

The 5 Building Blocks of Individual Change: Who and How

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The 5 Building Blocks of Individual Change

Who and How

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PEOPLE. CHANGE. RESULTS.™

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Webinar Agenda

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Context: Individual Change

2

The Prosci ADKAR® Model

3

ADKAR for Personal and Workplace Change

4

ADKAR for Project Milestones

5

ADKAR to Activate Key Roles



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“The secret to successful change lies beyond the visible and busy activities that surround change. Successful change, at its core, is rooted in something much simpler: how to facilitate change with **one** person.”

Jeff Hiatt

*Prosci founder
Creator of ADKAR*

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The 5 Building Blocks of Individual Change



The Perfect Change™

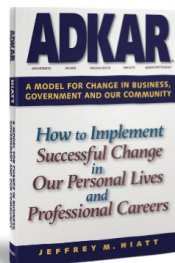
The Perfect Change™
Using the ADKAR model for change management
By Jeff Hiatt

© 2000 by Prosci
Learning Center Publications
ISBN 1-559-11-1-1

The Perfect Change™
By Jeff Hiatt (2000)

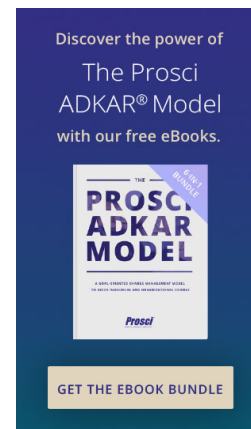
Researched over 700 companies
over a four-year period.
Successful change can be
modeled and repeated.

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**ADKAR: A Model for Change
in Business, Government and
Our Communities**

By Jeff Hiatt
1st Edition: 2006



Six Free ADKAR Resources

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Context: Individual Change



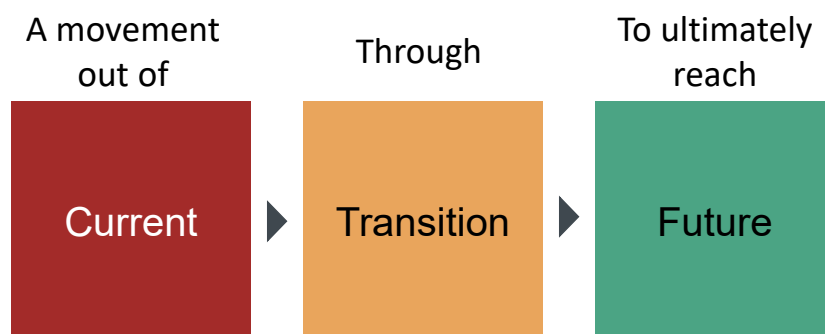
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What is Change?



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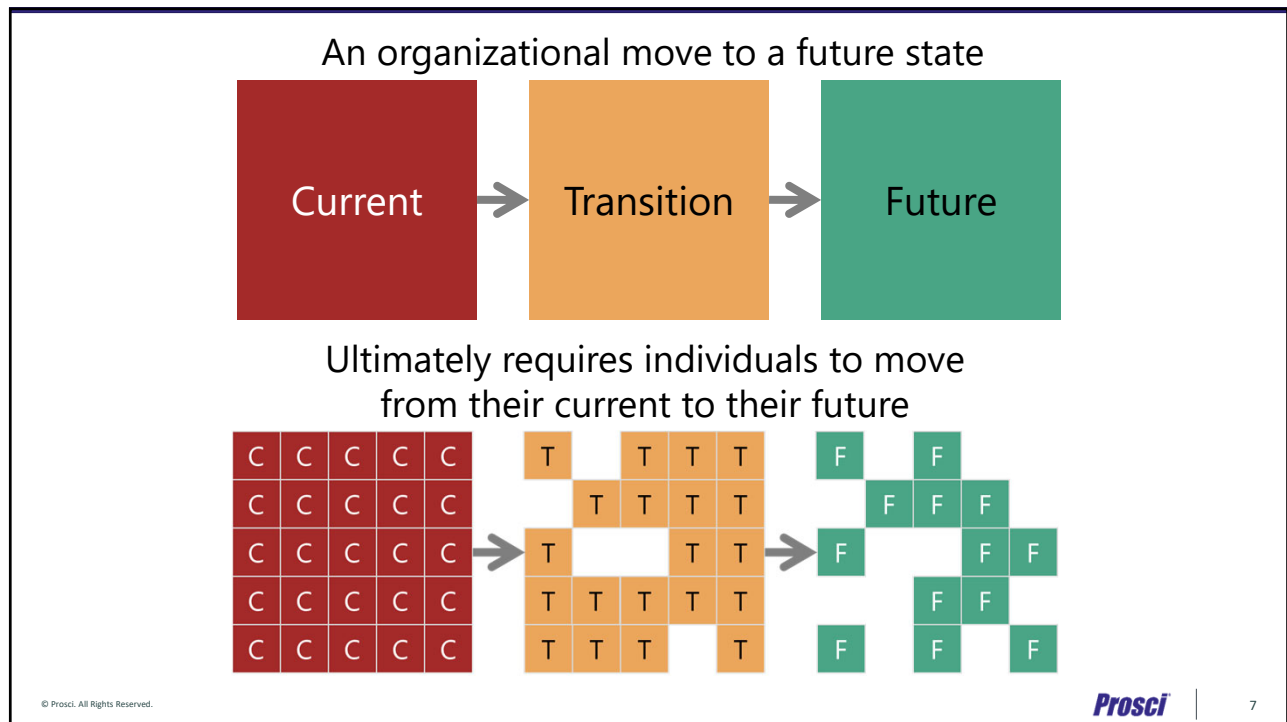
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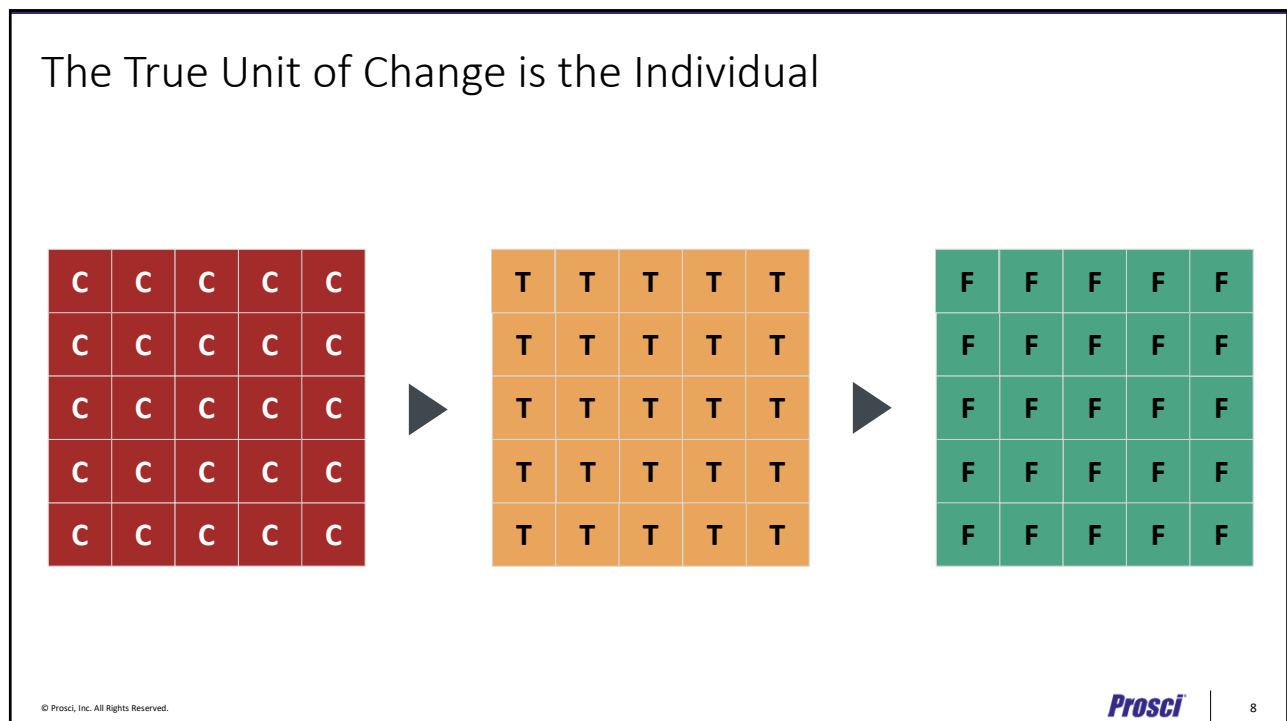
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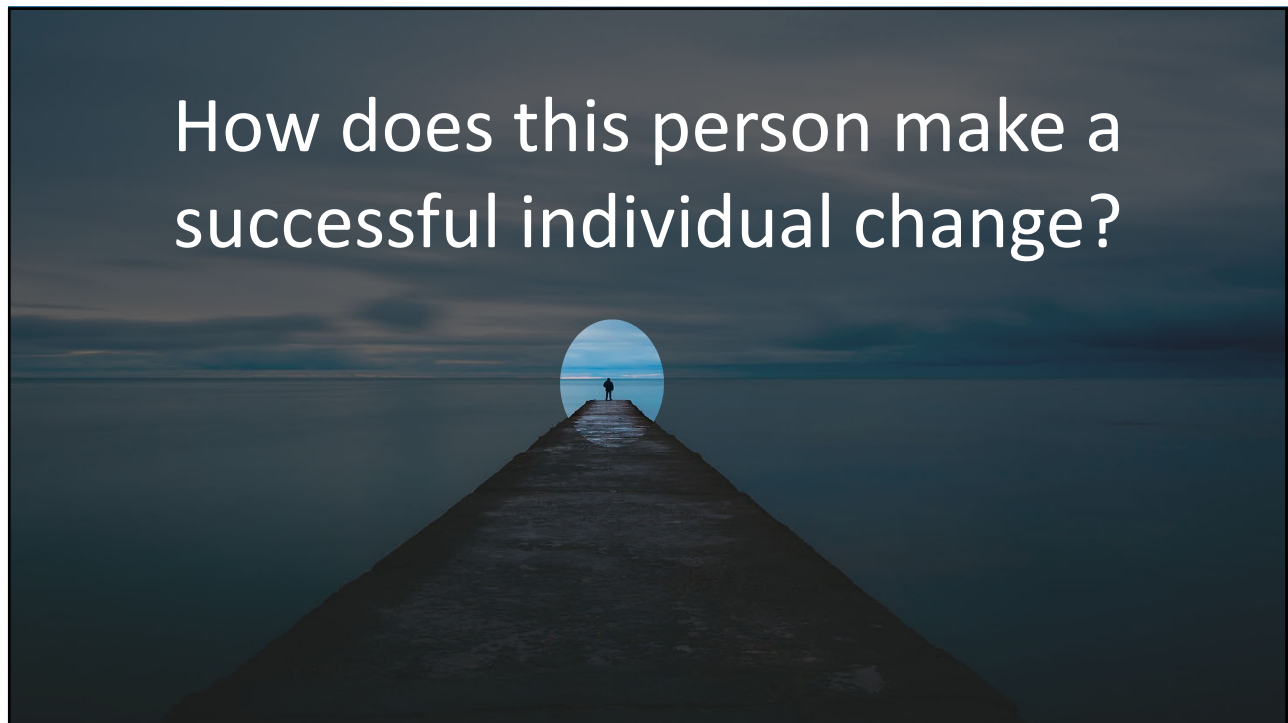
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The Prosci ADKAR® Model



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The 5 Elements of Successful Change

Change begins with understanding why

Awareness

Desire

Knowledge

Ability

Reinforcement



Awareness

What is the **nature** of the change?

Why is the change **needed**?

What is the **risk** of not changing?

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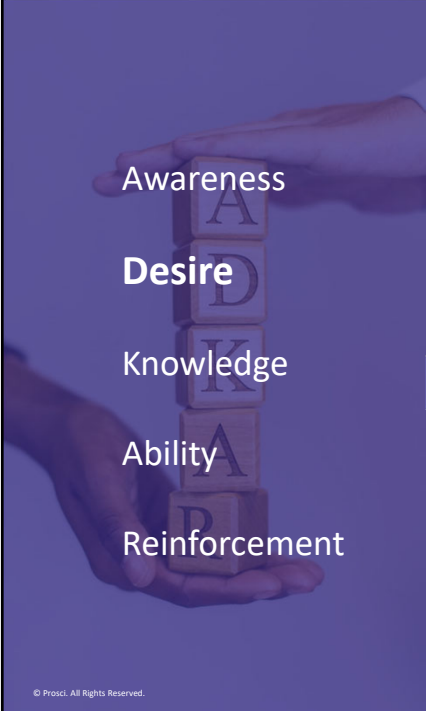
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Awareness
Desire
Knowledge
Ability
Reinforcement

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The 5 Elements of Successful Change

Change involves personal decisions



Desire

What's in it for me (WIIFM)?	A personal choice	A decision to engage and participate
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Awareness
Desire
Knowledge
Ability
Reinforcement

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The 5 Elements of Successful Change

Change requires knowing how



Knowledge

Understanding how to change	Training on new processes and tools	Learning new skills
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Awareness

Desire

Knowledge

Ability

Reinforcement

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The 5 Elements of Successful Change

Change requires action in the right direction



Ability

The demonstrated capability to implement the change	Achievement of the desired change in performance or behavior
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Awareness

Desire

Knowledge

Ability

Reinforcement

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The 5 Elements of Successful Change

Change must be reinforced to be sustained



Reinforcement

Actions that increase the likelihood that a change will be continued	Recognition and rewards that sustain the change
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ADKAR in the Wild

SAVE OUR PLANET

Dear Guest,
Every day millions of gallons of water are used to wash towels that have only been used once.

YOU MAKE THE CHOICE:
A towel on the rack means: "I will use again."
A towel on the floor means: "Please replace."

Thank you for helping us conserve the Earth's vital resources.

ADKAR in the Wild:

- Nature of the change
- Why the change is needed
- Personal decision
- Knowing how to make the change
- Gratitude to make it stick

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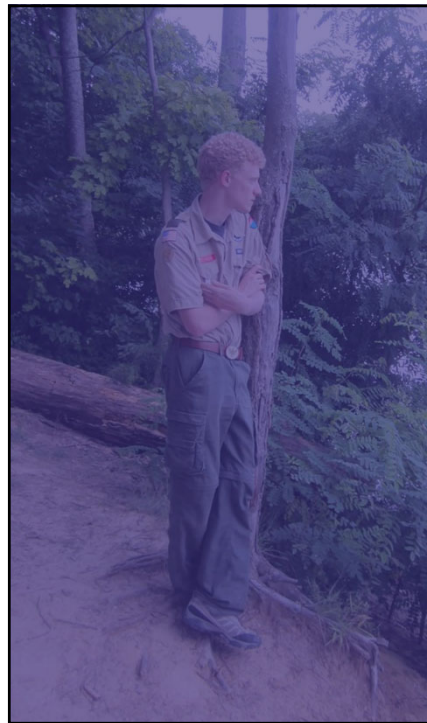
3 ADKAR for Personal and Workplace Change

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A Personal ADKAR Story

March 22, 2011



ADKAR element:	What you hear:	Score (1-5)	
(A) Awareness	"I understand why..."	5	
(D) Desire	"I have decided to..."	4	
(K) Knowledge	"I know how to..."	5	
(A) Ability	"I am able to..."	2	Barrier point
(R) Reinforcement	"I will continue to..."	4	

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Defined as the first ADKAR element that is insufficient and impedes change progress.

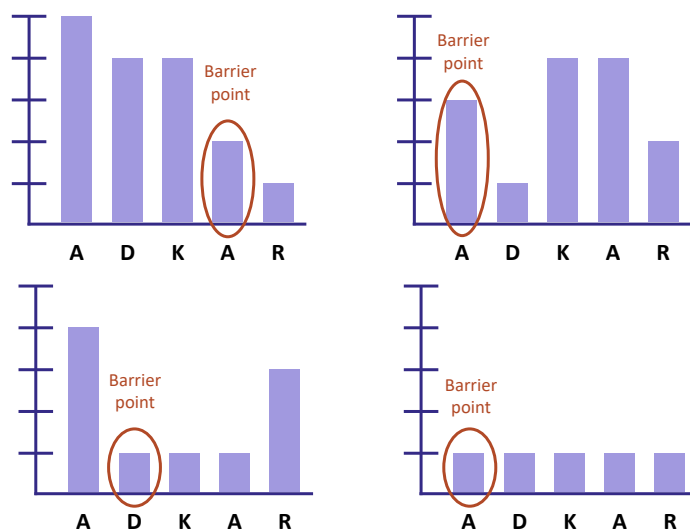
The *barrier point* tells us where to focus our attention in order to make progress.

It can be very frustrating for people, and ineffective for the initiative, if our responses and adjustments are focused on the wrong ADKAR element.

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ADKAR Barrier Point

A score of "3" or feeling "neutral" is a barrier.



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What is the Barrier Point for the Individual in Your Example?



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Prosci ADKAR Model

ADKAR element:	Definition:	What you hear:	Triggers for building:
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to..."	Within context (after A&D) Need to know <i>during</i> Need to know <i>after</i>
A Ability	To implement required skills and behaviors	"I am able to..."	Size of the K-A Gaps Barriers/Capacity Practice/Coaching
R Reinforcement	To sustain the change	"I will continue to..."	Mechanisms Measurements Sustainment

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ADKAR in the workplace

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“The results and outcomes of workplace changes are intrinsically and inextricably tied to individual employees doing their jobs differently.”

Jeff Hiatt and Tim Creasey

Change Management: The People Side of Change

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Change with one person...



Or five people...



Or 20 people...



Or 1,000 people...



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THE 4 P'S EXERCISE

PROJECT NAME	PURPOSE	PARTICULARS	PEOPLE
	WHY WE ARE CHANGING	WHAT WE ARE CHANGING	WHO WILL BE CHANGING

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A Workplace ADKAR Story

THE 4 P'S EXERCISE

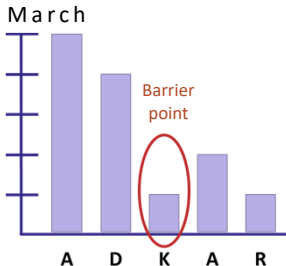
PROJECT NAME	PURPOSE	PARTICULARS	PEOPLE
COMPASS (Intranet) Refresh	Core Technology Upgrade Improve Productivity and Collaboration Information Compliance Model	<ul style="list-style-type: none"> Processes Systems Tools Critical Behaviors 	<ul style="list-style-type: none"> Employees Contractors System Admins Help Desk

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The ADKAR Model Is Sequential but Not Always Linear

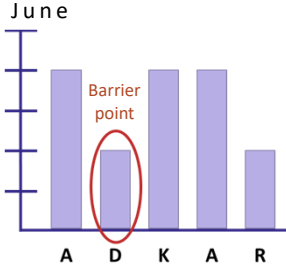
March



A D K A R

↔

June



A D K A R

People Can Move Forward and Backward

1

After early campaigns, employees score high on Awareness and Desire.

2

Employees attend training and learn more about what the change means to them.

3

After gaining Knowledge, employees have slipped back to a barrier point at Desire.

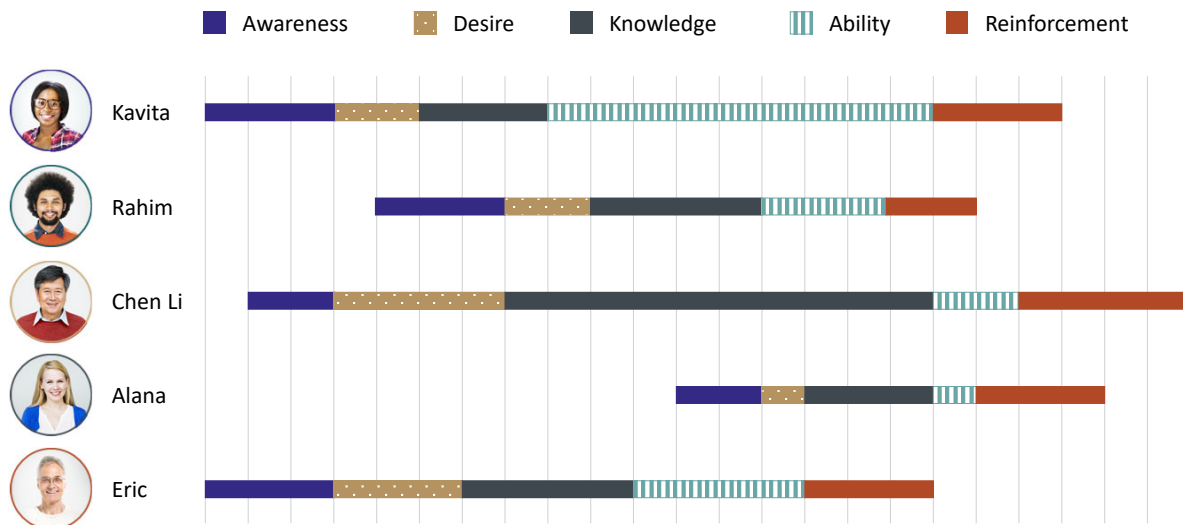
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People Change at Different Paces



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Consequences of Missing ADKAR Elements



**Without Awareness and Desire
you will see:**

- Employees asking the same questions over and over
- Lower productivity and higher turnover
- Hoarding of resources and information
- Delays in implementation



**Without Knowledge and Ability
you will see:**

- Lower utilization or incorrect usage of new systems
- Employees worry whether they can be successful in the future
- Greater impact on customers and partners
- Sustained reduction in productivity



**Without Reinforcement
you will see:**

- Employees revert back to old ways of doing work
- Ultimate utilization is less than anticipated
- The organization creates a history of poorly managed change

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Put on Your ADKAR Glasses



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ADKAR for Project Milestones



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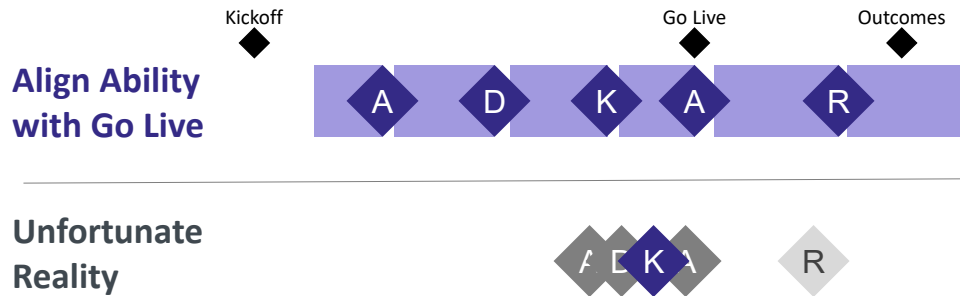
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Align Ability with Go Live to Drive Outcomes

ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.



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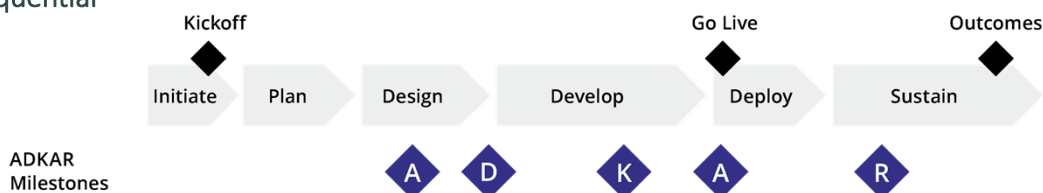
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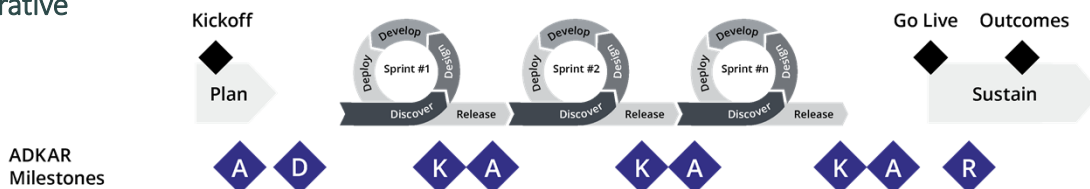
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Aligning ADKAR Milestones with a Project or Initiative Lifecycle

Sequential



Iterative



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ADKAR Blueprint

ADKAR Blueprint	Map Milestone Target Date	Gauge Gap	ART ADKAR		
			Activity:	Roles:	Timeline:
Awareness					
Desire					
Knowledge					
Ability					
Reinforcement					

The ADKAR Blueprint is the **backbone of change management**.

Each ADKAR element becomes a milestone, with a target date and an anticipated gap.

Adding **Activity**, **Roles** and **Timeline** for each element turns the model into specific activities to execute.

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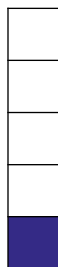
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ADKAR Blueprint

Gauge gap is different than barrier point

The ADKAR barrier point informs where someone is not progressing.



Gauge gap is an evaluation of expected effort to build each of the ADKAR elements for a particular change.

Smaller gap (less effort)

Awareness:
"It's about time!"

Knowledge:
New toolset very similar to what people use currently

Reinforcement:
Outcomes highly visible

Larger gap (more effort)

Awareness:
"If it's not broken, don't fix it."

Knowledge:
Very different toolset from what people have used

Reinforcement:
Outcomes not visible

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COMPASS ADKAR Tactics: Employees				
Awareness	Desire	Knowledge	Ability 'Go Live' in June!	Reinforcement

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ADKAR to Activate Key Roles



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Fulfilling a Role in Change Management Takes ADKAR

A	Awareness	Of the need for change management
D	Desire	To participate and support change management
K	Knowledge	On how to fulfill the specific change management role
A	Ability	To fulfill the change management role
R	Reinforcement	To continue fulfilling the change management role

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Sponsor Role in Change: Fulfill the ABCs to Drive Success



It's not just signing checks and charters



Actively and visibly
participate
throughout the project



Build a coalition
of sponsorship with
peers and managers



Communicate
directly with
employees

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Common ADKAR Barrier to Sponsor Role Fulfillment

No knowledge of the specific ABCs of Sponsorship

“You know which teams got the best sponsorship from me? The ones that told me exactly what they needed me to do.”

Former Executive,
Fortune 20 Telecommunications

A	D	K	A	R
5	4	3	4	5

Example tactics for building sponsor Knowledge:

- Change Management Sponsor Briefing
- Excerpts from the research
- Sponsor Plan
- Examples of good sponsorship

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People Manager Roles During Change

Research indicates five roles: CLARC



Communicator



Liaison



Advocate



Resistance Manager



Coach

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In addition to fulfilling day-to-day managerial duties, managers and supervisors must perform five critical roles.

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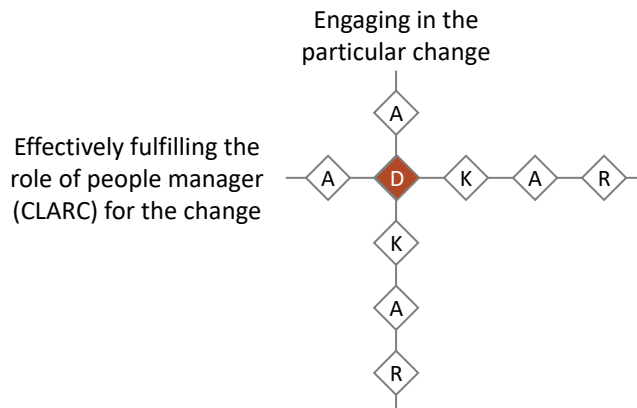
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Common ADKAR Barrier to People Manager Role Fulfillment

No desire for the change itself before engaging direct reports



A	D	K	A	R
4	2	3	3	4

Example tactics for building people manager Desire:

- Answering WIIFM
- Leveraging leadership
- Engaging early

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Role Activation: Linking to the Role Roster

Illustration of the Role Roster

Core roles	Initials	A	D	K	A	R	Barrier point	Activation tactics
Primary Sponsor	MH							
People Managers	CC							
	CS							
	MD							
	EC							
Project Manager	LK							
Change Practitioner	DM							
Extend roles	Initials							
Sponsor coalition members	SM							
	TC							
	MD							
Other role...	...							

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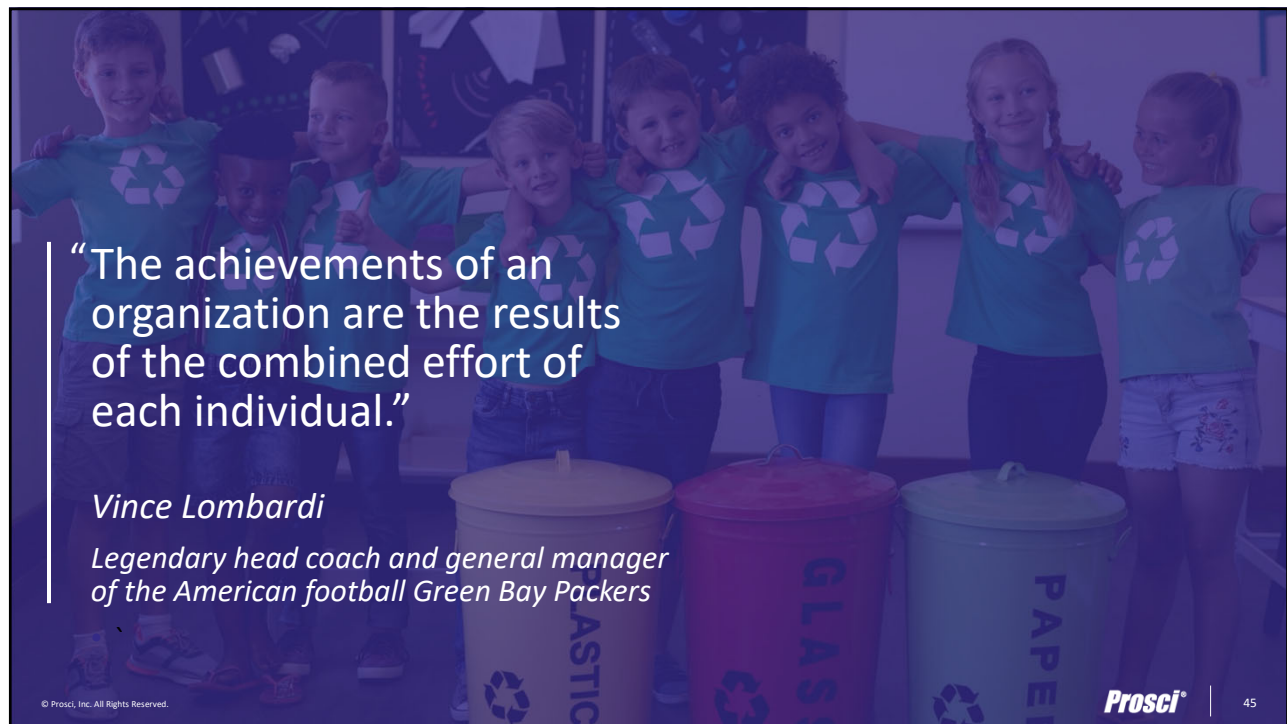
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Webinar Agenda

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