desire for this change.

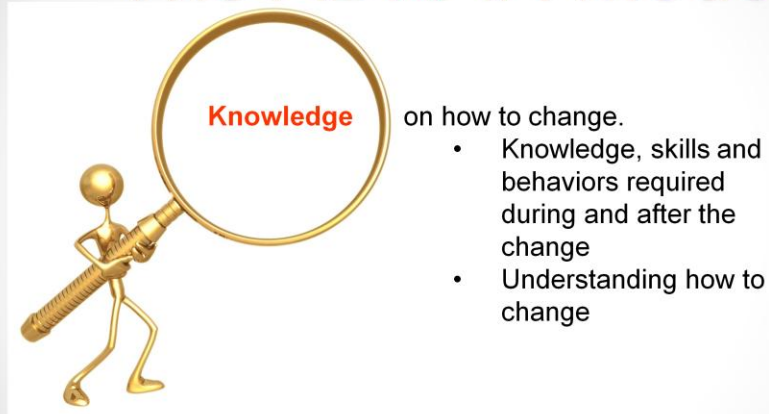
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Ask each person to think about _____ *****(The same change as used in the Awareness section)****

On one of the post-it notes have them each write a number between 1-5 on the post-it note to indicate how they feel they are with the Desire part of ADKAR with 1 being No desire to change and 5 fully desirous of the change.

Collect the Post-it notes and calculate the average for the group. Place the average number on the Chart Pack paper under Desire.

The ADKAR Model

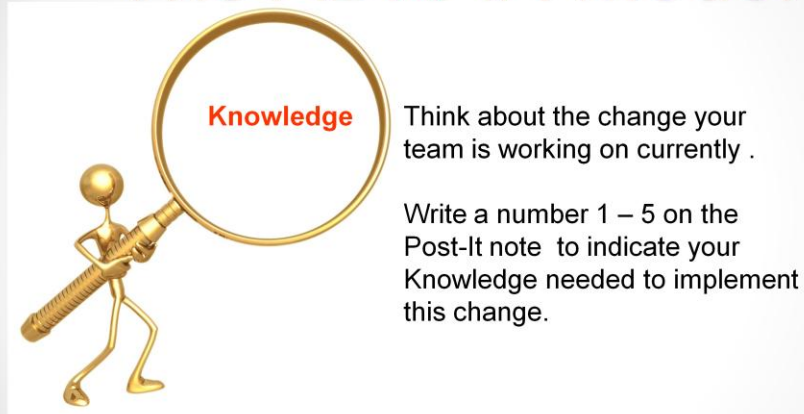


• Adapted from Prosci 2008

Knowledge is the building block that usually causes the fewest issues – our organization has a rich history of training delivery. But training should not be the only way knowledge is developed. It is important to equip you with the knowledge of how to change (what to do during the transition) as well as how to perform in the future state (knowledge on the skills and behaviors needed to support the change).

It is easy and a commonly made mistake to jump straight to Knowledge as a way to encourage individual change. The result is easy to predict – you show up for training and wonder why you are sitting through yet another training you know nothing about! Without the prerequisite of Awareness and Desire, efforts to build knowledge will not be successful and potentially create more resistance.

The ADKAR Model



• Adapted from Prosci 2008

Ask each person to think about _____ *****(The same change as used in the Awareness section)****

On one of the post-it notes have them each write a number between 1-5 on the post-it note to indicate how they feel they are with the Knowledge part of ADKAR with 1 being knowledge of how to make the change and 5 being you have all the training and knowledge to make the change.

Collect the Post-it notes and calculate the average for the group. Place the average number on the Chart Pack paper under Knowledge.

The ADKAR Model



to implement new skills.

- Demonstrated ability to implement the change
- Barriers that may inhibit implementing the change

• Adapted from Prosci 2008

Ability is the building block in the process where the change occurs and is defined by demonstrated achievement of the change (expected performance results are performed).

Knowledge and Ability can seem similar, but there is a large gap between the two. While you may be given the tools and information (knowledge), it is the time, practice, and access to the right tools that will translate into performance (Ability).

The ADKAR Model



Think about the change your team is working on currently .

Write a number 1 – 5 on the Post-It note to indicate your Ability to implement this change.

• Adapted from Prosci 2008

Ask each person to think about _____ *****(The same change as used in the Awareness section)****

On one of the post-it notes have them each write a number between 1-5 on the post-it note to indicate how they feel they are with the Ability part of ADKAR with 1 being not able to make the change and 5 you have all of the practice and other abilities to make the change.

Collect the Post-it notes and calculate the average for the group. Place the average number on the Chart Pack paper under Ability.

The ADKAR Model



to sustain the change.

- Mechanisms to keep the change in place
- Recognition, rewards, incentives, successes

• Adapted from Prosci 2008

Reinforcement is the final building block. It is a natural tendency to resort to what we know – research has even shown that it is not just a natural tendency, it is a physiological tendency. While making the change is difficult, sustaining the change can be even more so. This is why reinforcement becomes such a critical component – it encourages and supports the change to ensure the new way stays in place.

It takes a real effort to make sure a change ‘sticks’ – especially as there is typically another change on the horizon once a change is finished. Reinforcement must be maintained so that changes are sustained and deliver results.

The ADKAR Model



Think about the change your team is working on currently .

Write a number 1 – 5 on the Post-It note to indicate your feeling of Reinforcement for this change.

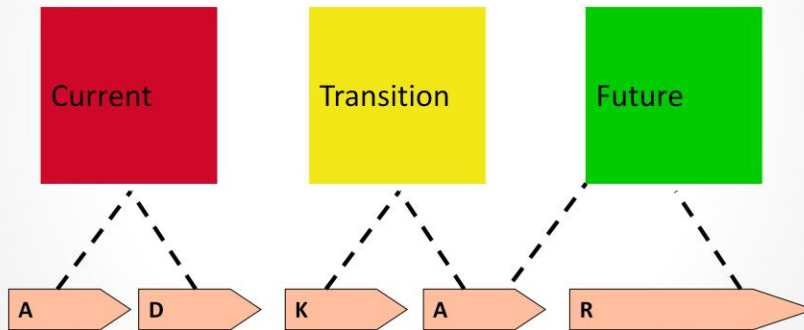
• Adapted from Prosci 2008

Ask each person to think about _____ *****(The same change as used in the Awareness section)*****

On one of the post-it notes have them each write a number between 1-5 on the post-it note to indicate how they feel they are with the Reinforcement part of ADKAR with 1 being No reinforcement being given to you and 5 fully you are receiving all of the reinforcement you need to make the change.

Collect the Post-it notes and calculate the average for the group. Place the average number on the Chart Pack paper under Reinforcement.

Connecting ADKAR and the current, transition and future states.

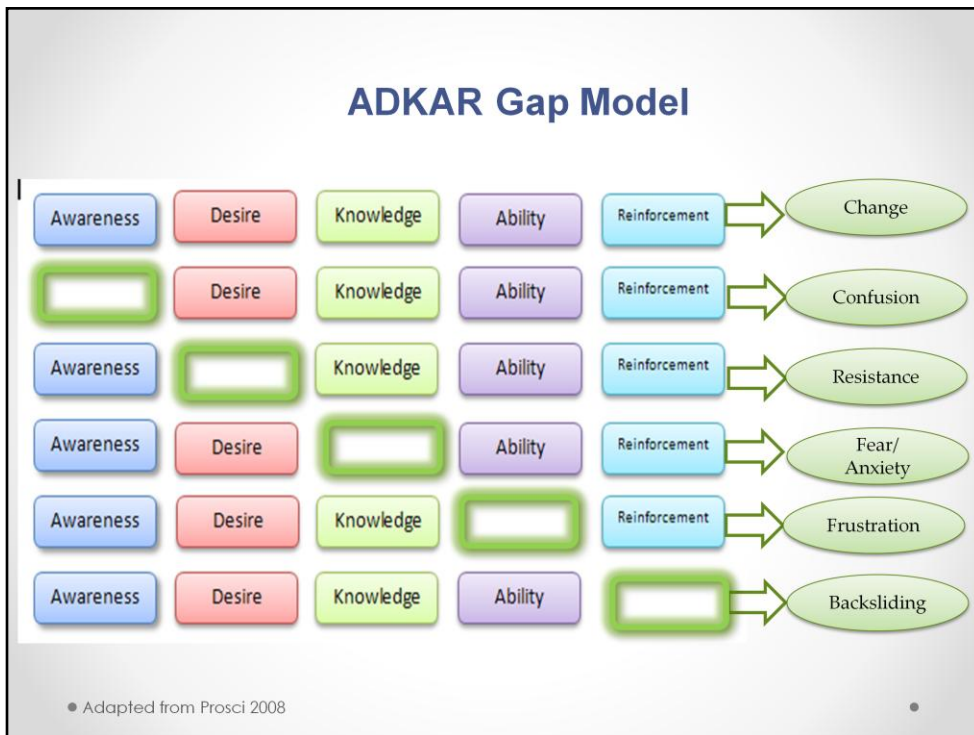


• Adapted from Prosci 2008

To move out of the current state, an individual needs *Awareness* of the need for change and *Desire* to participate and support the change.

Successfully moving through the transition state requires *Knowledge* on how to change and the *Ability* to implement the

required skills and behaviors. In the future state, that *Ability* is utilized and *Reinforcement* is required to sustain the change.



This Model helps to illustrate what happens when one of the pieces of ADKAR is missing. If all of the pieces are in place you will have a successful change.

(Click)

- If Awareness is missing you will find yourself confused and you may wander around the goal with no way to tell if you are doing the right steps.

(Click)

- If Desire is missing you may find yourself resisting the change as the “What’s in it for me?” question has not been answer to you satisfaction.

(Click)

- When the Knowledge piece is missing you may experience a lot of fear and anxiety about the change.

(Click)

- When Ability is missing you will feel frustrated because you are being asked to do something but not given the skill or tools to accomplish the goal.

(Click)

- And finally when the reinforcement part is not done you may want to go back to the old way fo doing things because you have not seen that the change was beneficial to you.

Developing corrective actions with ADKAR

If the gap is:	Corrective actions:
Awareness	Management communicates about the business reasons for change (why, risk of not changing, drivers of change); Face-to-face communications with immediate supervisors about how the change impacts you directly is what should occur
Desire	Look for pockets of resistance and identify the root cause; discuss your desire for resisting the change

• Adapted from Prosci 2008

- If the gap is Awareness corrective action may include having Management communicate what the change is, why we are making the change, what the drivers of the change are, and what the risks are for not making the change. The most effective communication comes from your immediate supervisors as they can have the discussion of how this will impact you directly.
- If the gap is Desire your team should look for pockets of resistance and identify the root cause and have a discussion about the resistance so you can try to answer the “what’s in it for me?” question for those who are resistant.

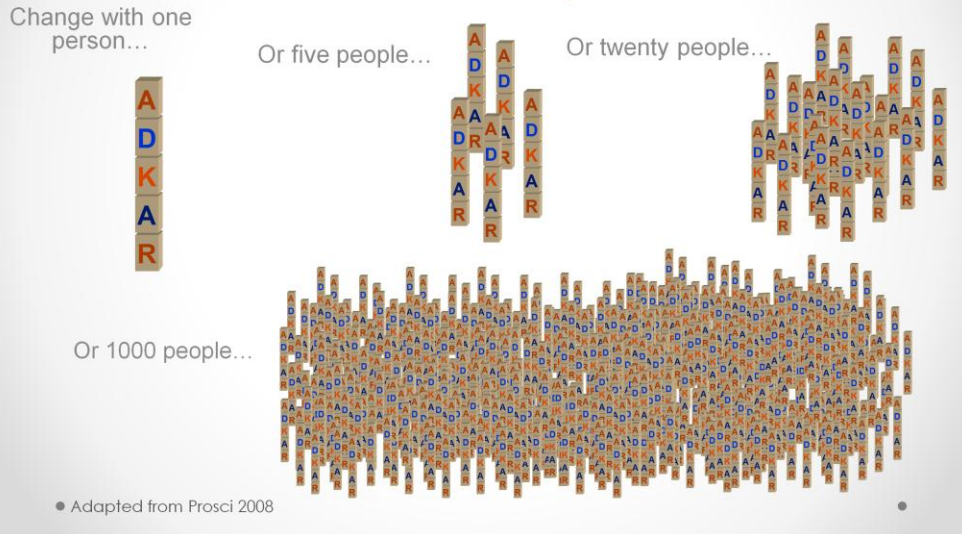
Developing corrective actions with ADKAR

If the gap is:	Corrective actions:
Knowledge	Training on how to change and the skills needed after the change
Ability	On-the-job training and job aides to support the new behaviors; Coaching by supervisors; Troubleshooting
Reinforcement	Messages by senior leaders and supervisors that the change is here to stay; Individual coaching sessions to identify gaps

• Adapted from Prosci 2008

- If the gap is Knowledge your team should have a discussion about where the knowledge gap is (is it a lack of skill in handling change in general or specific skills needed to make the change?) then seek the trainings you will need.
- If the gap is Ability your team may want to look into ways provide more time to practice the new skills needed and also look for job aides that will support the skills you have already learned. You and your team may also need to set up coaching sessions and possibly troubleshoot where the problems you are having are.
- Finally if the gap is in Reinforcement you and your team will want to make sure that messages from the senior leaders and supervisors are consistently saying that the change is here to stay and continue to set up individual coaching sessions that will identify each persons gaps to try to move forward.

Applying ADKAR: Not everyone moves through change at the same pace



As mentioned before, individuals will move through the change process at different rates. By using ADKAR the organization can be successful in the change process even if the change effects (Click) One person, (Click) five people, (Click) twenty people, (Click) or a thousand people.

If you choose to use the 3 minute video for the activity at the end of this slide is a good place.

Group Activity



• Adapted from Prosci 2008

We will now do a group activity to assess our ADKAR position at the moment for the conversion to the new technology.

If you choose to use the 3 minute video for the activity close out the slide show and click on the Derek Sivers WMV file.