

# 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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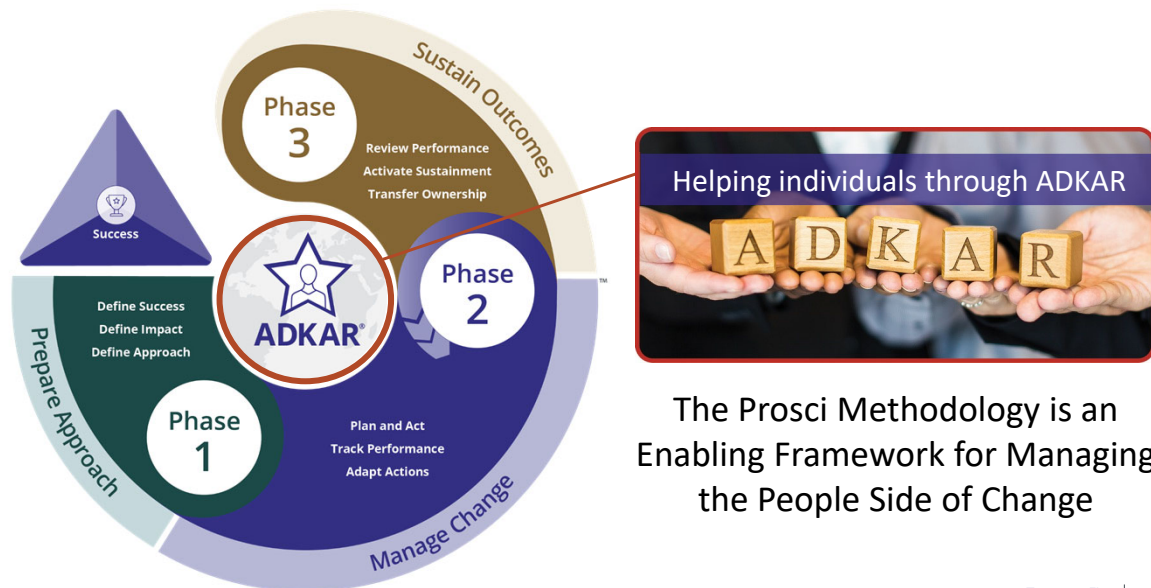
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## Organizational Change Requires Individual Change



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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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### Map Project Milestones

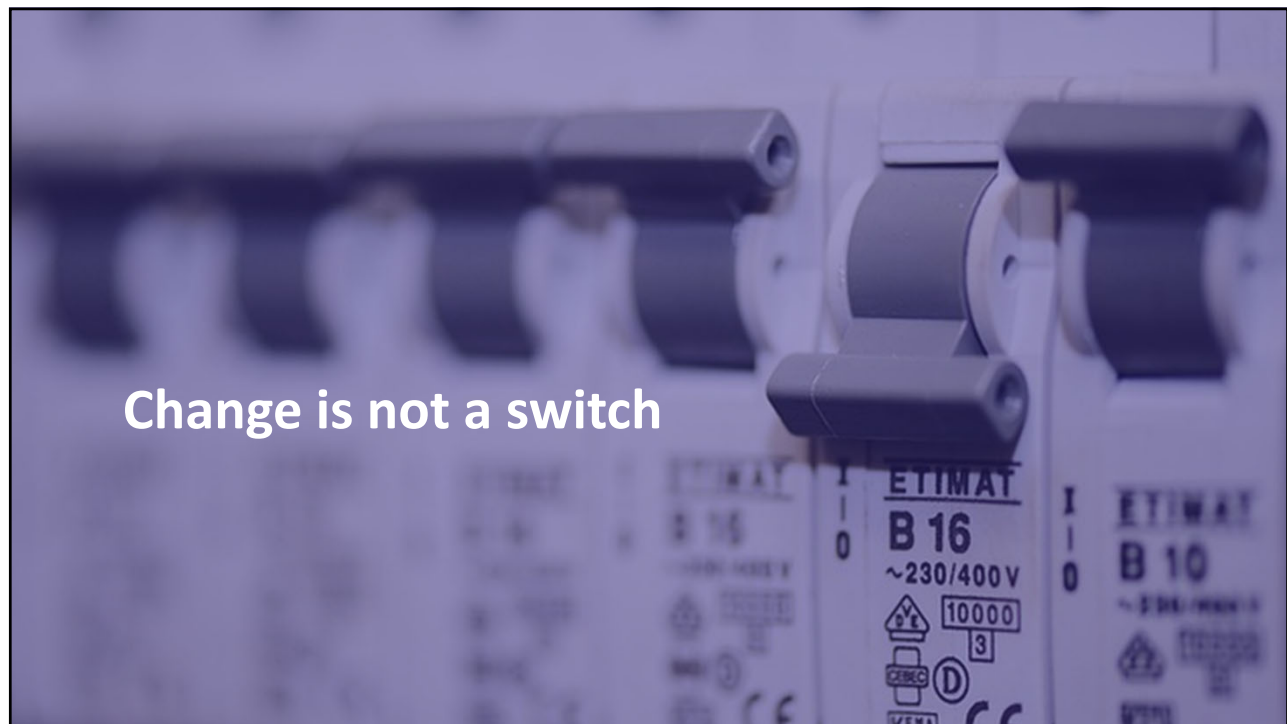


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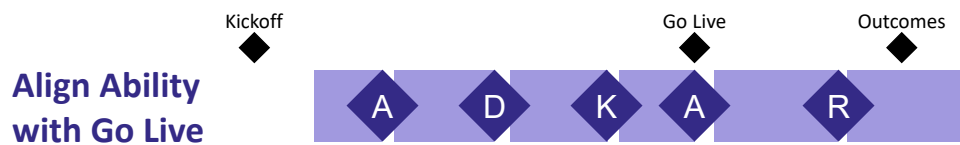
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## Align Ability with Go Live to Drive Outcomes

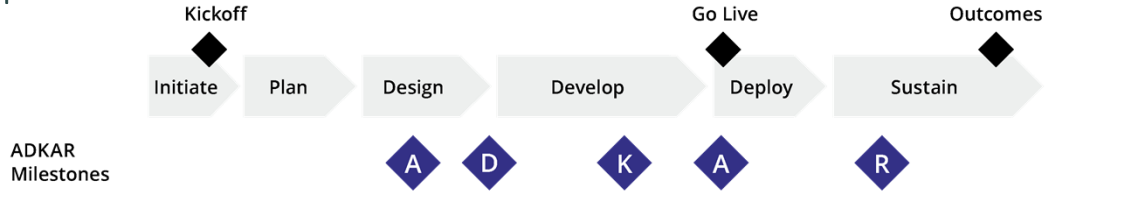
**ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.**



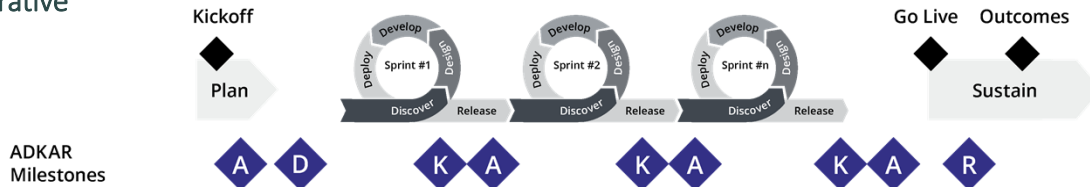
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## Aligning ADKAR Milestones with a Project or Initiative Lifecycle

### Sequential



### Iterative

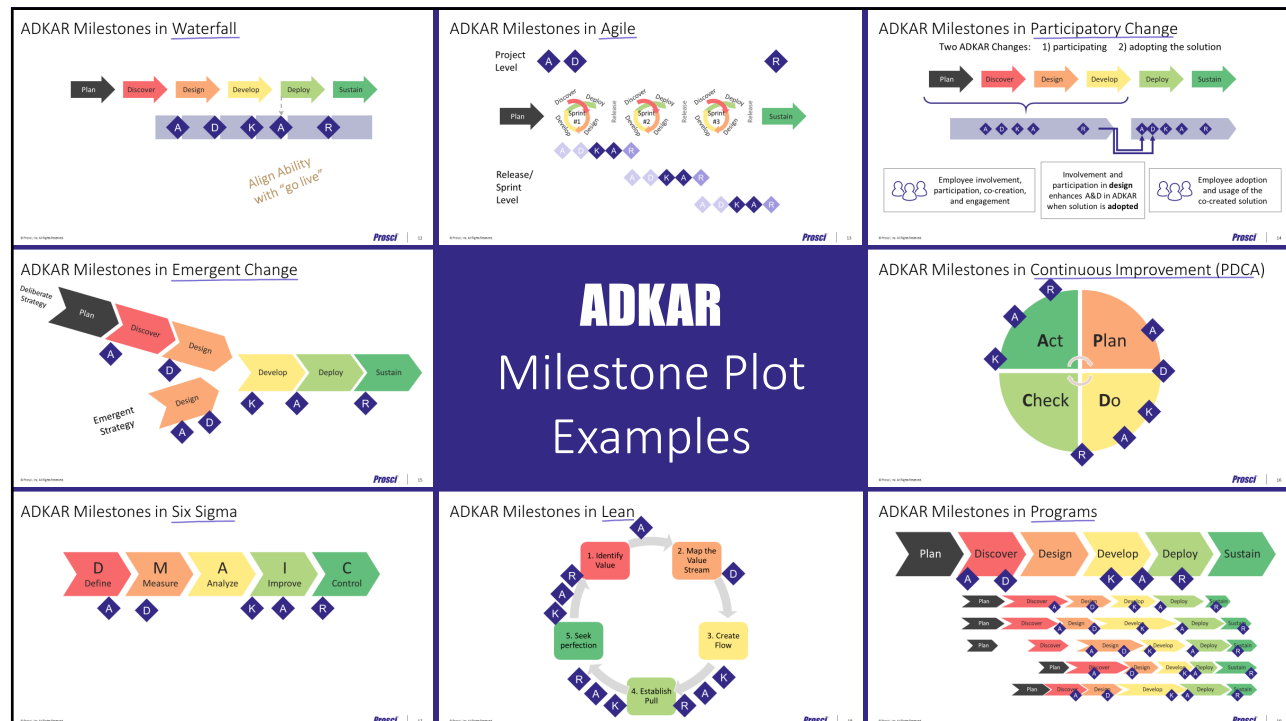


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## ADKAR Blueprint

ADKAR Blueprint	Map Milestone Target Date	Gauge Gap	Activity:	ART ADKAR	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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## Map Project Milestones: Prosci Methodology and Tools

### ADKAR Blueprint "Pen and Paper"

Project Lifecycle → Initiate Develop Deploy Improve

Impacted Groups	A	D	K	A	R
Group 1	◇	◇	◇	◇	◇
Group 2	◇	◇	◇	◇	◇
Group 3					
Group 4					

#### Group ADKAR Milestone Dates

Impacted Groups	Parent Impacted Groups	Awareness Milestones	Desire Milestones	Knowledge Milestones	Ability Milestones	Reinforcement Milestones
Finance	Chicago Office Shared Services	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022
Accounting	Chicago Office Shared Services	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022
Purchasing	Chicago Office Shared Services	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022
Legal	Chicago Office Shared Services	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022
Human Resources	Chicago Office Shared Services	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022
Information Technology	Chicago Office Shared Services	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022
Hong Kong All Functions	Hong Kong Office	03-Nov-2021	01-Dec-2021	05-Jan-2022	12-Jan-2022	14-Mar-2022

### Certification Program: Roadmap

**Define Approach**

Risk: Sequential

Resistance: Awareness Desire Knowledge Ability Reinforcement

Resources: Awareness Desire Knowledge Ability Reinforcement

Roles: Awareness Desire Knowledge Ability Reinforcement

Roadmap: Awareness Desire Knowledge Ability Reinforcement

### ADKAR Blueprint Canvas

**ADKAR Blueprint Canvas**

A simple and usable guide to identify the milestone dates, expected gaps, and initial ideas for each ADKAR element, at a high level.

Adoption Challenge	Map Milestone Target Dates	Target	Activity	Roles	Timeline
Awareness					
Desire					
Knowledge					
Ability					
Reinforcement					

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## 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	
	<b>Sponsor</b>		<b>Change Practitioner</b>
Authorize the change Accountable for outcomes		<ul style="list-style-type: none"><li>• Apply structure and intent to change</li><li>• Enable and equip other change roles</li><li>• Collaborate on a unified approach with the project manager</li></ul>	
	<b>People Manager</b>		<b>Project Manager</b>
Support direct reports in their change journeys		<ul style="list-style-type: none"><li>• Design, develop and deliver the technical solution with employee adoption and usage in mind from the beginning</li><li>• Collaborate on a unified approach with the change practitioner</li></ul>	

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## Fulfilling a Role in Change Management Takes ADKAR

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

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

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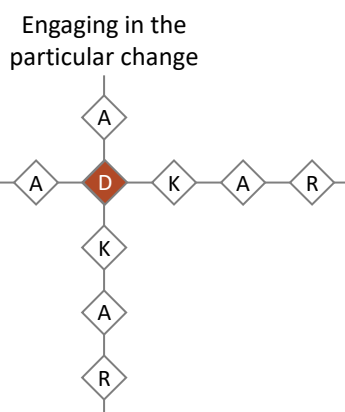
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## Common ADKAR Barrier to People Manager Role Fulfillment

No desire for the change itself before engaging direct reports

Effectively fulfilling the role of people manager (CLARC) for the 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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## Activate Key Roles: Prosci Methodology and Tools



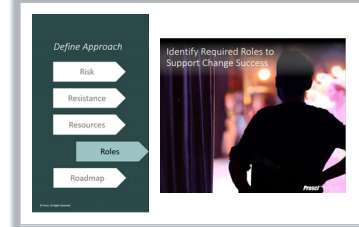
### Role Roster "Pen and Paper"

Illustration of the Role Roster							
Core roles	Initials	A	D	K	A	R	Barrier point
Primary Sponsor	MH						
People Managers	CC						
	CS						
	MD						
	EC						
Project Manager	LK						
Change Practitioner	DM						
Extend roles	Initials						
Sponsor coalition members	SM						
	TC						
	MD						



Role Name	Initials or Full Name	Awareness	Desire	Knowledge	Ability	Reinforcement	Barrier Point
Core Roles Roster							
People Managers	BP	2	2	2	2	2	Awareness
People Managers	LP	2	2	2	2	2	Desire
People Managers	KD	2	2	2	2	2	Awareness
People Managers	KD	2	2	2	2	2	Awareness
People Managers	ML	2	2	2	2	2	Awareness
Change Practitioner	You!	2	2	2	2	2	Ability
Primary Sponsor	Mary Miller	2	2	2	2	2	Knowledge
Project Manager	Sam Caruso	2	2	2	2	2	Knowledge
People Managers	JD	2	2	2	2	2	Awareness

### Certification Program: Roles



### Role Roster

Role Roster Canvas							
Roles Required to Achieve Change Success							
Adaptation Challenge	Core Roles	Initials	A	D	K	A	R
Primary Sponsor							
People Managers							
Project Manager							
Change Practitioner							
Extend Roles							
Sponsor Coalition Members							

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## 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

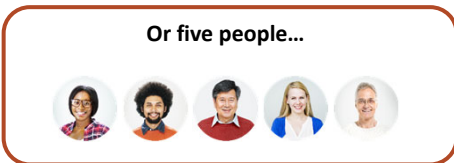
Change with one person...



Or 1,000 people...



Or five people...



Or 20 people...



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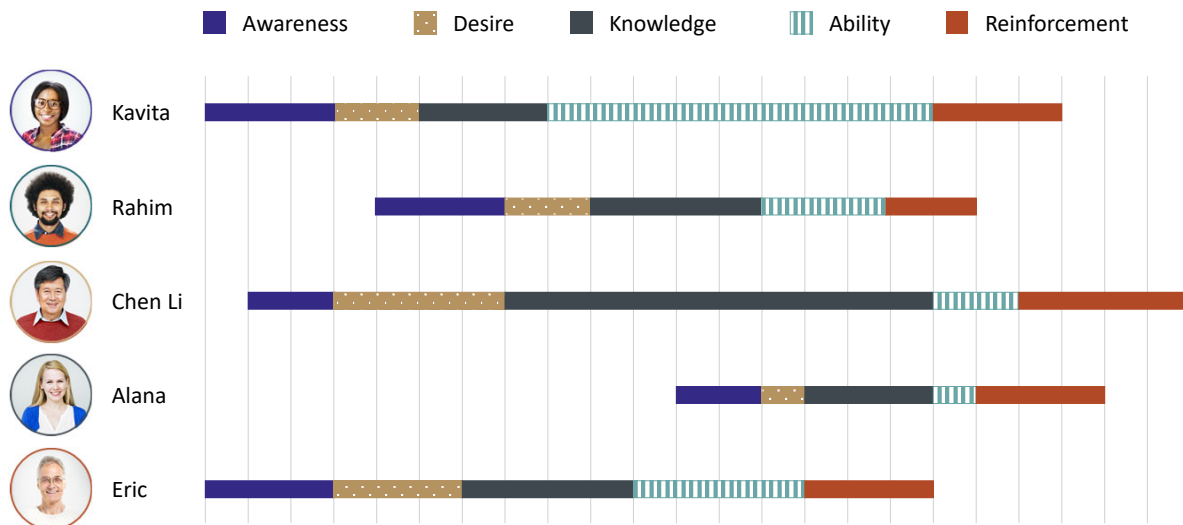
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## People Change at Different Paces



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## Prosci ADKAR Model On-a-Page

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

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## Equip People Managers and Senior Leaders: Prosci Methodology and Tools

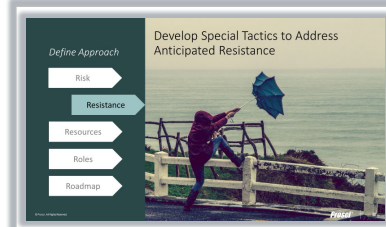


### Special Tactics "Pen and Paper"

What we hear when we achieve	What special tactics will be used to address resistance? - BE SPECIFIC
A - I understand why	
D - I have decided to	
K -	

### Coaching and Resistance Management

### Certification Program: Resistance



Information Technology

Overview Change Impact Assessment ADKAR Assessments Risk Assessment by Group

Parent Impacted Groups  
Chicago Office Shared Services

Number of People in Group  
550

Definition of Adoption & Usage for the Group  
Aligned performance plans, monthly developmental feedback, employee development plans, employee feedback and engagement

Unique Group Considerations  
Many roles and functions

**Resistance**

Anticipated Resistance  
Many roles and functions, several people managers are new in their roles and were promoted from within their groups.

Special Tactics to Address Resistance  
Role modeling of desired performance behaviors

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### Prosci ADKAR Model On-a-Page

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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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## Measurement Framework



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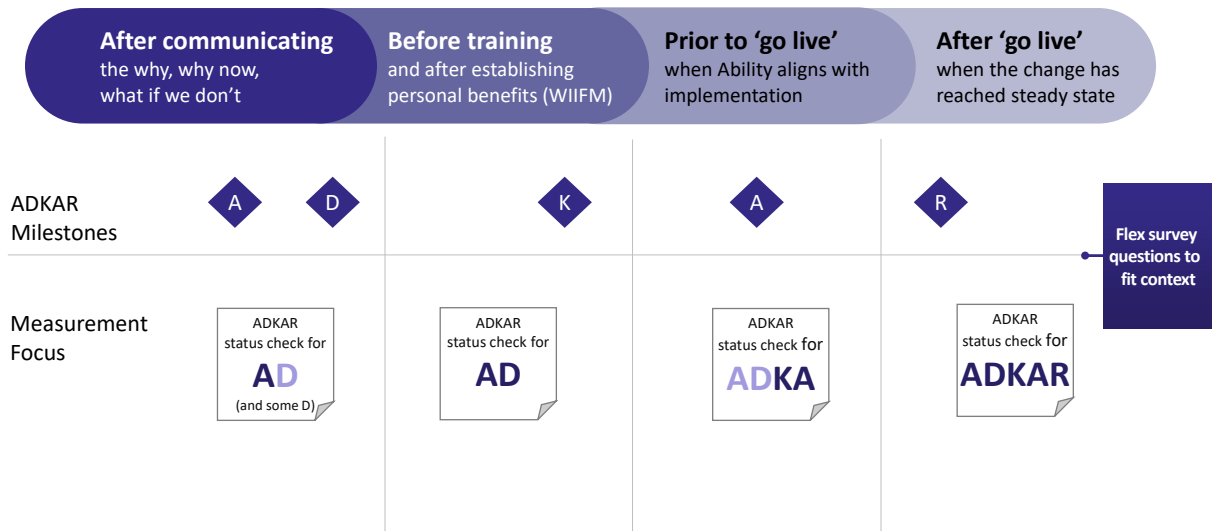


Measuring ADKAR throughout the project lifecycle provides critical guidance to your change management strategy



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## Measuring ADKAR Progress During the Change



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Measurement Framework: Prosci Methodology and Tools

The diagram illustrates the ADKAR Measurement Framework as a circular process with three main phases:

- Phase 1: Prepare Approach** (Green): Define Success, Define Impact, Define Approach.
- Phase 2: Manage Change** (Blue): Plan and Act, Track Performance, Adapt Actions.
- Phase 3: Sustain Outcomes** (Brown): Review Performance, Activate Sustainment, Transfer Ownership.

The central goal is **Success**, represented by a star icon.

**Tracking Calendar** Proxima

	January 2022																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
Overall Change Milestones																		
Key Dates and Releases																		
ADKAR Milestones																		
Organizational Performance																		
Individual Performance																		
Purchasing																		
Accounting																		
Finance																		
Hong Kong All Functions																		
Human Resources																		
Information Technology																		
Legal																		

**ADKAR Assessments**

ADKAR Assessment Name	Date Scheduled	Date Completed	Status	Awareness	Desire	Knowledge	Ability	Reinforcement	Barrier Point
INITIAL ADKAR ASSESSMENT	25-Oct-2021	25-Oct-2021	✓	3	2	2	4	3	Awareness
PRIOR TO FIRST GO LIVE MILESTONE	12-Jan-2022	12-Jan-2022	✓	4	4	3	3	3	Knowledge
POST IMPLEMENTATION	24-Jan-2022	24-Jan-2022	✓	4	4	4	4	3	Reinforcement

+ New ADKAR Assessment

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BONUS: Force Field Analysis

A close-up photograph of two hands holding five wooden blocks, each with a letter carved into it, spelling out the word "ADKAR".

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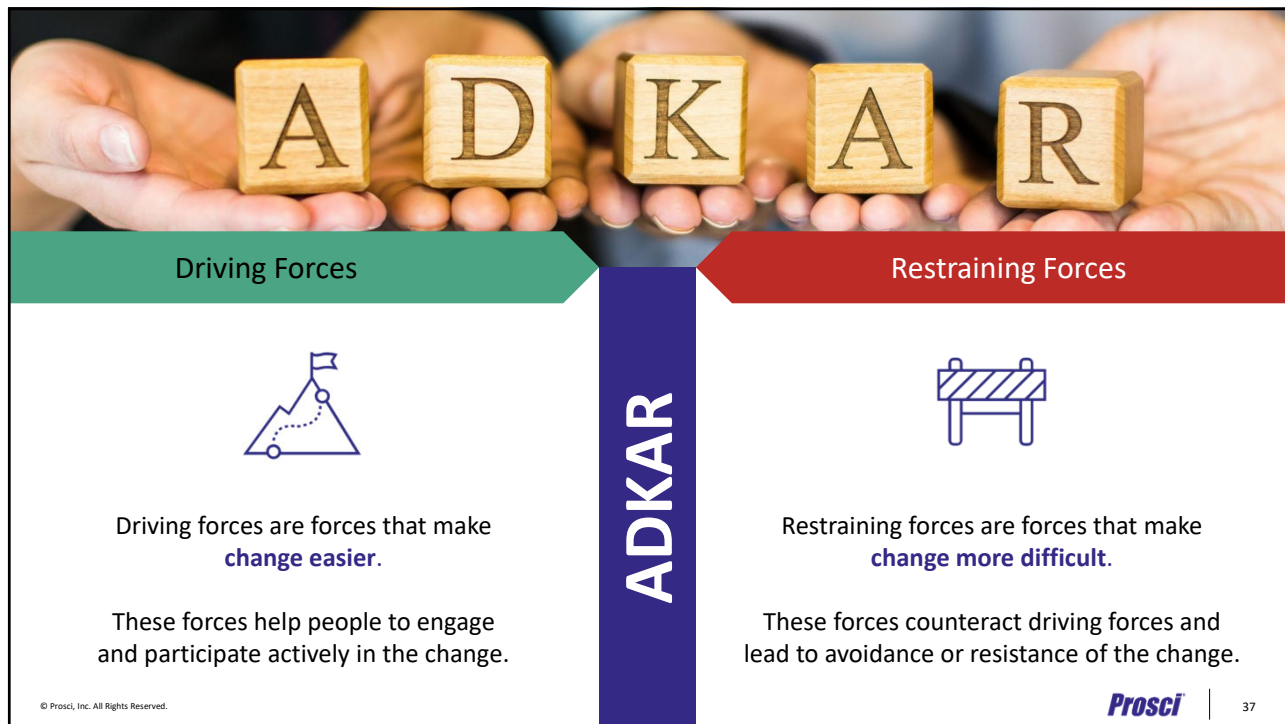
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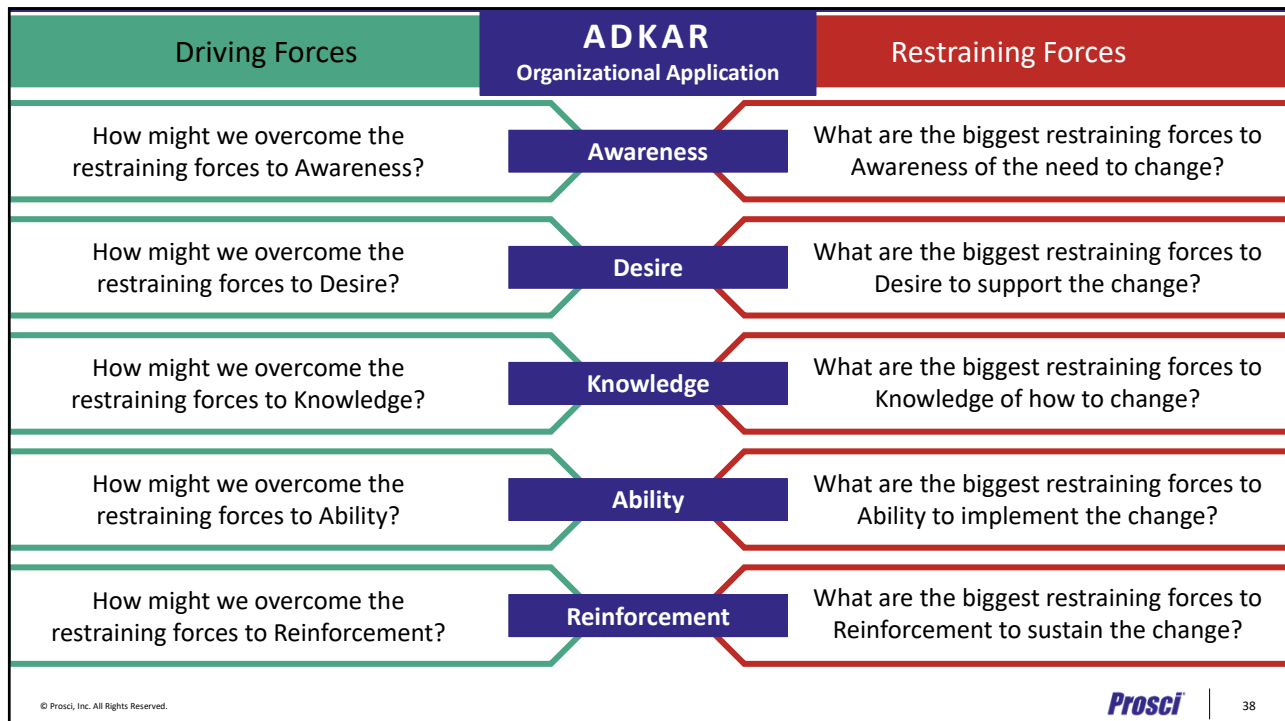
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## Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

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

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

**Webinar Handout: Rapidly Brainstorm Tactics To Address ADKAR Restraining Forces**

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## Advanced Applications of ADKAR

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Map Project Milestones
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Activate Key Roles
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Equip People Managers and Senior Leaders
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Measurement Framework
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BONUS: Force Field Analysis

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