ADKAR and Change

Using PROSCI'S ADKAR Model

Adapted from Prosci 2008
• Introduction to Change Management
• ADKAR process
• ADKAR individual change assessment

Adapted from Prosci 2008
What is Change Management?

People side of change

Adapted from Prosci 2008
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
Primary reasons for change Management

- Manage resistance to change
- Increase probability of success
- Reduce transition time

Adapted from Prosci 2008
Organizational change can be represented as three states of change:

- **Current state**: How things are done today?
- **Transition state**: How to move from current to future?
- **Future state**: How things will be done tomorrow?

Adapted from Prosci 2008
The organization’s future state is actually the collection of many individual future states.
Consequences of not managing the people side of change

- Lower productivity
- Passive resistance
- Active resistance
- Turnover of valued employees
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
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’
“Organizations don’t change - people within organizations change.”

Any business change requires individuals to do their jobs differently to be successful.
Change is not always easy!

Adapted from Prosci 2008
The ADKAR Model

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

Adapted from Prosci 2008
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 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
The ADKAR Model

Awareness of the need for change.
- What is the nature of the change?
- Why is the change happening?
- What is the risk of not changing?
Awareness

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.
The ADKAR Model

Desire to support the change.

- Personal motivation to support the change
- Organizational drivers to support change
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.
Knowledge on how to change.

- Knowledge, skills and behaviors required during and after the change
- Understanding how to change
The ADKAR Model

Knowledge

Think about the change your team is working on currently.

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

Adapted from Prosci 2008
The ADKAR Model

Ability to implement new skills.
- Demonstrated ability to implement the change
- Barriers that may inhibit implementing the change

Adapted from Prosci 2008
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.

Ability

Adapted from Prosci 2008
The ADKAR Model

Reinforcement to sustain the change.

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

Adapted from Prosci 2008
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.
Connecting ADKAR and the current, transition and future states.
ADKAR Gap Model

Awareness  Desire  Knowledge  Ability  Reinforcement  Change

Awareness  Desire  Knowledge  Ability  Reinforcement  Confusion

Awareness  Desire  Knowledge  Ability  Reinforcement  Resistance

Awareness  Desire  Knowledge  Ability  Reinforcement  Fear/Anxiety

Awareness  Desire  Knowledge  Ability  Reinforcement  Frustration

Awareness  Desire  Knowledge  Ability  Reinforcement  Backsliding

Adapted from Prosci 2008
Developing corrective actions with ADKAR

<table>
<thead>
<tr>
<th>If the gap is:</th>
<th>Corrective actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Awareness</td>
<td>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</td>
</tr>
<tr>
<td>Desire</td>
<td>Look for pockets of resistance and identify the root cause; discuss your desire for resisting the change</td>
</tr>
</tbody>
</table>
# Developing corrective actions with ADKAR

<table>
<thead>
<tr>
<th>If the gap is:</th>
<th>Corrective actions:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge</td>
<td>Training on how to change and the skills needed after the change</td>
</tr>
<tr>
<td>Ability</td>
<td>On-the-job training and job aides to support the new behaviors; Coaching by supervisors; Troubleshooting</td>
</tr>
<tr>
<td>Reinforcement</td>
<td>Messages by senior leaders and supervisors that the change is here to stay; Individual coaching sessions to identity gaps</td>
</tr>
</tbody>
</table>

*Adapted from Prosci 2008*
Applying ADKAR:
Not everyone moves through change at the same pace

Change with one person...

Or five people...

Or twenty people...

Or 1000 people...

Adapted from Prosci 2008
Group Activity