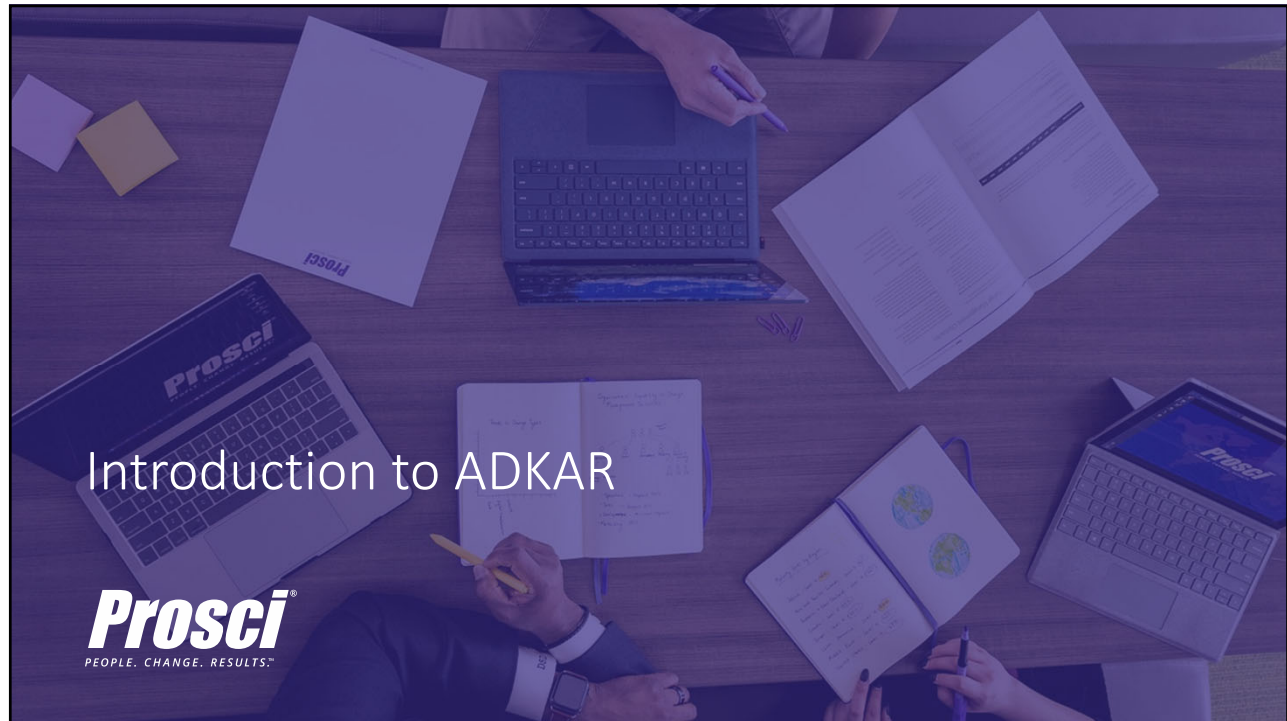


# Change Management Takes Change Management

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## Introduction to ADKAR

**Prosci**  
PEOPLE. CHANGE. RESULTS.™

1

## How it Began

“Why do some changes fail  
while others succeed?”

What factors contribute to  
successful change?”

*Jeff Hiatt*

*Prosci founder  
Creator of ADKAR*



Researched over 700 companies  
over a four-year period.

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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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How does this person make a  
successful individual change?

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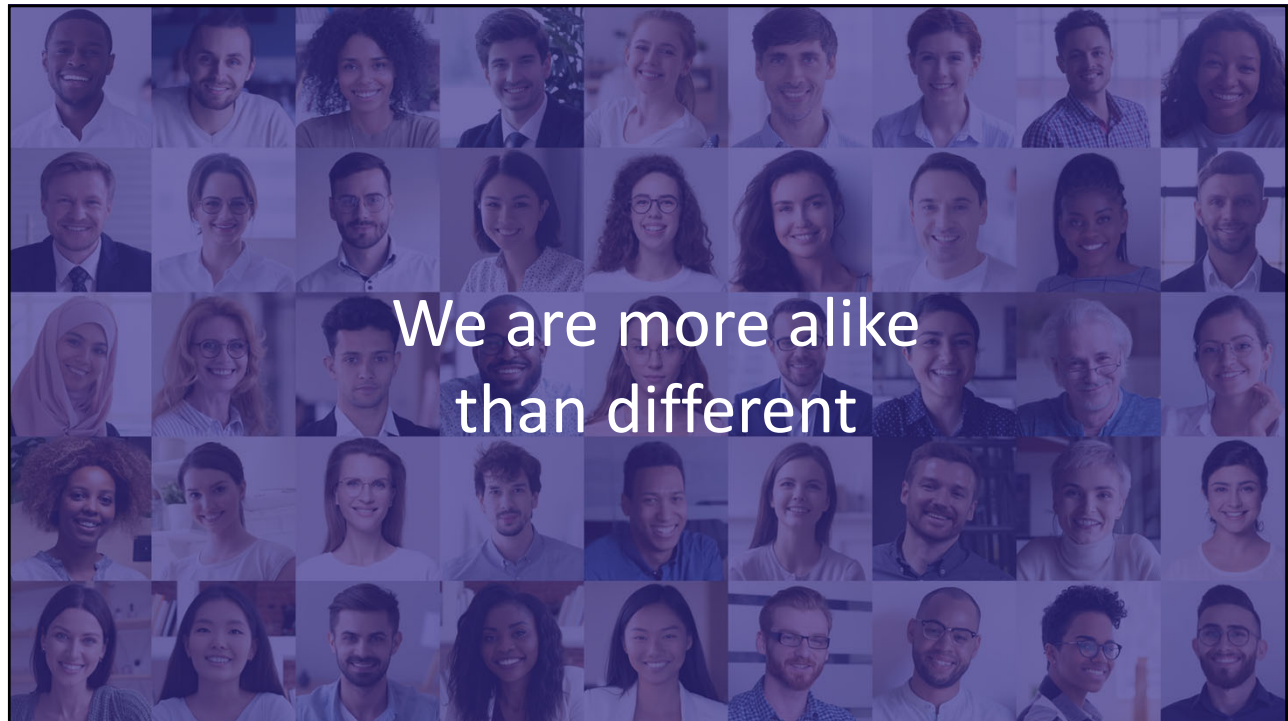
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A close-up of a hand stacking five wooden blocks. The blocks are labeled with the letters A, D, K, A, and R from top to bottom. The background is a solid purple color.

Awareness  
Desire  
Knowledge  
Ability  
Reinforcement

## The 5 Building Blocks of Individual Change

Two hands holding five wooden blocks horizontally. The blocks are labeled with the letters A, D, K, A, and R from left to right.

Successful individual change  
can be modeled and repeated

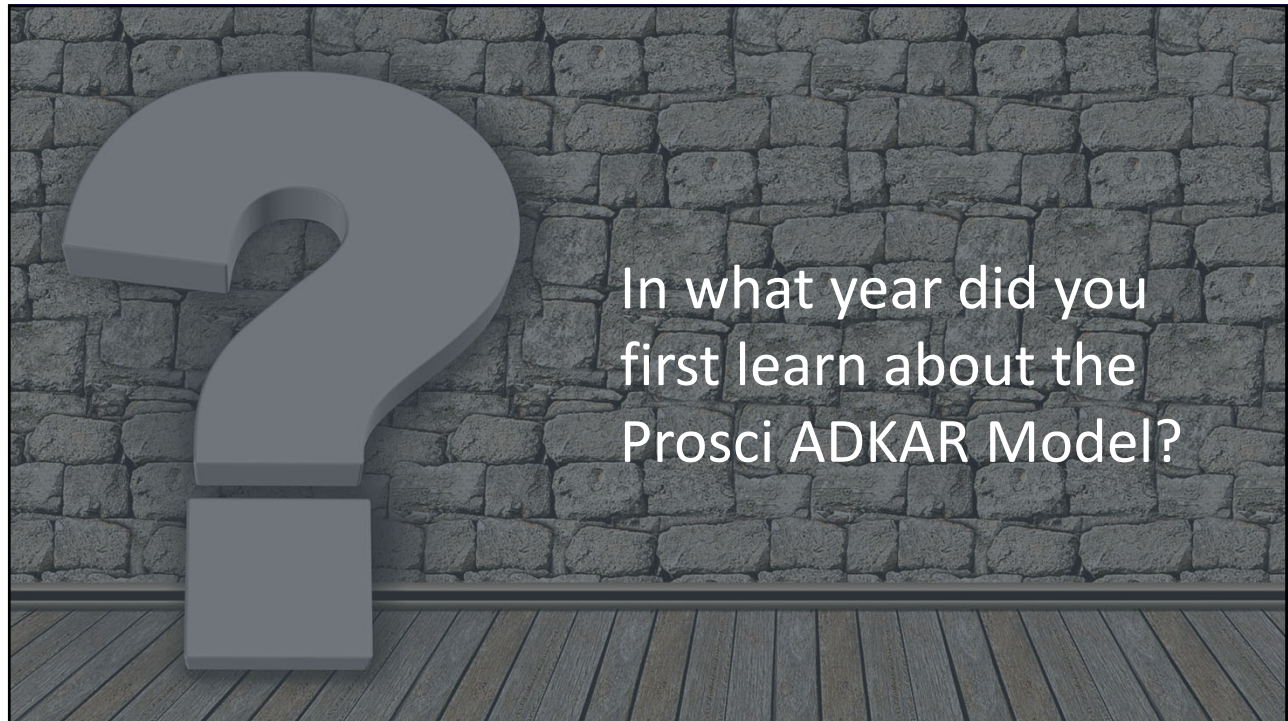
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Awareness  
Desire  
Knowledge  
Ability  
Reinforcement

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## The 5 Building Blocks of Individual Change

Change begins with understanding why

Awareness

What is the <b>nature</b> of the change?	Why is the change <b>needed</b> ?	What is the <b>risk</b> of not changing?
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## Risks of poor adoption and usage (not changing)

- abandoning of service/tool
- abandonment of truly good change
- additional project costs
- additional time
- additional training
- additional travel
- alienation of team members
- ambiguity
- anger
- attrition
- audit failures
- audit findings
- bad attitudes
- bad data
- bad decisions
- budget cuts affecting project support staff
- buying new technology - over and over
- canceled project
- cash flow
- change calendars
- change overload
- change requests
- changing requirements
- changing timelines
- complications
- conflict
- confusion
- contractual penalties
- cost of a new technology tool
- customer dissatisfaction
- cycle of project failures
- cynical employees

- cynicism
- declining morale
- decreased confidence in management
- delayed implementation
- delayed results
- delayed rollout
- delayed timeline
- delays
- dissatisfied customers
- distrust in leaders
- domino effects on other projects
- duplication
- egg on leader's face
- employee disengagement
- employee experience
- employee frustration
- employee loss
- employee resistance
- excess time spent on task
- extended contracts
- extended project schedules
- extended utilization post implementation
- failed efforts
- failed project results
- failed projects
- failure to deploy a major implementation
- failure to provide accurate details
- fear of new systems
- fines
- frustration
- further organizational 'scar tissue'
- going back to the drawing board

- go-live delay
- halting project
- "here we go again"
- high turnover
- hyper-care costs
- impact to customer
- inconsistent ways of working
- incorrect information
- initiative failure
- lack of adoption
- lack of comprehension of roles and responsibilities
- lack of transparency
- lack of trust from end users of tool
- lengthened time to ROI
- less delivered for more money
- longer delivery to market
- losing excellent employees
- losing key team members
- losing resources
- losing the audience of change
- loss of clients
- loss of credibility
- loss of customers
- loss of efficiency
- loss of high performing talent
- loss of institutional knowledge
- loss of key accounts
- loss of key talent
- loss of market value
- loss of money
- loss of moral
- loss of productivity
- loss of staff
- loss of time
- loss of trust
- low adoption
- low morale

- miscommunication
- mis-integration
- missed implementation dates
- missed requirements
- missed target ROI
- missing key milestone dates
- missing revenue goals
- morale degradation
- morale issues
- more hand holding
- more training
- negative comments
- negative customer impacts
- negative employee morale
- negative impact to reputation of the project and sponsors
- negative impacts to future change
- negative impressions of program
- new system not used
- no results
- no usage
- over budget
- overtime costs
- plummeting service levels
- poor customer experience
- poor customer service
- poor marketing
- poor results
- poor service offering
- productivity drops
- project delays
- project failure
- pull out part of functionality
- pulling in consultants to help post-change
- reboot
- re-communicate

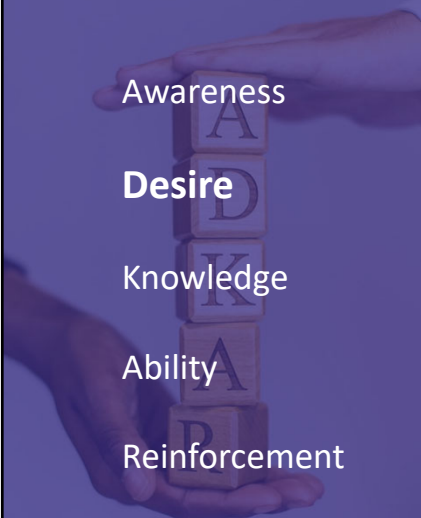
- re-design
- re-development
- redo
- reduced confidence in future
- reduced trust in process and project team
- re-engineer
- re-explaining
- regret
- regulatory impacts
- re-implementation
- re-launch
- remediation
- re-organization
- repeated training
- replace resources
- replace the entire software with a new one
- replace with new system
- re-planning
- reputational risk
- re-scope
- resentment
- resignation
- resistance
- resistance to future change
- resistance when it didn't exist initially
- resources
- resources undesignated
- re-start of projects
- re-train
- re-training
- reverting
- rework
- rogue solutions and shadow systems
- ruined relationships
- rumors

- salary costs
- schedule change
- scope change
- scope creep
- shadow systems and all maintenance costs for those
- silos between teams
- silos within integrator team
- skepticism
- staff dissatisfaction
- staff turnover
- stagnant workers
- stakeholders not available
- starting from square one again
- terminations
- time away from work to deal with system errors
- travel
- trust issues with leaders
- turnover
- uncertainty
- underdeveloped requirements
- unfilled vacancies
- unhappy leaders
- unnecessary processing
- unnecessary software development
- unorganized training
- unrealistic deadlines
- unused systems
- using incorrect success measures
- wasted man hours
- wasted production time
- weak sponsorship
- "we've had enough"
- work disruption/stoppage

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Awareness

Desire


Knowledge

Ability

Reinforcement

## The 5 Building Blocks of Individual Change

Change involves personal decisions



Desire

<p>What's in it for me (WIIFM)?</p>	<p>A <b>personal choice</b></p>	<p>A decision to <b>engage and participate</b></p>
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## ADKAR in the Wild – Same Change; Different Desire



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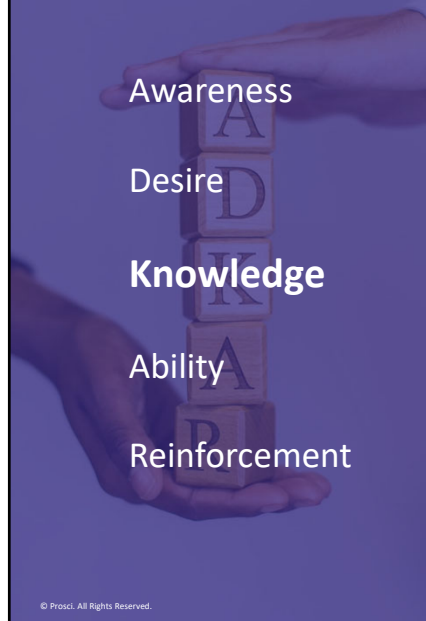
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## The 5 Building Blocks of Individual Change

Change requires knowing how



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Knowledge

**Understanding**  
how to change

**Training** on new  
processes and tools

**Learning**  
new skills


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# Change Management Takes Change Management

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Awareness

Desire

Knowledge

**Ability**


Reinforcement

Gap

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## The 5 Building Blocks of Individual Change

**Change requires action in the right direction**




**Ability**

The <b>demonstrated capability</b> to implement the change	Achievement of the desired change in <b>performance or behavior</b>
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Awareness

Desire

Knowledge


Ability

**Reinforcement**

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## The 5 Building Blocks of Individual Change

**Change must be reinforced to be sustained**



**Reinforcement**

Actions that <b>increase the likelihood</b> that a change will be continued	<b>Recognition and rewards</b> that sustain the change
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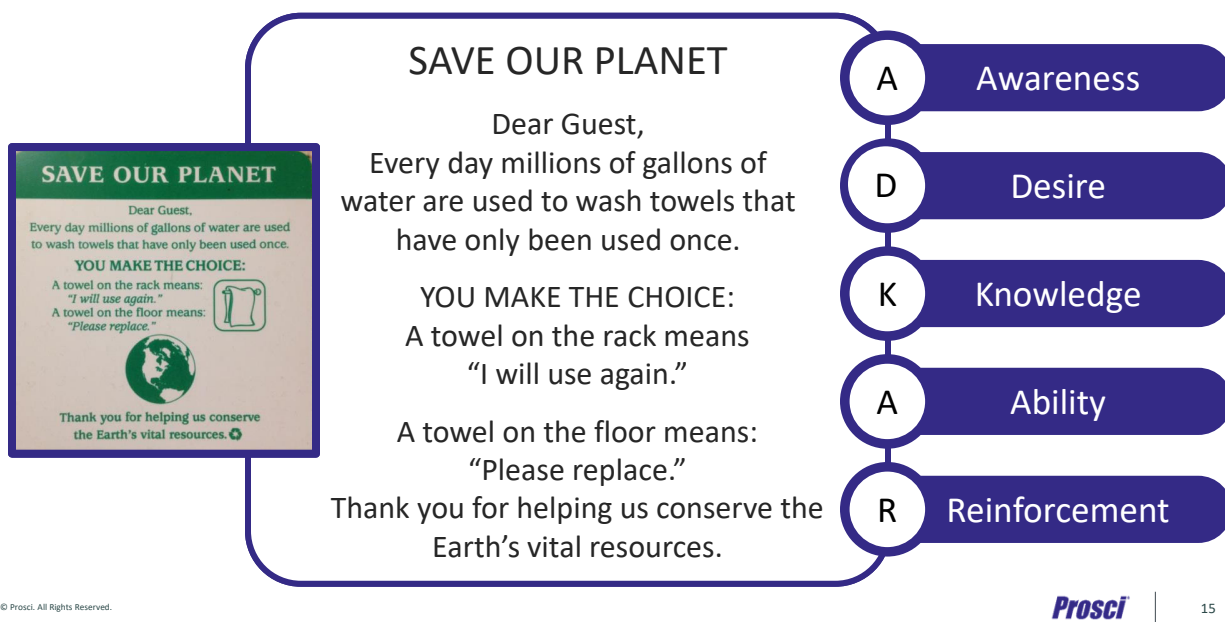
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## ADKAR in the Wild – A Model for Individual Change



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Identify a change you are having difficulty making or one that another person is having difficulty making

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### Complete an ADKAR Assessment

ADKAR element:	What you hear:	Score (1-5)
A Awareness	Of the need for change	<input type="text"/>
D Desire	To participate and support the change	<input type="text"/>
K Knowledge	On how to change	<input type="text"/>
A Ability	To implement required skills and behaviors	<input type="text"/>
R Reinforcement	To sustain the change	<input type="text"/>

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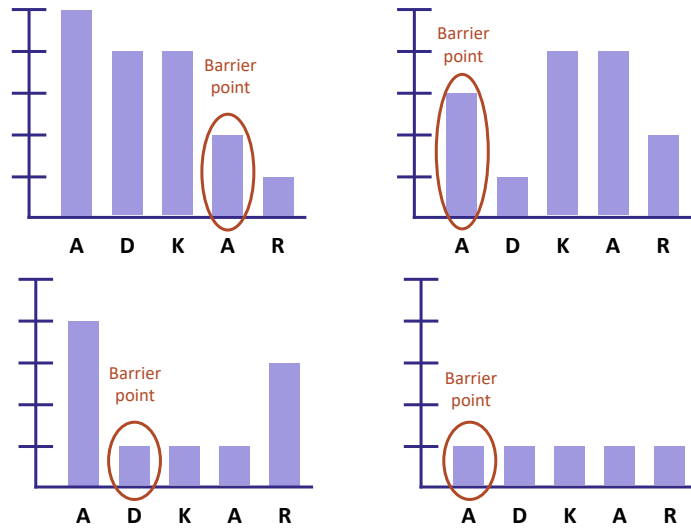
Defined as the first ADKAR element that is insufficient and impedes change progress.

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

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## ADKAR Barrier Point

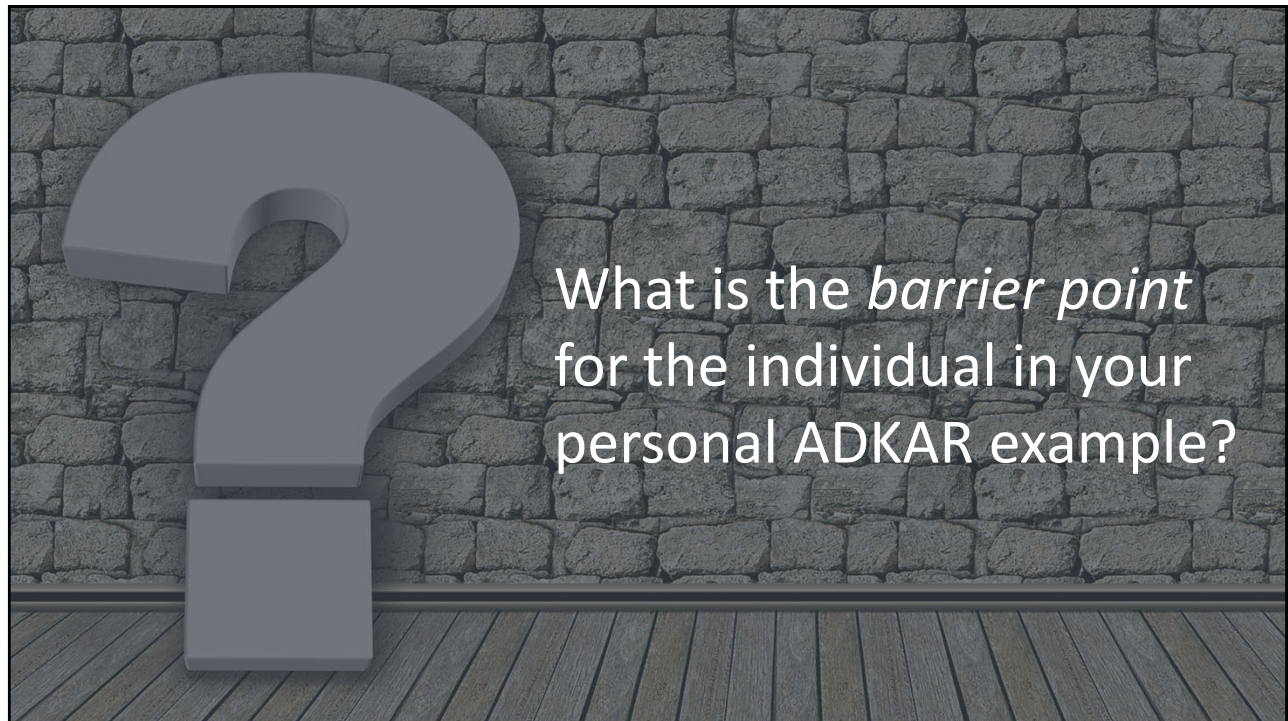
A score of "3" or feeling "neutral" is a barrier.



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## **Prosci** ADKAR Model On-a-Page

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

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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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## The ADKAR Model Defines Successful Change at Scale

Change with one person...



Or five people...



Or 20 people...



Customer Service Team

Or 1,000 people...



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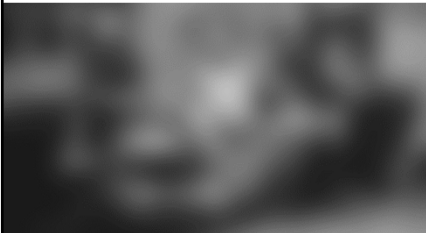
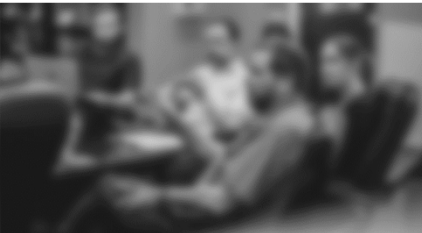





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We're implementing a new CRM system.	Which will have a "medium" impact on your job.	 We will help the Customer Service team shift from a transactional to relational mindset with customers
		
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## Example 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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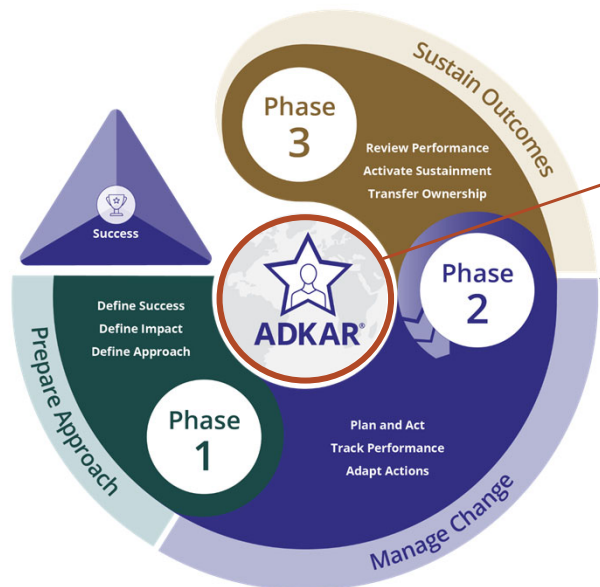
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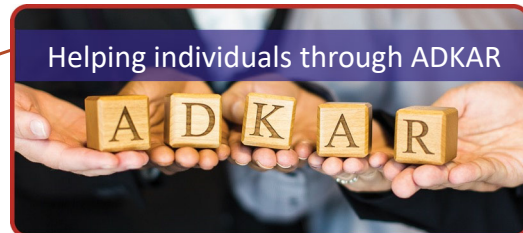
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## Organizational Change Requires Individual Change



Helping individuals through ADKAR



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

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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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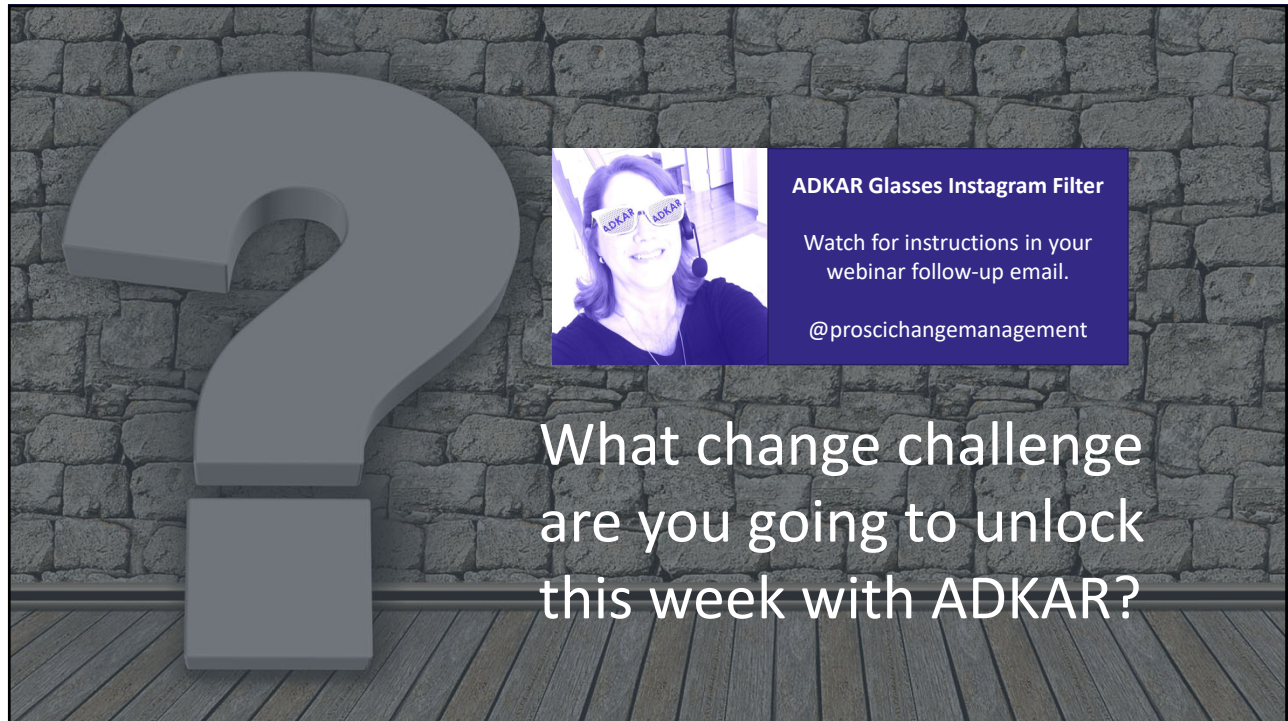
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