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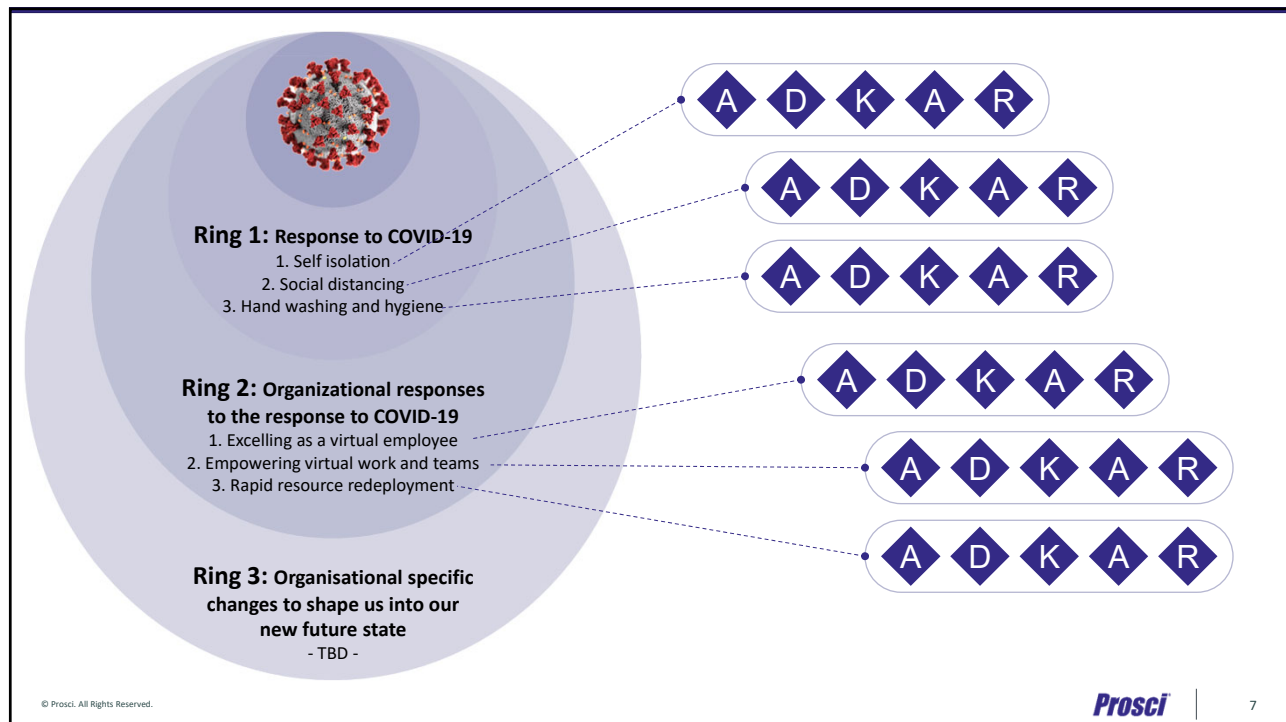


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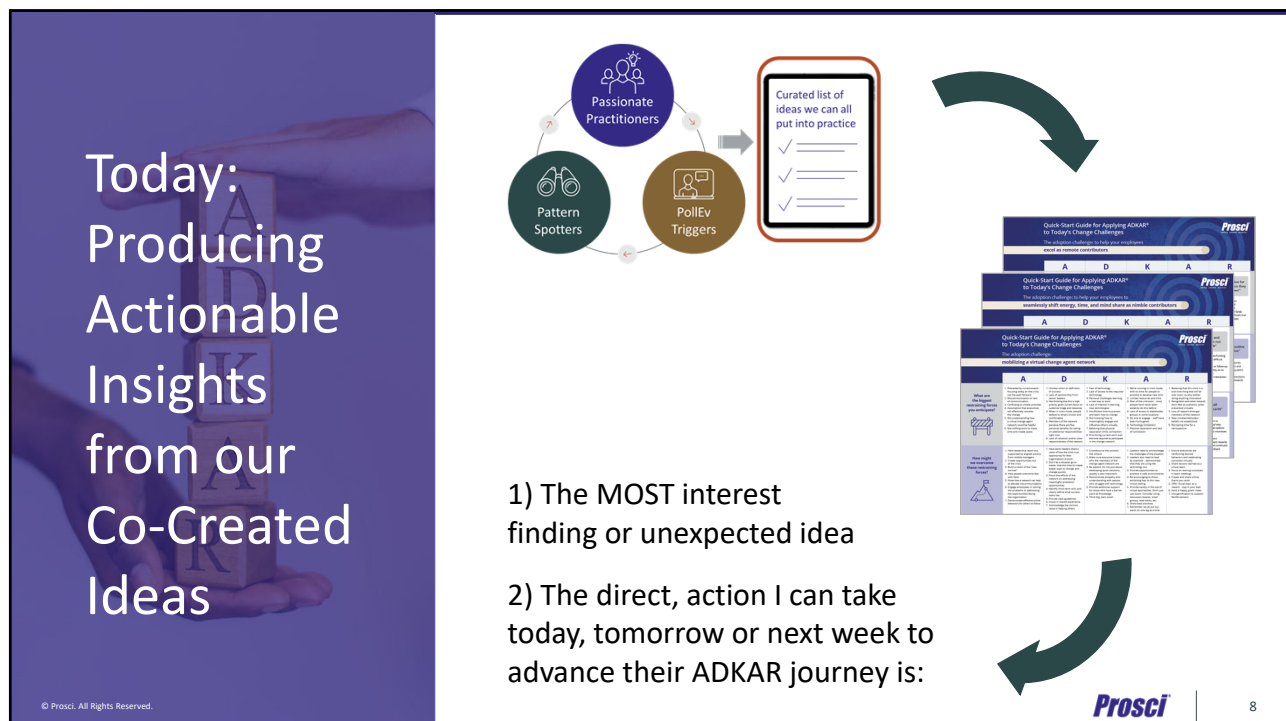


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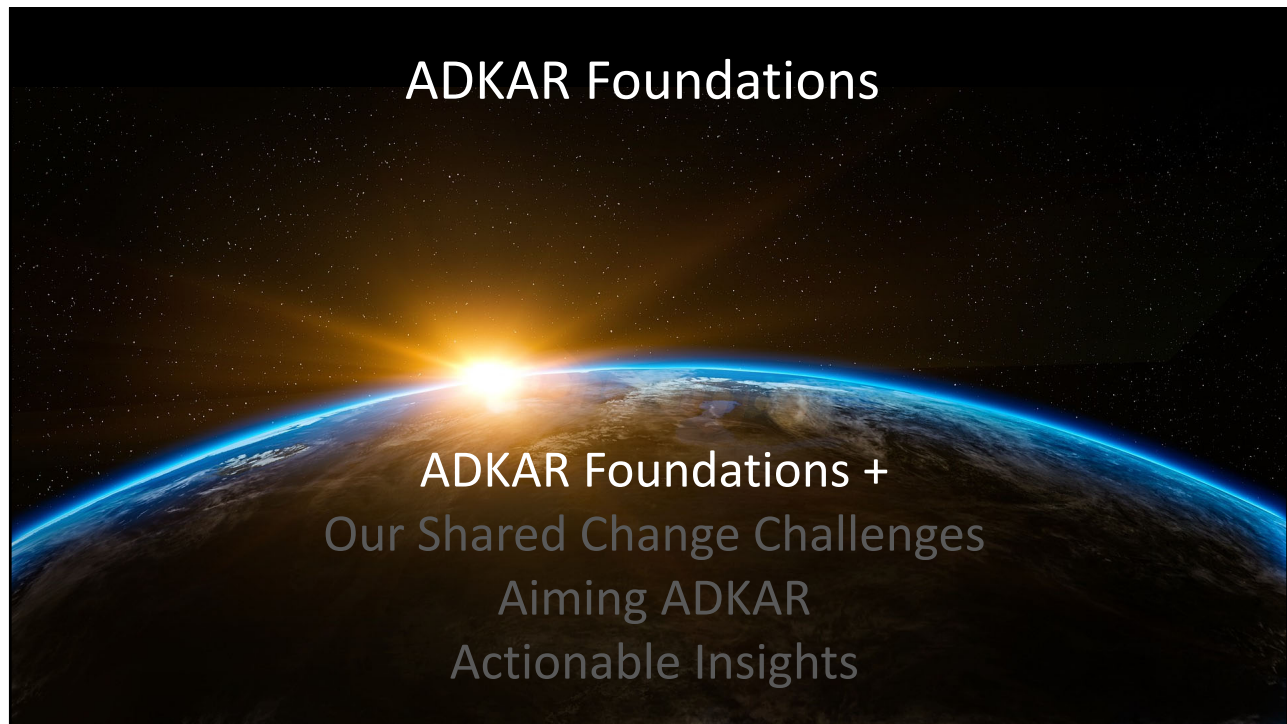




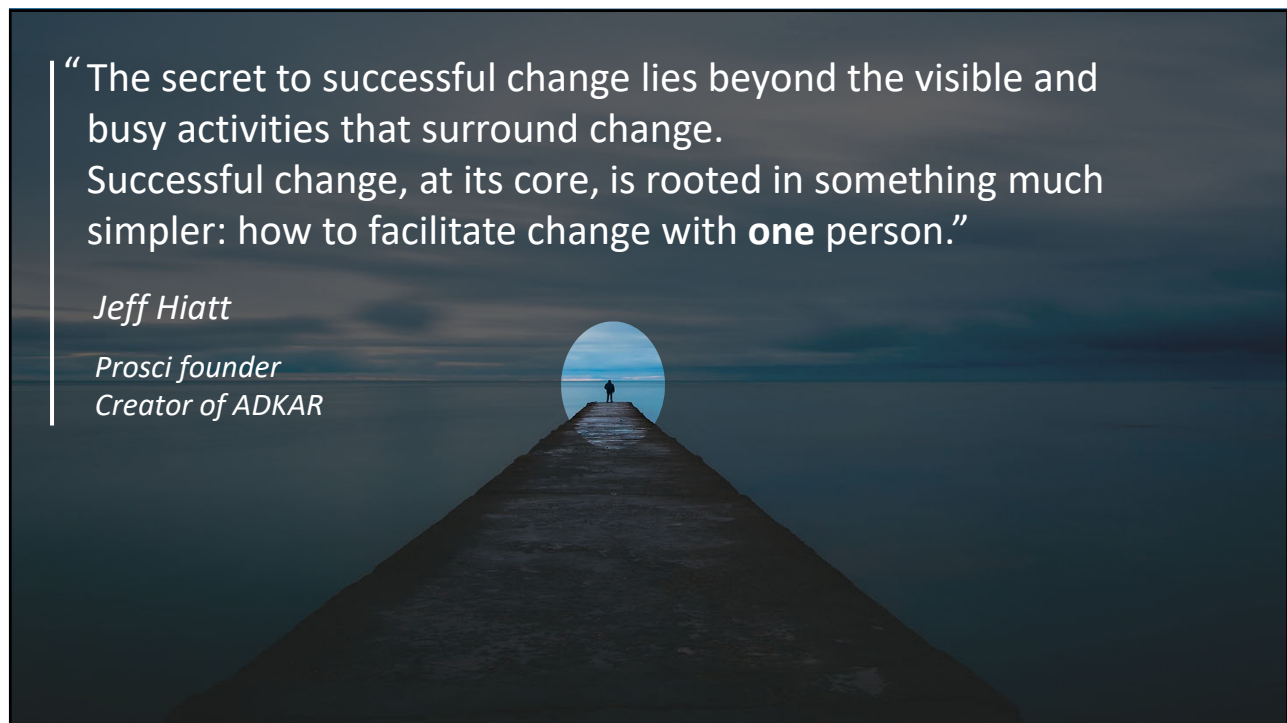
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Prosci ADKAR Model			
ADKAR element:	Definition:	What you hear:	Triggers for building:
A Awareness	Of the need for change	"I understand why..."	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to..."	WIIFM Personal motivators Organisational 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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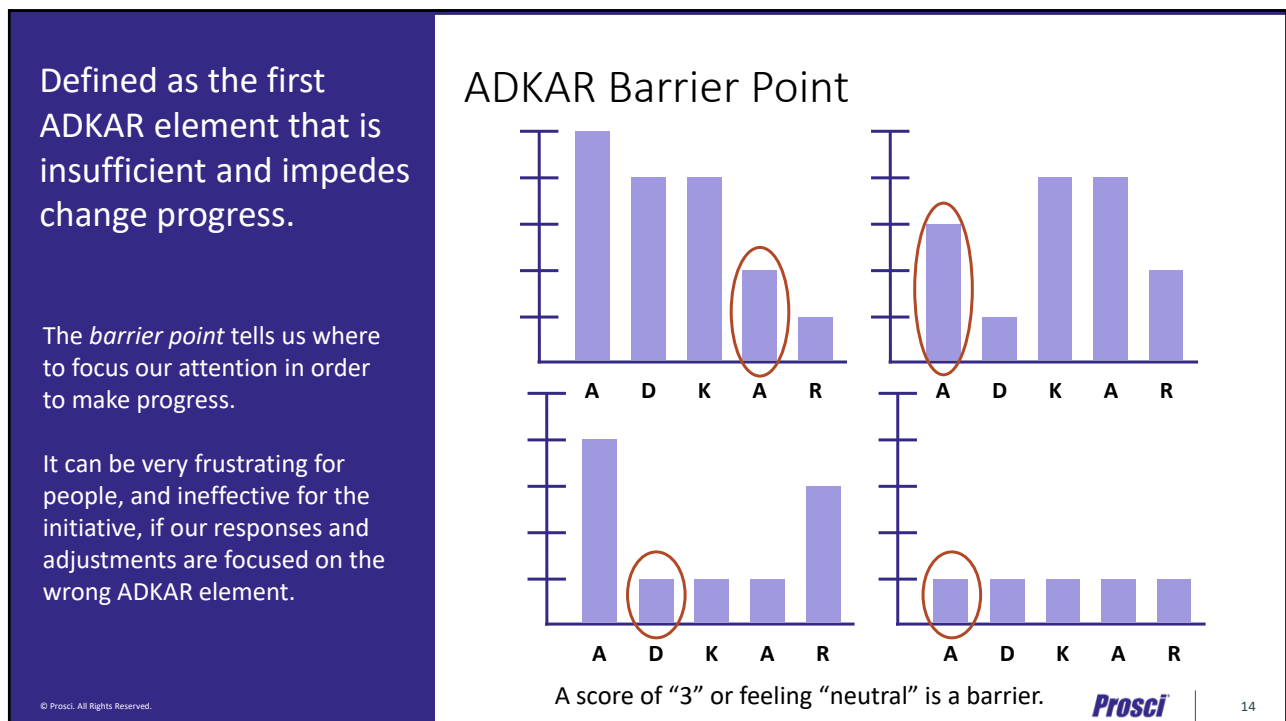
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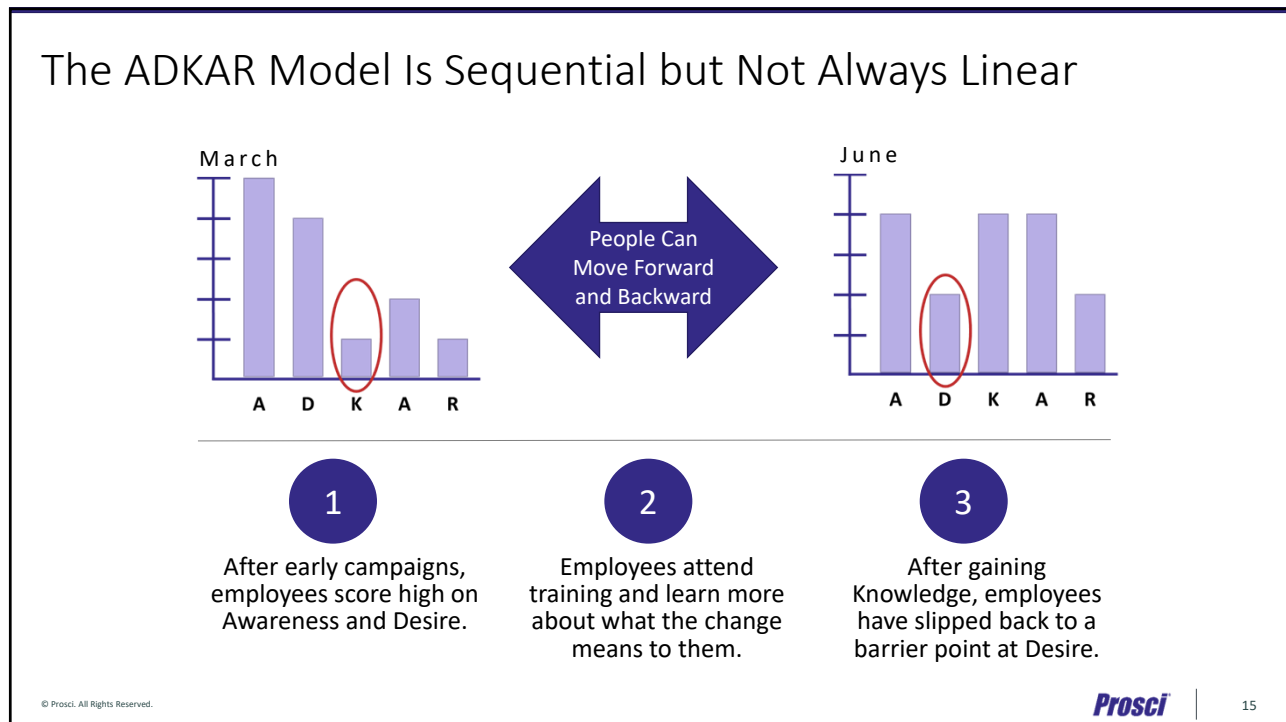
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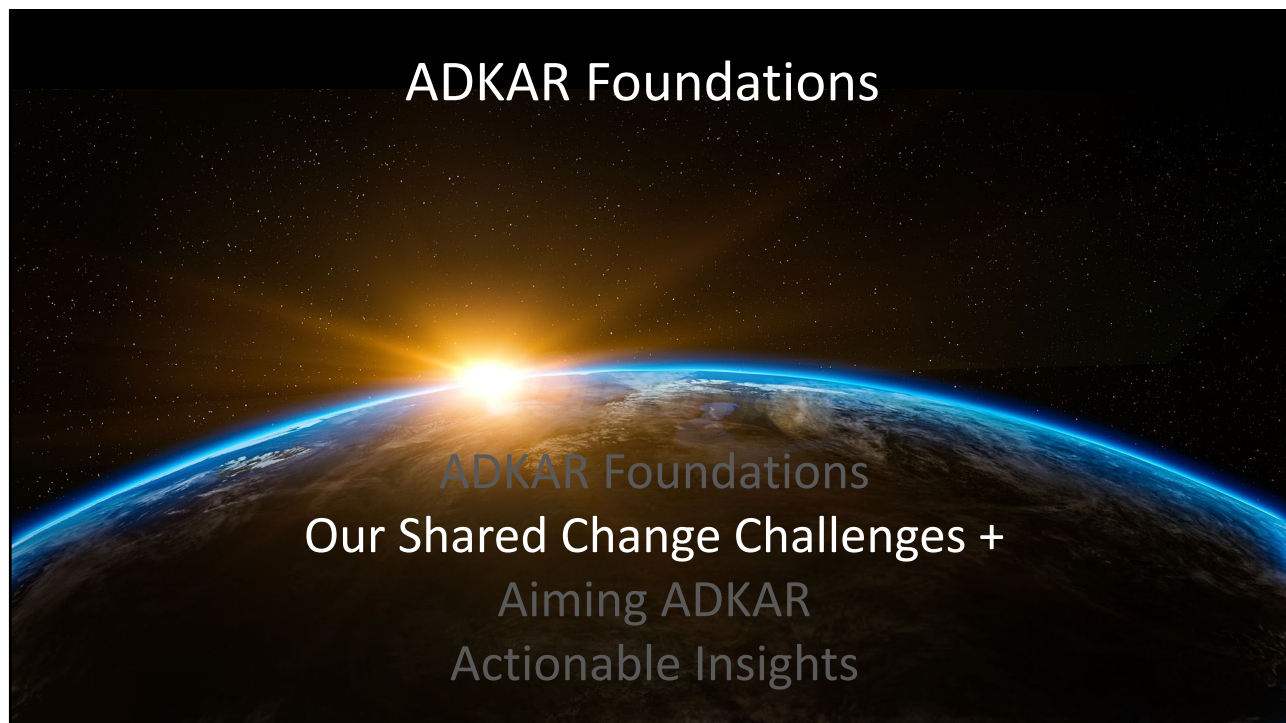
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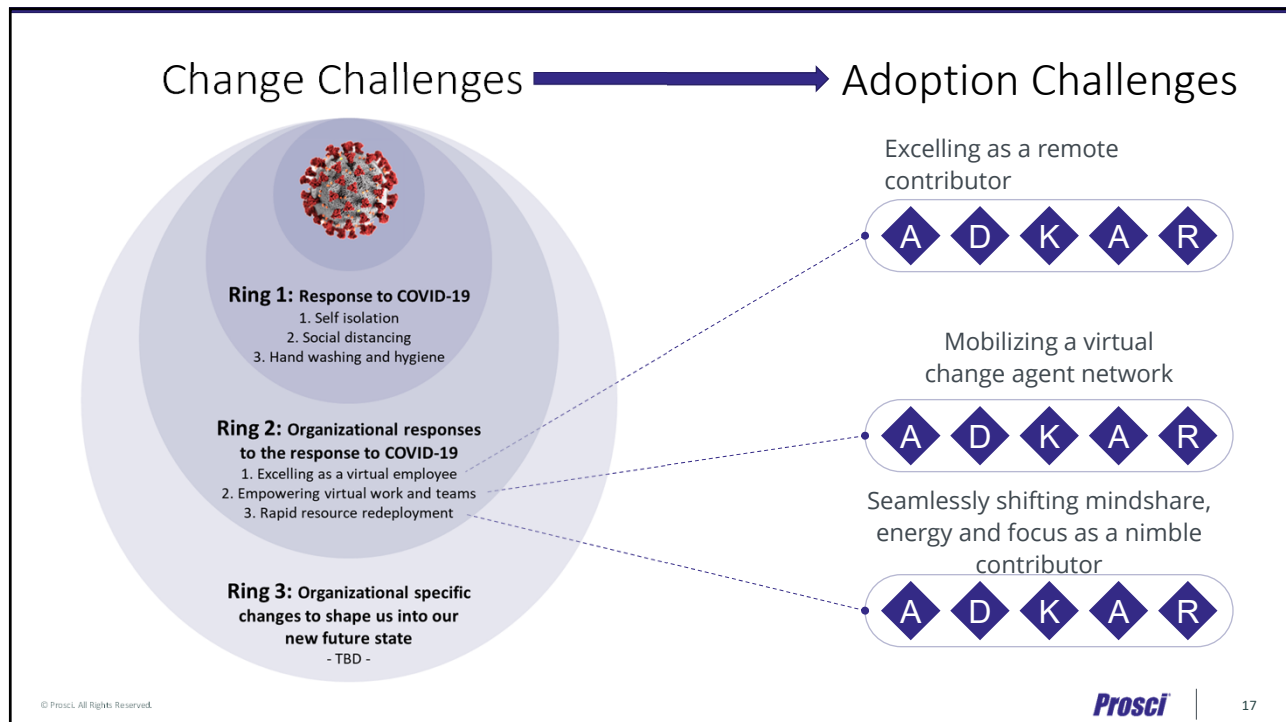
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Bringing Change Impact Into Focus



We're moving to a
virtual workforce

Which will have a "high"
impact on your job



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10 Aspects of Change Impact













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10 Aspects of Change Impact

Aspect	Yesterday (before the change)	Tomorrow (after the change)	Degree (0-5)
 Processes			
 Systems			
 Tools			
 Job Roles			
 Critical Behaviors			
 Mindset/Attitudes/Beliefs			
 Reporting Structure			
 Performance Reviews			
 Compensation			
 Location			

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Aside from location, which of the 10 Aspects is impacted most for the employees you support right now?



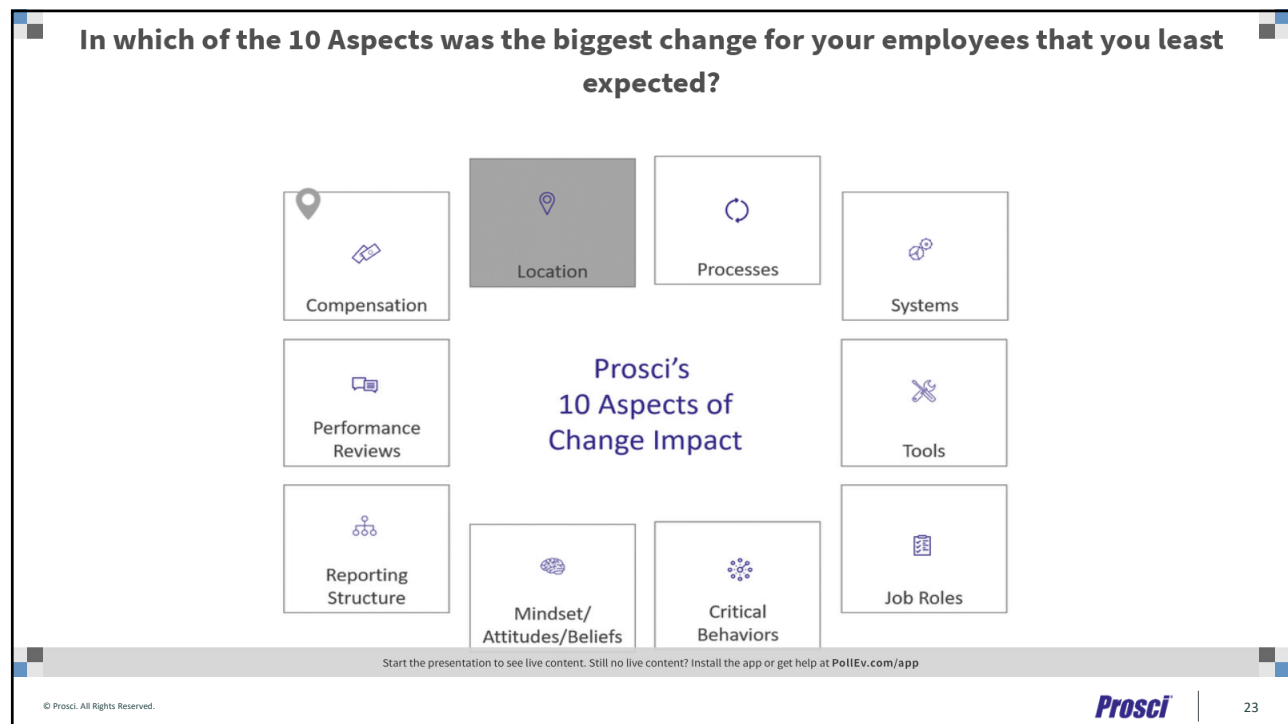
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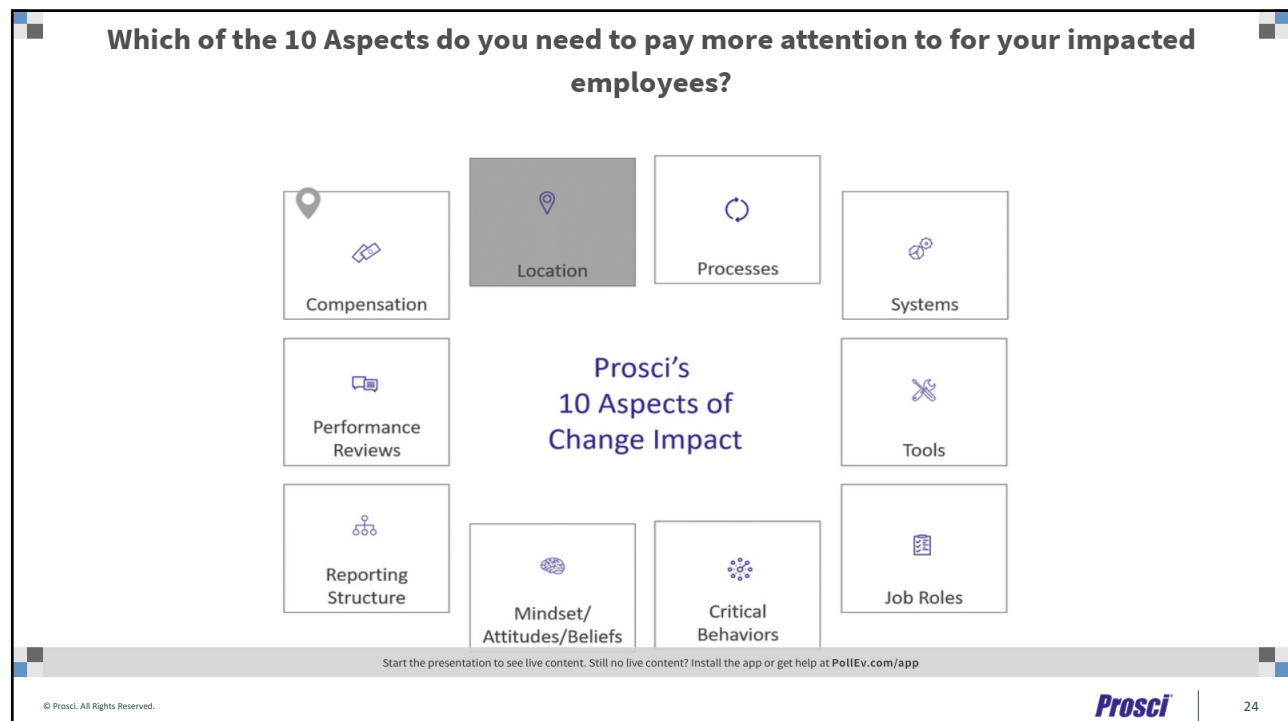
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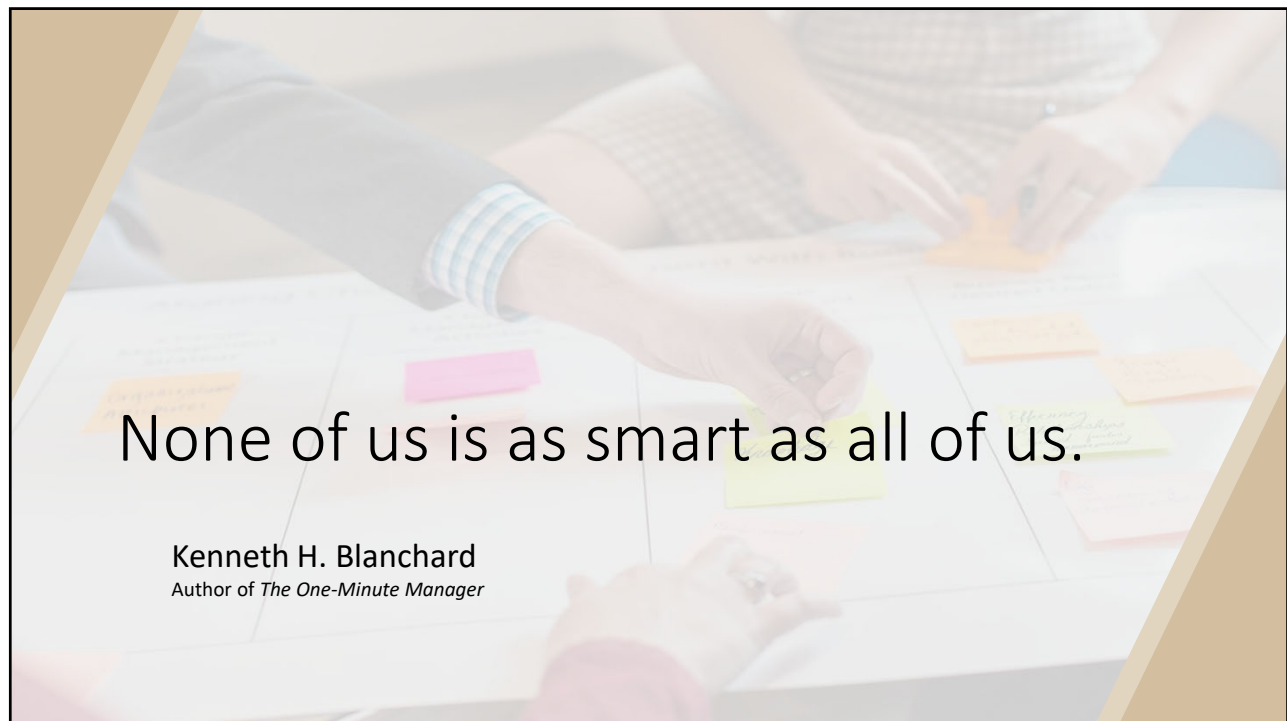
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What are the biggest restraining forces for A, D, K, A, R?

How might we overcome them?!

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Lewin's Force Field Analysis

Driving Forces (Green arrows): Communicate to inform, Likelihood of incentive, Training and experience, Practice, Celebrations, Rewards and recognition, Feedback, Visible performance measurement, Accountability mechanisms in place.

Restraining Forces (Red arrows): Fear of consequences, Desire to be (to belong), Alternative is Ownership of, Rewards not meaningful or not associated with achievement, Absence of reinforcement for accomplishments, Negative consequences including peer pressure opposing desired behavior.

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1. Excel as a remote contributor
2. Seamlessly shift energy, time, and mindshare as nimble contributor
3. Mobilizing a virtual change agent network

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Adoption Challenges tackled on webinars

Curated List of Ideas and Key Themes

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From Ideas to Actionable Insights



1. Capture and summarize raw learnings.
2. Focus on the things that are MOST interesting or unexpected.
3. Make note of key themes and patterns.
4. Craft insights that are informative, inspiring and memorable.
5. Stretch: Craft a compelling narrative to engage others including quotes and stories.

"Actionable insights are direct, meaningful actions that can be taken from analyzing any type of raw data."



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at its core,
is a research
organization.

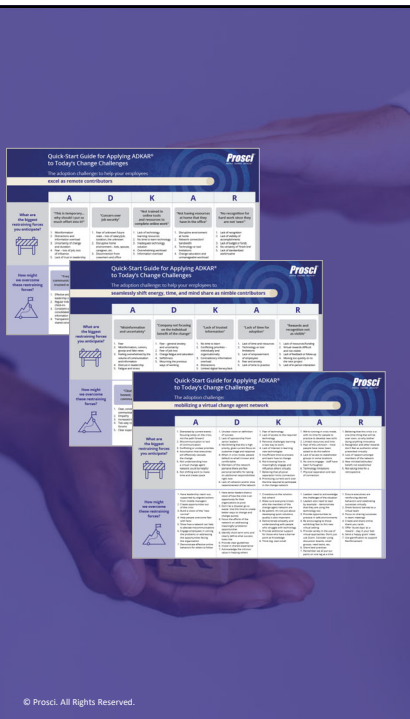
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Co-Create our Actionable Insights

- 1 Together we'll review the 3 ADKAR Guides download at: prosci.com/adkarguides

- 2 Pick the one that resonates for you, review in depth for X minutes – and prepare answers for these two prompts:
 - 1) The MOST interest finding or unexpected idea
 - 2) The direct, action I can take today, tomorrow or next week to advance their ADKAR journey is:

- 3 Come back together, rapid crowd source ideas for all 3, then together stretch to "how we make the narrative our own"



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The adoption challenge is:



Excelling as a remote contributor



Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

The adoption challenge: to help your employees **excel as remote contributors**




	A	D	K	A	R
<p>What are the biggest restraining forces you anticipate?</p> 	<p>"This is temporary... why should I put so much effort into it?"</p> <ol style="list-style-type: none"> Misinformation Distractions and information overload Uncertainty of change and duration Fear – loss of job, loss of influence Lack of trust in leadership 	<p>"Concern over job security"</p> <ol style="list-style-type: none"> Fear of unknown future state – loss of salary/job, isolation, the unknown Disruptive home environment – kids, spouse, caregiver, etc. Disconnection from coworkers and office Anxiety around 'new normal' 	<p>"Not trained in online tools and resources to complete online work"</p> <ol style="list-style-type: none"> Lack of technology learning resources No time to learn technology Inadequate technology solution Overwhelming workload Information overload 	<p>"Not having resources at home that they have in the office"</p> <ol style="list-style-type: none"> Disruptive environment at home Network connection/ bandwidth Technology or tool limitations Change saturation and unmanageable workload 	<p>"No recognition for hard work since they are not 'seen'"</p> <ol style="list-style-type: none"> Lack of recognition Lack of visibility of accomplishments Lack of budget or funds No certainty of 'finish line' Lack of standardized work/routine
<p>How might we overcome these restraining forces?</p> 	<p>"Frequent communication from trusted executives"</p> <ol style="list-style-type: none"> Effective and consistent leadership communication Regular individual and team check-ins Consistent cadence of consolidated/aligned information Transparent thinking/plans shared conversationally 	<p>"Reiterate what is known and give them a sense of control and stability in the workplace"</p> <ol style="list-style-type: none"> Deliver more frequent communications Increase number of connections – preferably face-to-face video Enable flexibility of work hours, tasks, or methods Establish mechanism to frequently review and adapt Recognize individuals in new ways 	<p>"Share 'work-remote' tips and tricks with coworkers/teams"</p> <ol style="list-style-type: none"> Virtual training Resource library for just-in-time learning Access to 1:1 support or coaching Practical guidance Prioritized time for learning 	<p>"Converge and focus on few but impactful targets"</p> <ol style="list-style-type: none"> Add structure through to-do lists and task planning Set a routine and plan your day Practice patience, empathy and understanding Provide coaching on technology 	<p>"Recognize positive contribution"</p> <ol style="list-style-type: none"> Share success stories Offer recognition and appreciation – by peers and leadership Increase 1:1 connections Provide virtual rewards

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The adoption challenge is:



Seamlessly shifting energy, time, and mind share as a nimble contributor



Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

The adoption challenge: to help your employees to **seamlessly shift energy, time, and mind share as nimble contributors**

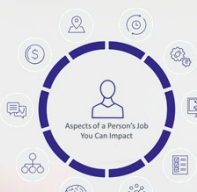


	A	D	K	A	R
<p>What are the biggest restraining forces you anticipate?</p> 	<p>"Misinformation and uncertainty"</p> <ol style="list-style-type: none"> Fear Misinformation, rumors, gossip and fake news Feeling overwhelmed by the volume of communication and information Distrust in leadership Fatigue and stress 	<p>"Company not focusing on the individual benefit of the change"</p> <ol style="list-style-type: none"> Fear – general anxiety and uncertainty Fear of job loss Change fatigue and saturation Selfishness Mourning the previous ways of working 	<p>"Lack of trusted information"</p> <ol style="list-style-type: none"> No time to learn Conflicting priorities – individually and organizationally Contradictory information overload Distractions Limited digital literacy/lack of technology 	<p>"Lack of time for adoption"</p> <ol style="list-style-type: none"> Lack of time and resources Technology or tool limitations Lack of empowerment of employees Fear and anxiety Lack of time to practice 	<p>"Rewards and recognition not as visible"</p> <ol style="list-style-type: none"> Lack of resources/funding Virtual rewards difficult and not visible Lack of feedback or follow-up Moving too quickly on to the next project Lack of in-person interaction
<p>How might we overcome these restraining forces?</p> 	<p>"Clear, open, honest, frequent communication"</p> <ol style="list-style-type: none"> Clear, concise and consistent communication Empathy Increased transparency Two-way communication forums Clear expectations 	<p>"Combat emotion/fear with data/logic" "Break change into manageable chunks"</p> <ol style="list-style-type: none"> WIIFM – explain both personal and collective 'what's in it for me' Create freedom to fail Provide coaching Embody hope and sense of calmness Involve people directly in creating solutions 	<p>"Multi-mode learning opportunities"</p> <ol style="list-style-type: none"> Technology help – SMEs, tips and tricks, FAQs, etc. Bite-sized chunks – of learning and communications On-demand learning Peer-to-peer information sharing Hands-on practice time 	<p>"Meet them where they are"</p> <ol style="list-style-type: none"> Allow time to learn – create capacity through prioritization Provide coaching support Exemplify patience, empathy and understanding Provide more frequent 1:1s Encourage effective teamwork 	<p>"Snail mail thank-you cards"</p> <ol style="list-style-type: none"> Show gratitude in a personal and real way Provide individual options for recognition or incentives Share journey, celebrate progress Offer group or team rewards Enable open and continued avenues for feedback



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The adoption challenge is:


Mobilizing a virtual change agent network



Quick-Start Guide for Applying ADKAR® to Today's Change Challenges
 The adoption challenge:
mobilizing a virtual change agent network

	A	D	K	A	R
What are the biggest restraining forces you anticipate? 	<ol style="list-style-type: none"> 1. Distracted by current events – focusing solely on the crisis, not the path forward 2. Miscommunication or lack of communication 3. Conflicting or unclear priorities will effectively cascade the change 5. Not understanding how a virtual change agent network could be helpful 6. Not shifting work to make time and create space 	<ol style="list-style-type: none"> 1. Unclear vision or definition of success 2. Lack of sponsorship from senior leaders 3. Not thinking that this is high priority, given current focus on customer triage and response 4. When in crisis mode, people default to what's known and comfortable 5. Members of the network perceive there are few personal benefits for taking on additional responsibilities right now 6. Lack of cohesion and/or slow responsiveness of the network 	<ol style="list-style-type: none"> 1. Fear of technology 2. Lack of access to the required technology 3. Personal challenges learning a new way to work 4. Lack of interest in learning new technologies 5. Insufficient time to process and learn how to change 6. Not knowing how to meaningfully engage and influence others virtually 7. Believing that physical separation limits connection 8. Prioritizing current work over the time required to participate in the change network 	<ol style="list-style-type: none"> 1. We're running in crisis mode, with no time for people to practice to develop new skills 2. Limited resources and time 3. Fear of the unknown – most people have never been asked to do this before 4. Lack of access to stakeholder groups in some locations 5. No one to engage – staff have been furloughed 6. Technology limitations 7. Physical separation and lack of connection 	<ol style="list-style-type: none"> 1. Believing that this crisis is a one-time thing that will be over soon, so why bother doing anything innovative 2. Recognition and other rewards don't feel as authentic when presented virtually 3. Loss of rapport amongst members of the network 4. New mindset/attitudes/beliefs not established 5. Not taking time for a retrospective
How might we overcome these restraining forces? 	<ol style="list-style-type: none"> 1. Have leadership reach out, supported by aligned actions from middle managers 2. Create opportunities out of the crisis 3. Build a vision of the "new normal" 4. Help people overcome fear with facts 5. Show how a network can help to alleviate miscommunications 6. Engage employees in solving the problems or addressing the opportunities facing the organization 7. Demonstrate effective online behaviors for others to follow 	<ol style="list-style-type: none"> 1. Have senior leaders share a vision of how the crisis is an opportunity for their organizations to pivot 2. Don't let a disaster go to waste. Use this time to create better ways to change and change quickly 3. Focus the efforts of the network on addressing meaningful problems/opportunities 4. Identify short-term wins and clearly define what success looks like 5. Provide clear guidelines 6. Invest in shared experience 7. Acknowledge the intrinsic value in helping others 	<ol style="list-style-type: none"> 1. Crowdsource the solution. Ask others! 2. Make sure everyone knows who the members of the change agent network are 3. Be patient. It's not just about developing quick solutions, quality is also important 4. Demonstrate empathy and understanding with people who struggle with technology 5. Provide additional support for those who have a barrier point at Knowledge 6. Think big, start small 	<ol style="list-style-type: none"> 1. Leaders need to acknowledge the challenges of the situation 2. Leaders also need to lead by example – demonstrate that they are using the technology too 3. Provide opportunities to practice in safe environments 4. Be encouraging to those exhibiting fear to this new virtual setting 5. Provide variety in the use of virtual approaches. Don't just use Zoom. Consider using discussion boards, small groups, read backs, etc. 6. Share best practices 7. Remember we all put our pants on one leg at a time 	<ol style="list-style-type: none"> 1. Ensure executives are reinforcing desired behaviors and celebrating successes virtually 2. Share lessons learned as a virtual team 3. Focus on sharing successes in team meetings 4. Create and share online thank-you cards 5. Offer 'duvet days' as a reward – stay in your bed 6. Send a "happy gram" video 7. Use gamification to support Reinforcement

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Activity

- Spend 3 minutes reviewing the ADKAR Guide
 - Prepare your answers to:
 - 1) The MOST interest finding or unexpected idea
 - 2) The direct, action I can take today, tomorrow or next week to advance their ADKAR journey is:
 - Come back together, go to PollEv – and rapid share your actionable insights to the questions:
 - Excel as a remote contributor x2
 - Seamlessly shift energy, time, and mindshare x2
 - Mobilize a virtual change agent network x2

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How might you make the narrative your own –
to make it compelling and relevant?

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ADKAR Quick Start Guide Canvas

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ADKAR Quick-Start Guide Canvas: Empowering Action

Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

The adoption challenge: to help your employees

My mother wanted to use Zoom Cloud Meetings

	A	D	K	A	R
What are the biggest restraining forces you anticipate? 					
How might we overcome these restraining forces? 					



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ADKAR Quick-Start Guide Canvas: Empowering Action

Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

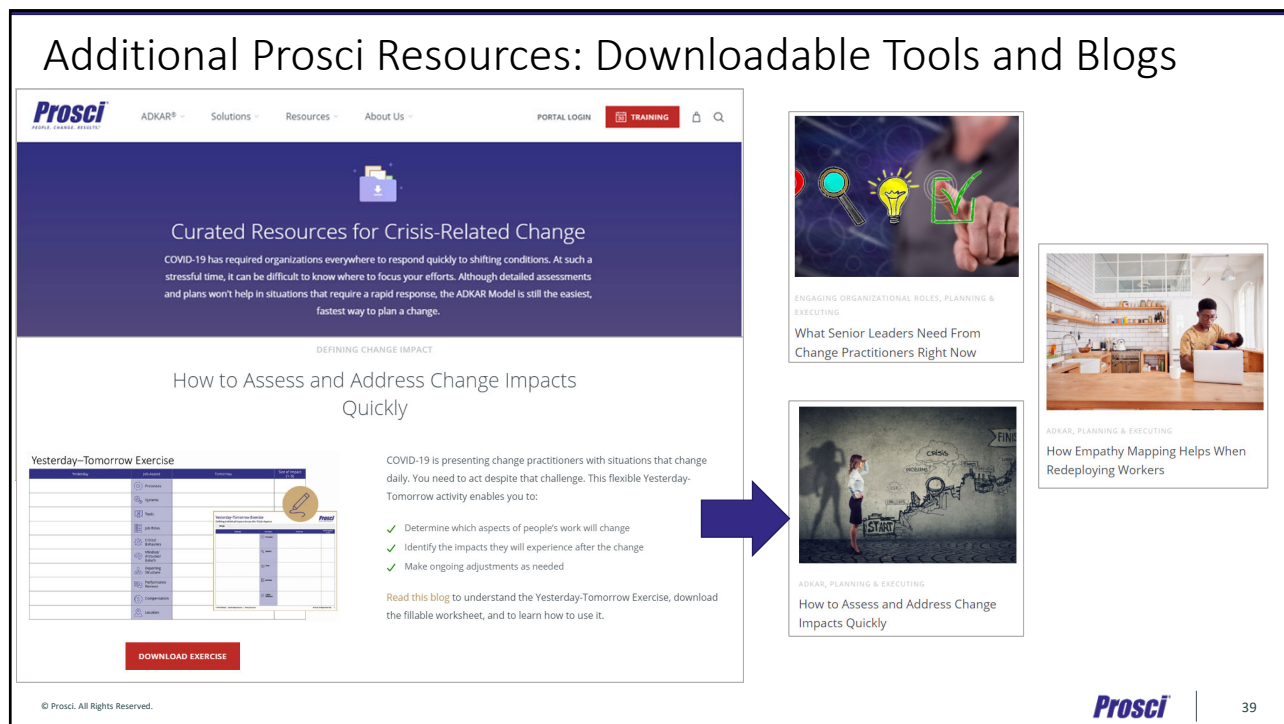
The adoption challenge: to help your employees

Your Unique Change Challenge

	A	D	K	A	R
What are the biggest restraining forces you anticipate? 					
How might we overcome these restraining forces? 					

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Additional Prosci Resources: Downloadable Tools and Blogs



Prosci® ADKAR® Solutions Resources About Us PORTAL LOGIN TRAINING

Curated Resources for Crisis-Related Change

COVID-19 has required organizations everywhere to respond quickly to shifting conditions. At such a stressful time, it can be difficult to know where to focus your efforts. Although detailed assessments and plans won't help in situations that require a rapid response, the ADKAR Model is still the easiest, fastest way to plan a change.

DEFINING CHANGE IMPACT

How to Assess and Address Change Impacts Quickly

Yesterday-Tomorrow Exercise

COVID-19 is presenting change practitioners with situations that change daily. You need to act despite that challenge. This flexible Yesterday-Tomorrow activity enables you to:

- ✓ Determine which aspects of people's work will change
- ✓ Identify the impacts they will experience after the change
- ✓ Make ongoing adjustments as needed

Read this blog to understand the Yesterday-Tomorrow Exercise, download the fillable worksheet, and to learn how to use it.

[DOWNLOAD EXERCISE](#)

ENGAGING ORGANIZATIONAL ROLES, PLANNING & EXECUTING
What Senior Leaders Need From Change Practitioners Right Now

ADKAR, PLANNING & EXECUTING
How Empathy Mapping Helps When Redeploying Workers

ADKAR, PLANNING & EXECUTING
How to Assess and Address Change Impacts Quickly

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Prosci ADKAR Ideation Session – For Your Organization

90 minute – virtual

Large group remote facilitation by Prosci

Possible large groups:

- a) Change practitioners and change community – focused on initiatives
- b) Contributors, managers, leaders, teams – focused on pivoting to virtual
- c) Other groups

Our Shared
Change Challenge

Unlocking Change
Success with ADKAR

ADKAR Ideation
Session

Everyday ADKAR

This was an idea sparked
last week by two
client calls and a few
virtual coffees.

What do you think?

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NEW – VIRTUAL INSTRUCTOR-LED CERTIFICATION



"If someone is in my shoes where I was very anxious to take this course and start applying it right away; I would advise them whole heartedly jump in, do it now!"

- Sue T, inaugural VILT program, March 17-19, 2020

Learn to apply **industry-leading** methodology and tools to build CM **strategies and plans**

Upcoming open sessions

April 14-16 Remote delivery

April 21-23 Remote delivery

April 28-30 Remote delivery

May 5-7 Remote delivery

May 15-17 Remote delivery -
Weekend

** call to learn more*