Advanced Applications of ADKAR (60 Minutes)

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Successful Change Can Be Modeled and Repeated

Introduction to ADKAR

1. The 5 Building Blocks of Successful Change
2. Facilitate Individual Change
3. Apply to Organizational Change
4. Create a Common Language for Change

and Methodology

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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

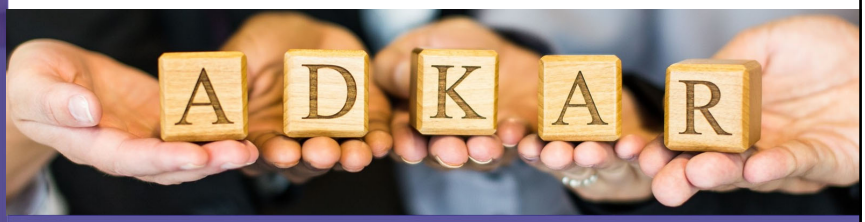
Awareness

Desire

Knowledge

Ability

Reinforcement



Successful individual change
can be modeled and repeated

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Advanced Applications of ADKAR

1. Map Project Milestones
2. Activate Key Roles
3. Equip People Managers and Senior Leaders
4. Measurement Framework
5. BONUS: Force Field Analysis

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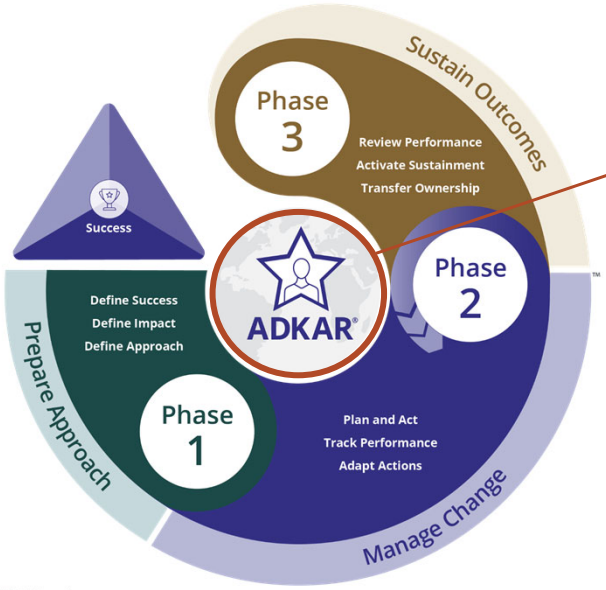
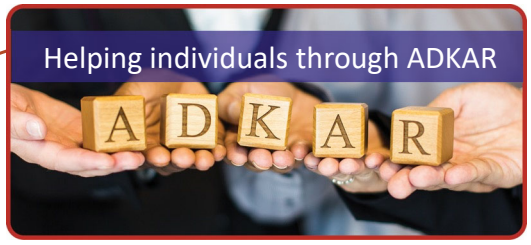
Organizational Change Requires Individual Change





The Prosci Methodology is an Enabling Framework for Managing the People Side of Change

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The ADKAR Model Defines Successful Change at Scale

Change with one person…

Or five people…

Or 20 people…

Or 1,000 people…

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1 Map Project Milestones

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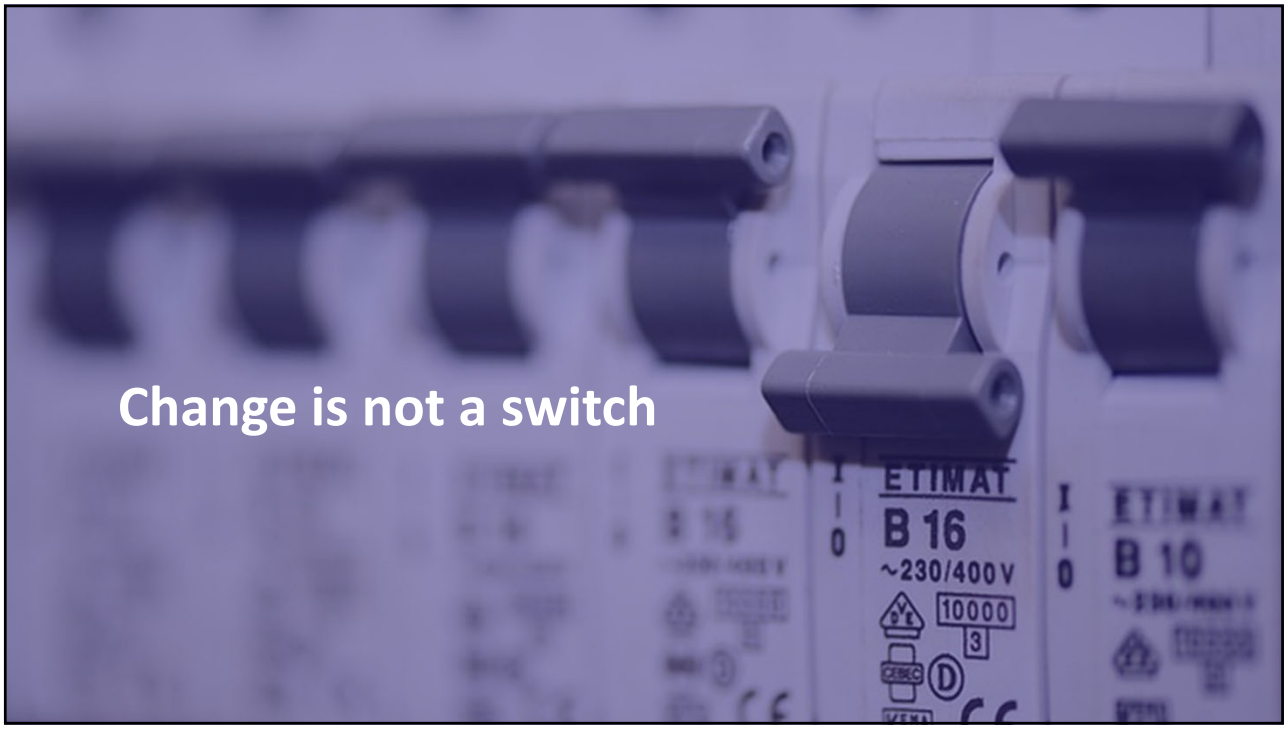

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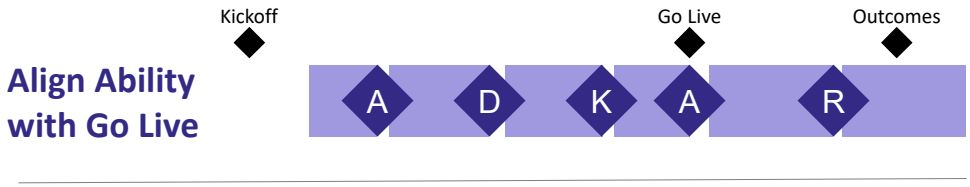
Align Ability with Go Live to Drive Outcomes

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



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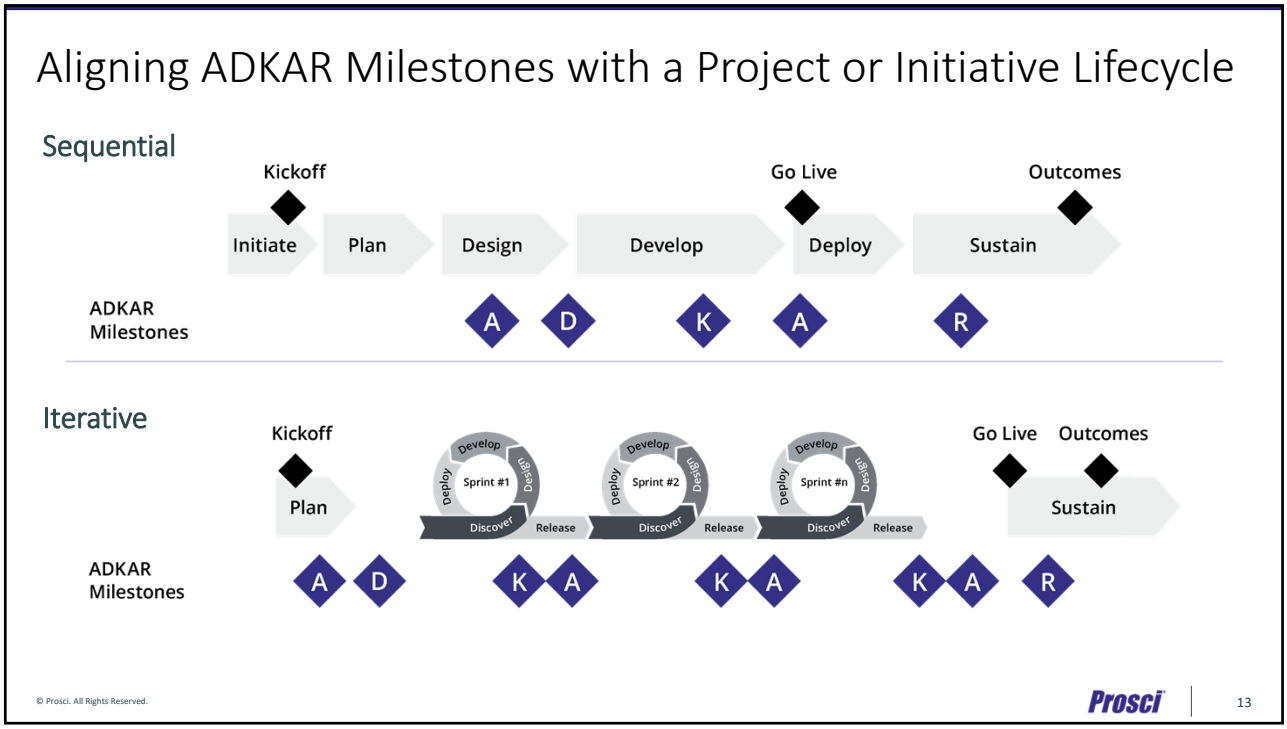

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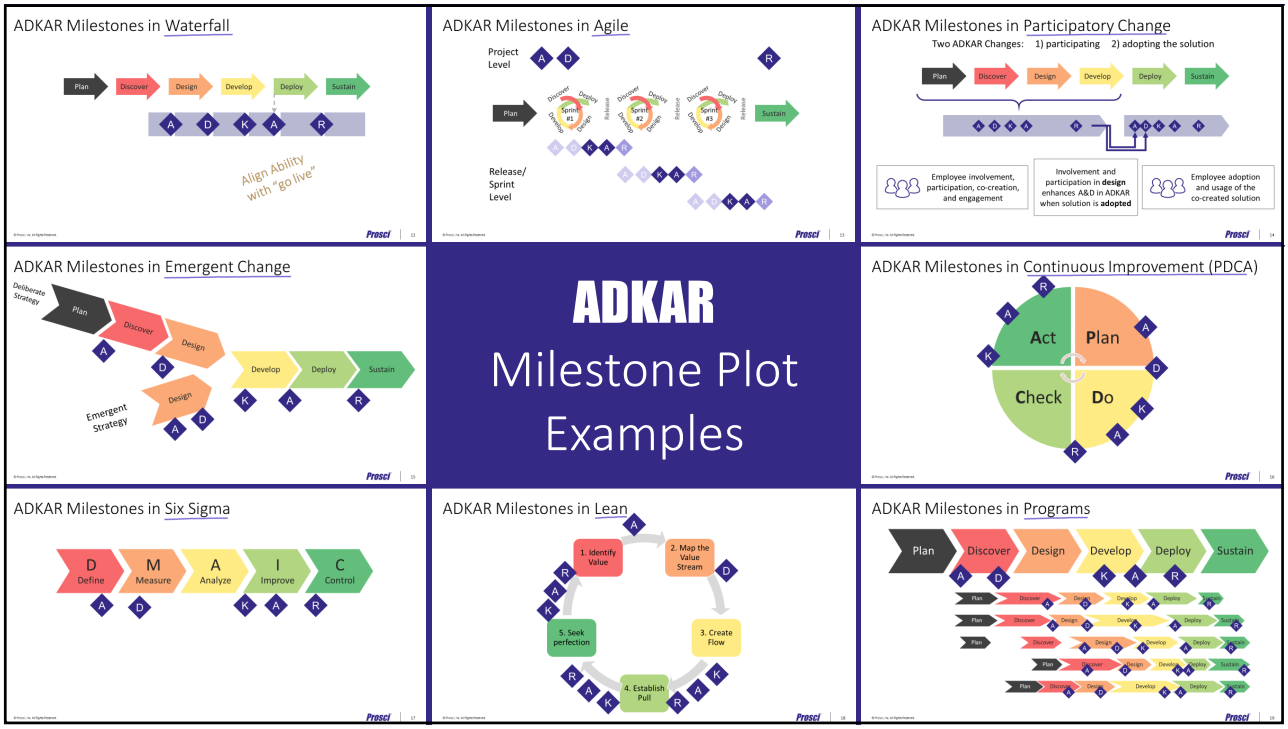

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ADKAR Blueprint

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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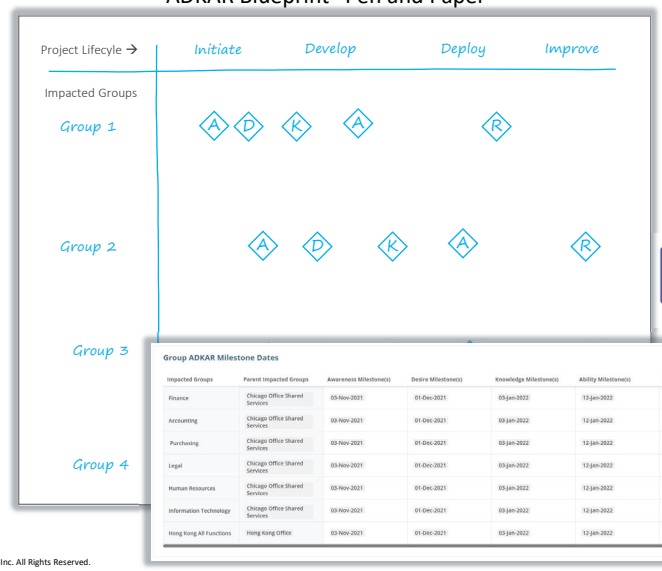
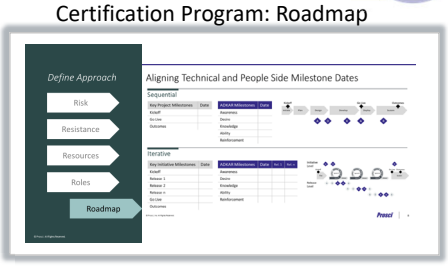
1 Map Project Milestones: Prosci Methodology and Tools

ADKAR Blueprint "Pen and Paper"



Certification Program: Roadmap



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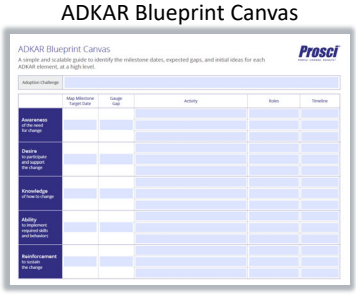
ADKAR Blueprint Canvas



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2 Activate Key Roles

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Change Practitioners Are Like the Director of a Play

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Core Roles in Change Management

Employee-Facing Roles		Enabling Roles	
Sponsor	Authorize the change Accountable for outcomes	Change Practitioner	• Apply structure and intent to change • Enable and equip other change roles • Collaborate on a unified approach with the project manager
People Manager	Support direct reports in their change journeys	Project Manager	• Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning • Collaborate on a unified approach with the change practitioner

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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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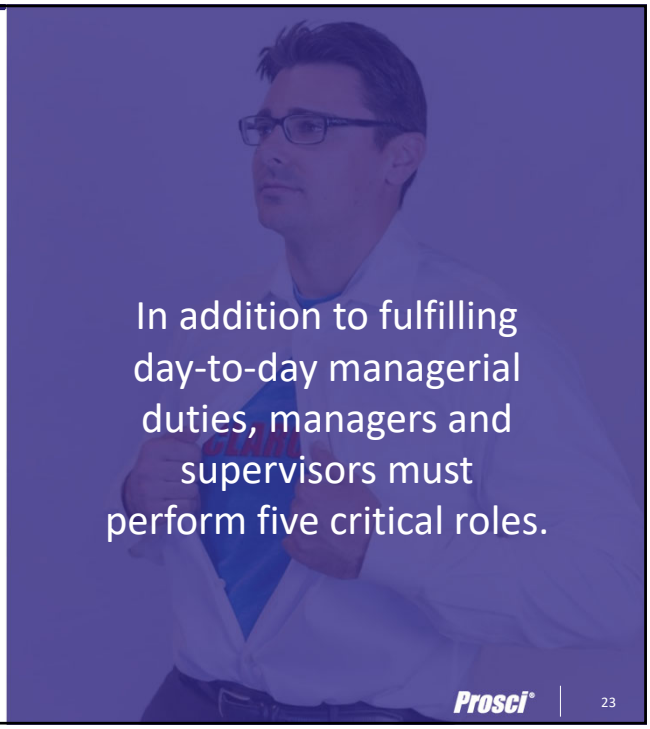
People Manager Roles During Change

Research indicates five roles: CLARC

- **C**ommunicator
- **L**iaison
- **A**dvocate
- **R**esistance Manager
- **C**oach



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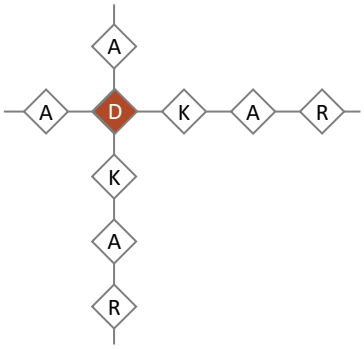
Common ADKAR Barrier to People Manager Role Fulfillment

No desire for the change itself before engaging direct reports

Effectively fulfilling the role of people manager (CLARC) for the change

Engaging in the particular change



A	D	K	A	R
4	2	3	3	4

Example tactics for building people manager Desire:

- Leading Your Team Through Change Workshop
- Answering WIIFM
- Engaging early

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2 Activate Key Roles: Prosci Methodology and Tools

Role Roster "Pen and Paper"

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							

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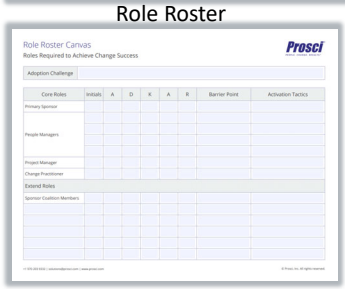
Certification Program: Roles

Role Roster



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3 Equip People Managers and Senior Leaders

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ADKAR as a Tool

- Internalize ADKAR to process their own view of changes
- Use ADKAR in conversations for coaching and resistance management
- Pinpoint barrier points and clear the barriers

"You Don't Buy a Drill, You Buy a Hole"

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The ADKAR Model Defines Successful Change at Scale

Change with one person…

Or five people…

Or 20 people…

Or 1,000 people…

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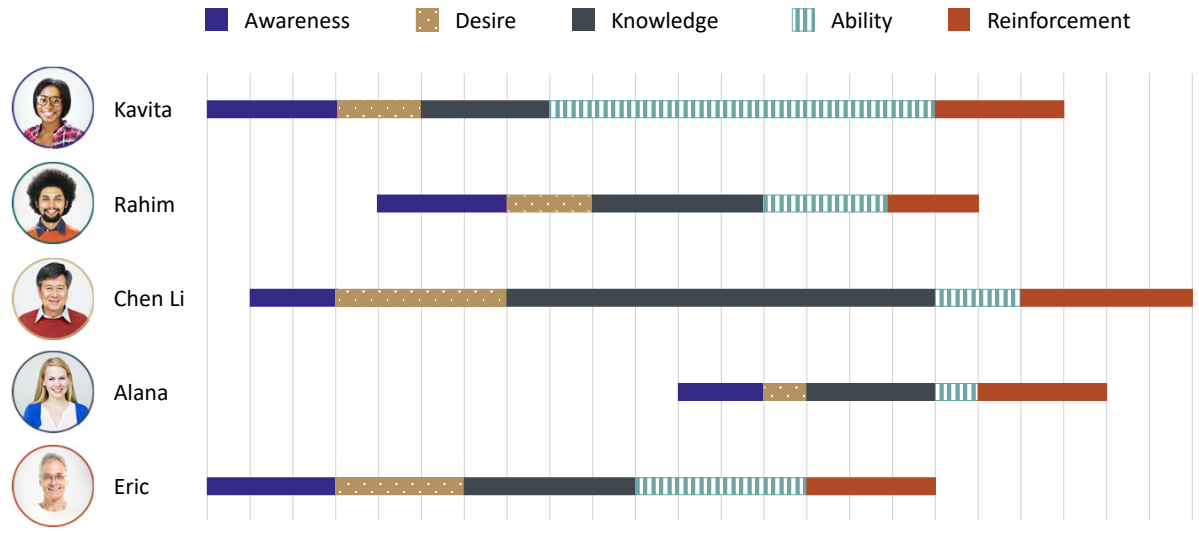
People Change at Different Paces



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Prosci ADKAR Model On-a-Page

	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 *during* Need to know *after*
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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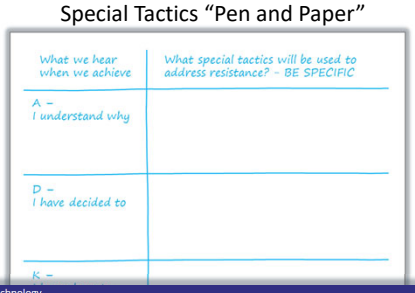
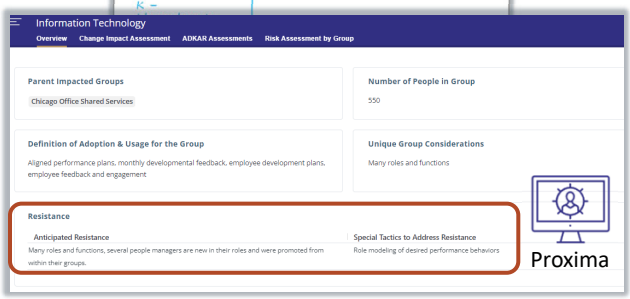
3 Equip People Managers and Senior Leaders: Prosci Methodology and Tools

Special Tactics "Pen and Paper"



Coaching and Resistance Management

Certification Program: Resistance



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Prosci ADKAR Model On-a-Page

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4 Measurement Framework

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Measuring ADKAR throughout the project lifecycle provides **critical guidance** to your change management strategy

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Measuring ADKAR Progress During the Change

After communicating the why, why now, what if we don't	**Before training** and after establishing personal benefits (WIIFM)	**Prior to 'go live'** when Ability aligns with implementation	**After 'go live'** when the change has reached steady state

ADKAR Milestones: A, D | K | A | R

Flex survey questions to fit context

Measurement Focus:
- ADKAR status check for **AD** (and some D)
- ADKAR status check for **AD**
- ADKAR status check for **ADKA**
- ADKAR status check for **ADKAR**

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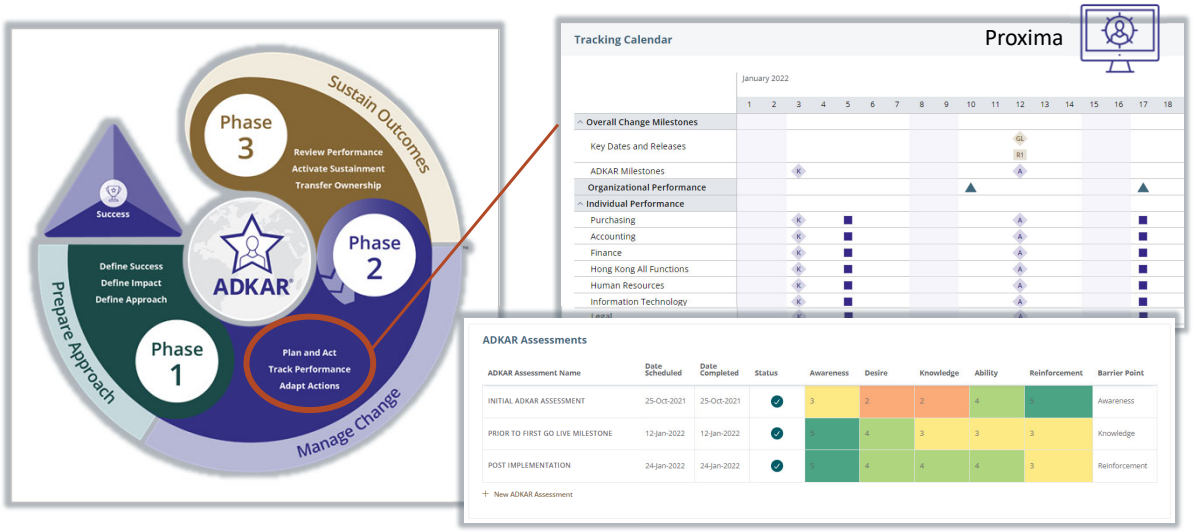
4 Measurement Framework: Prosci Methodology and Tools



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5 BONUS: Force Field Analysis

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Driving Forces

Driving forces are forces that make **change easier**.

These forces help people to engage and participate actively in the change.

ADKAR

Restraining Forces

Restraining forces are forces that make **change more difficult**.

These forces counteract driving forces and lead to avoidance or resistance of the change.

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Driving Forces	ADKAR Organizational Application	Restraining Forces
How might we overcome the restraining forces to Awareness?	Awareness	What are the biggest restraining forces to Awareness of the need to change?
How might we overcome the restraining forces to Desire?	Desire	What are the biggest restraining forces to Desire to support the change?
How might we overcome the restraining forces to Knowledge?	Knowledge	What are the biggest restraining forces to Knowledge of how to change?
How might we overcome the restraining forces to Ability?	Ability	What are the biggest restraining forces to Ability to implement the change?
How might we overcome the restraining forces to Reinforcement?	Reinforcement	What are the biggest restraining forces to Reinforcement to sustain the change?

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Advanced Applications of ADKAR (60 Minutes)

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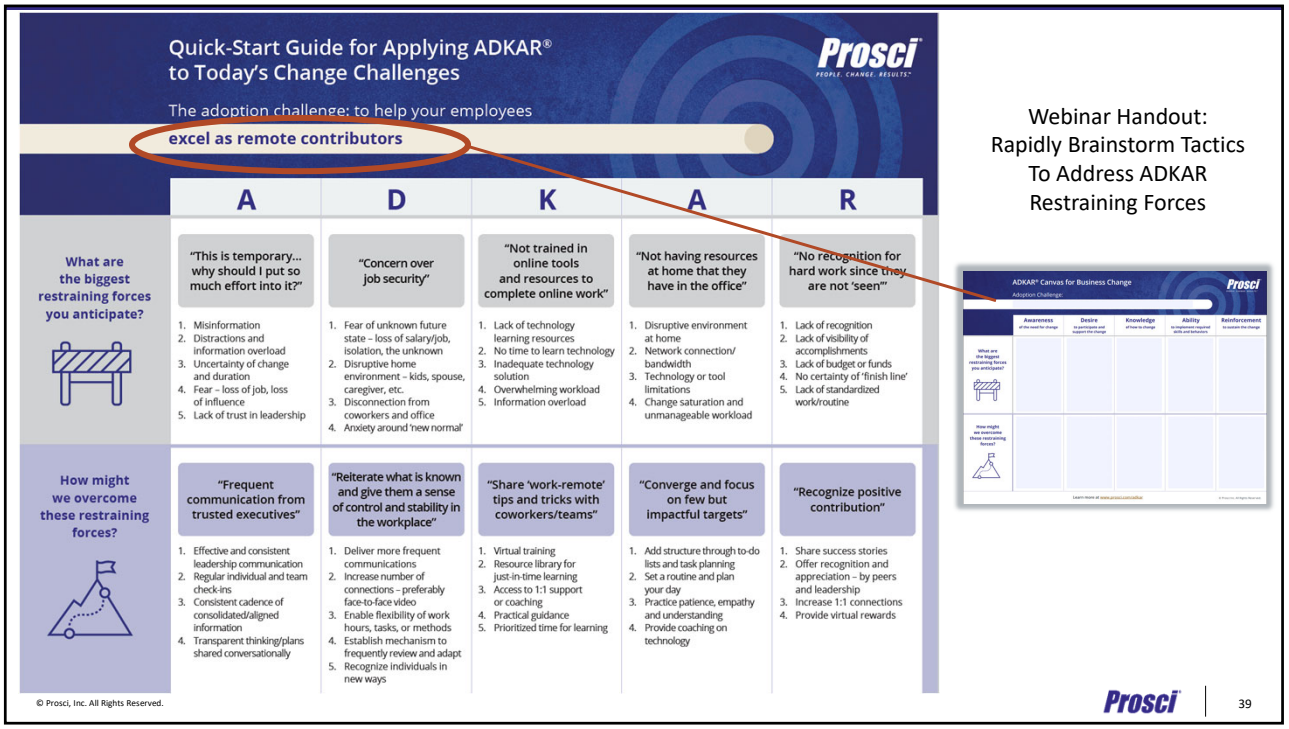

Webinar Handout:
Rapidly Brainstorm Tactics
To Address ADKAR
Restraining Forces

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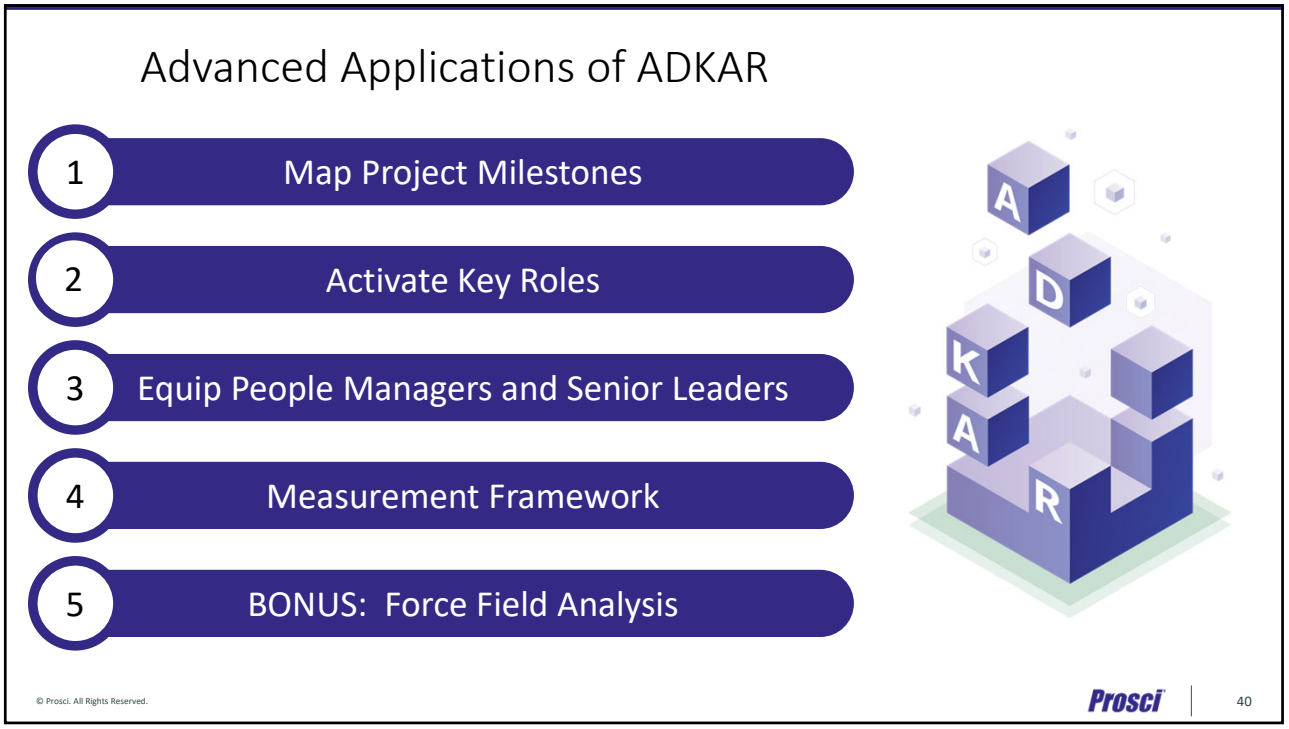

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