

Understanding Resistance Through Prosci's ADKAR Model

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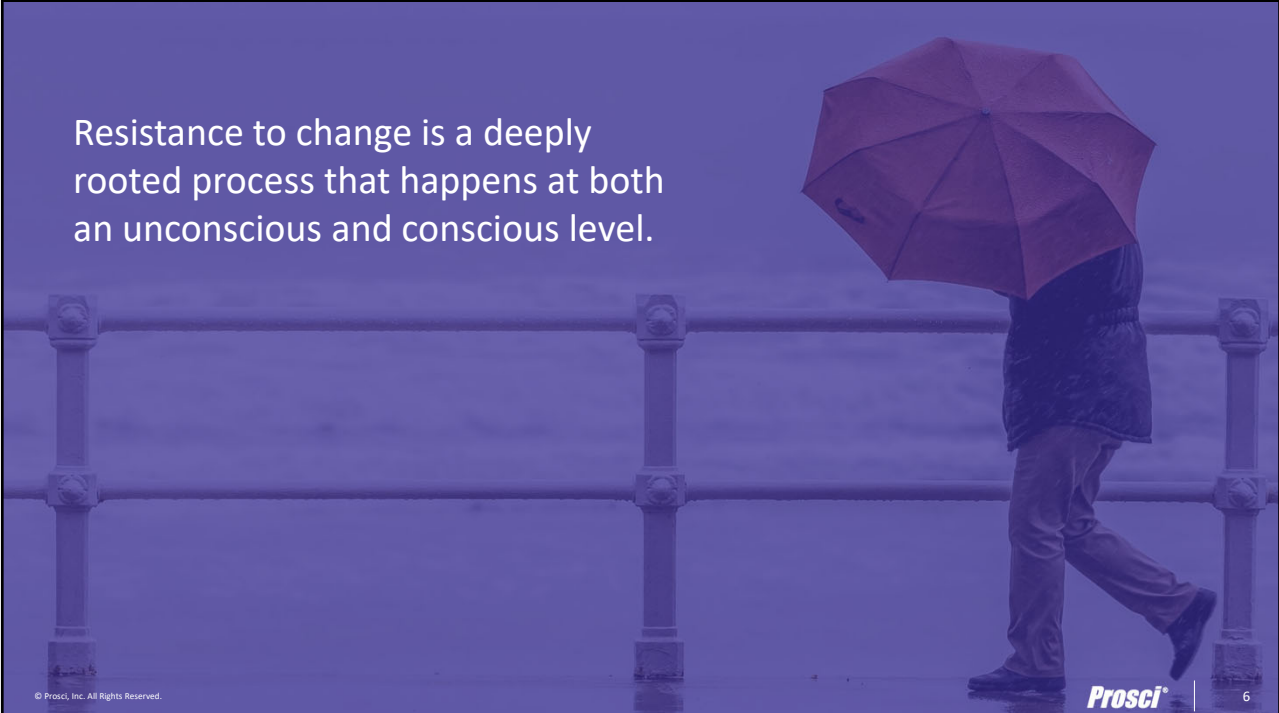


The Case for Resistance Prevention

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- The Case for Resistance Prevention
- Mindset Matters
- Introduction to the ADKAR Model Body of Knowledge
- Applying ADKAR to Prevent and Resolve Resistance
- Key Questions to Unlock Resistance

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Resistance to change is a deeply rooted process that happens at both an unconscious and conscious level.

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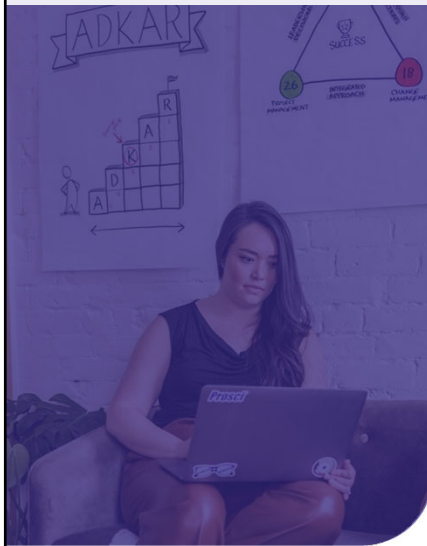
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What Factors Influence How People React to Change?



- **Degree of impact** of the change on an individual's work
- **Personal factors**, including finances, age, health, mobility and family situation
- **Amount of change** they are already dealing with
- **Credibility and trustworthiness** of the people leading the change
- **Alignment of the change** with organizational and individual value systems
- **Organization's history** of handling change

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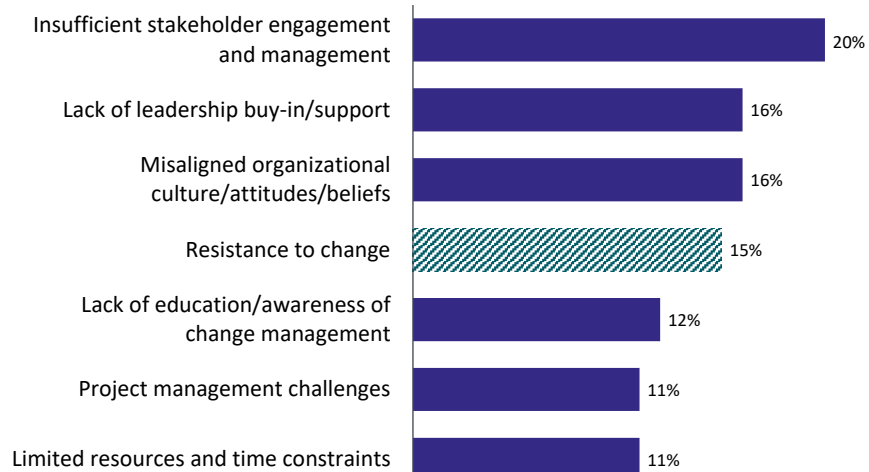
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Resistance Is an Obstacle to Change Success

Resistance to change has been identified as one of the greatest obstacles to successful change in all Prosci Best Practices in Change Management studies.



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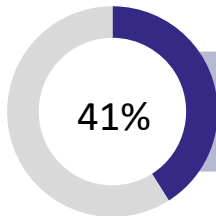
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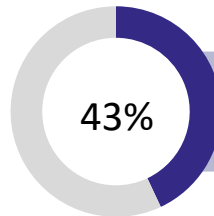
The Case for Preventing Avoidable Resistance



Reported that over half of the employee resistance they experienced was avoidable

Top reasons for **employee** resistance

1. Lack of **awareness** of the reason for the change
2. Change in role
3. Fear
4. Lack of support from and trust in management or leadership
5. Lack of inclusion in the change



Reported that over half of the manager resistance they experienced was avoidable

Top reasons for **manager** resistance

1. Organizational culture
2. Lack of **awareness** and knowledge about the change
3. Lack of buy-in
4. Misalignment of project goals and personal incentives
5. Lack of confidence in their ability to manage the people side of change

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Avenues of Resistance Management

1

Resistance Prevention

Planning for, addressing or eliminating resistance by effectively applying change management

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Resistance Response

Developing effective responses when resistance becomes enduring or persistent

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Where Do You Focus? Estimate the percentage (example: 50% /50%)

1

Resistance Prevention

Planning for, addressing or eliminating resistance by effectively applying change management

%

2

Resistance Response

Developing effective responses when resistance becomes enduring or persistent

%

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Poll Results: Where do you focus? Estimate the percentage (e.g. 50%/50%)

1. 60/40: 169 responses
2. 80/20: 146 responses
3. 30/70: 110 responses
4. 70/30: 101 responses
5. 20/80: 92 responses
6. 50/50: 89 responses
7. 40/60: 77 responses
8. 75/25: 49 responses
9. 10/90: 29 responses
10. 0%/100%: 2 responses

60/40 is the most common ratio mentioned

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Where Do You Believe You Need to Focus? Estimate the percentage

1

Resistance Prevention

Planning for, addressing or eliminating resistance by effectively applying change management

%

2

Resistance Response

Developing effective responses when resistance becomes enduring or persistent

%

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Poll Results: Where do you believe you need to focus? Estimate the percentage?

- 80/20: 114 responses
- 70/30: 76 responses
- 60/40: 70 responses
- 50/50: 30 responses
- Oct-90: 54 responses
- 75/25: 18 responses
- 85/15: 8 responses
- 90/10: 3 responses
- 100/0: 2 responses

80/20 is the most common ratio mentioned

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Poll Results: What are the benefits of prioritizing resistance prevention over resistance response?

The top 10 benefits of resistance prevention over resistance response can be summarized as follows:

1. **Time and Money Savings:** Prevention saves time and resources compared to the effort and cost required for responding to resistance.
2. **Lower Rate of Resistance:** Anticipating and addressing issues beforehand leads to a lower incidence of resistance during the change process.
3. **Quality Built-In:** Integrating change smoothly from the start ensures that the change is implemented with high quality and efficiency.
4. **Proactive Approach:** Prevention is proactive, allowing organizations to get ahead of potential issues and challenges.
5. **Increased Buy-In:** Anticipating and addressing concerns early fosters greater buy-in from stakeholders and employees.
6. **Quicker Adoption:** A proactive approach facilitates faster and smoother adoption of changes within the organization.
7. **Building Trust:** Being prepared and transparent in handling change builds trust among employees and stakeholders.
8. **Efficiency and Focus:** Prevention allows for more efficient use of resources, enabling a focus on what truly matters during the change process.
9. **Healthy Work Environment:** Anticipating and addressing resistance creates a positive and supportive work environment, reducing stress and frustration.
10. **Increased Success Rate:** By preventing resistance, organizations increase the likelihood of achieving change objectives successfully and on time.

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Mindset Matters

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Prosci Asked: “What Types of Resistance Do You Experience?”

Disengaged 81%	Work Impact 54%
quiet, indifference, apathy, low morale, ignoring communications	reduced productivity/efficiency, noncompliance, absenteeism, mistakes, poor quality
Negativity 79%	Controlling 53%
miscommunication, objections, complaining, sarcasm, rumors/gossip, focus on problems	asking lots of questions, influencing outcomes, defending current state, using status
Avoidance 75%	Building Barriers 52%
ignore the change, workarounds, revert to old behaviors, abdicate responsibilities	excuses, counter-approaches, recruit dissenters, secrecy, breakdown in trust
Emotional 73%	Acting Out 42%
fear, loss, sadness, anger, anxiety, frustration, depression, focus on self	conflict, overbearing, arguments, passive-aggressive, sabotage, aggressive, celebrate failure

Do these words reveal a mindset about resistance?

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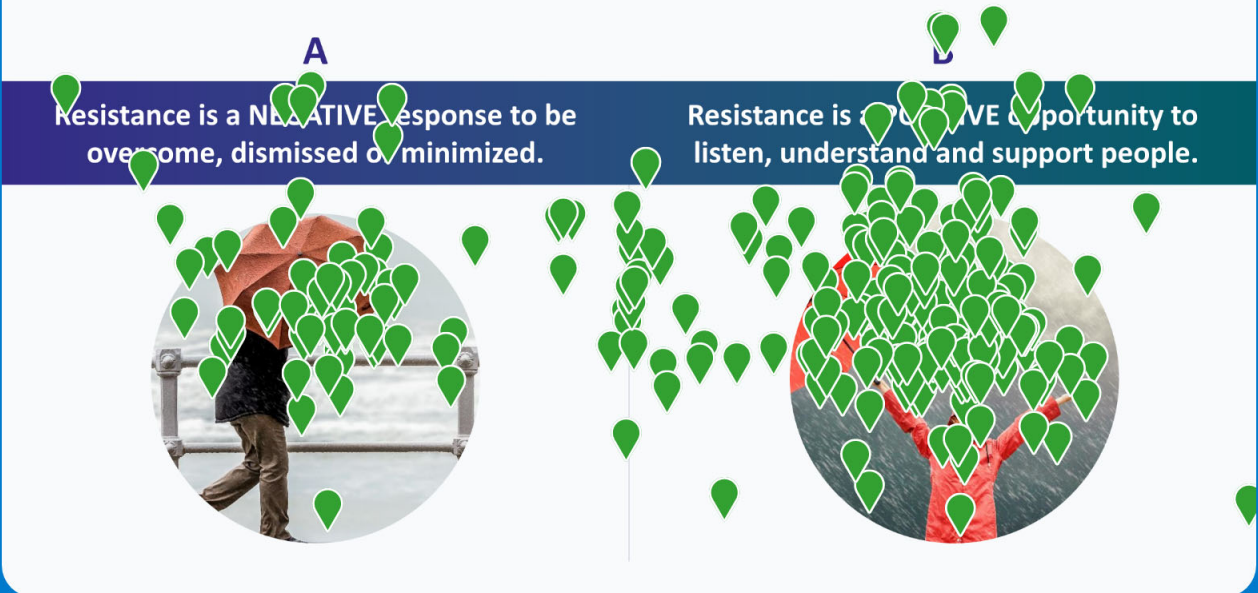
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What do the words used to describe resistance reveal? Drop a pin. 307

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Resistance is a **NEGATIVE** response to be overcome, dismissed or minimized.


Resistance is a **POSITIVE** opportunity to listen, understand and support people.



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Our Mindset About Resistance
Can Greatly Influence Change Success

Promote Mindsets
to Effectively Anticipate
and Address Resistance



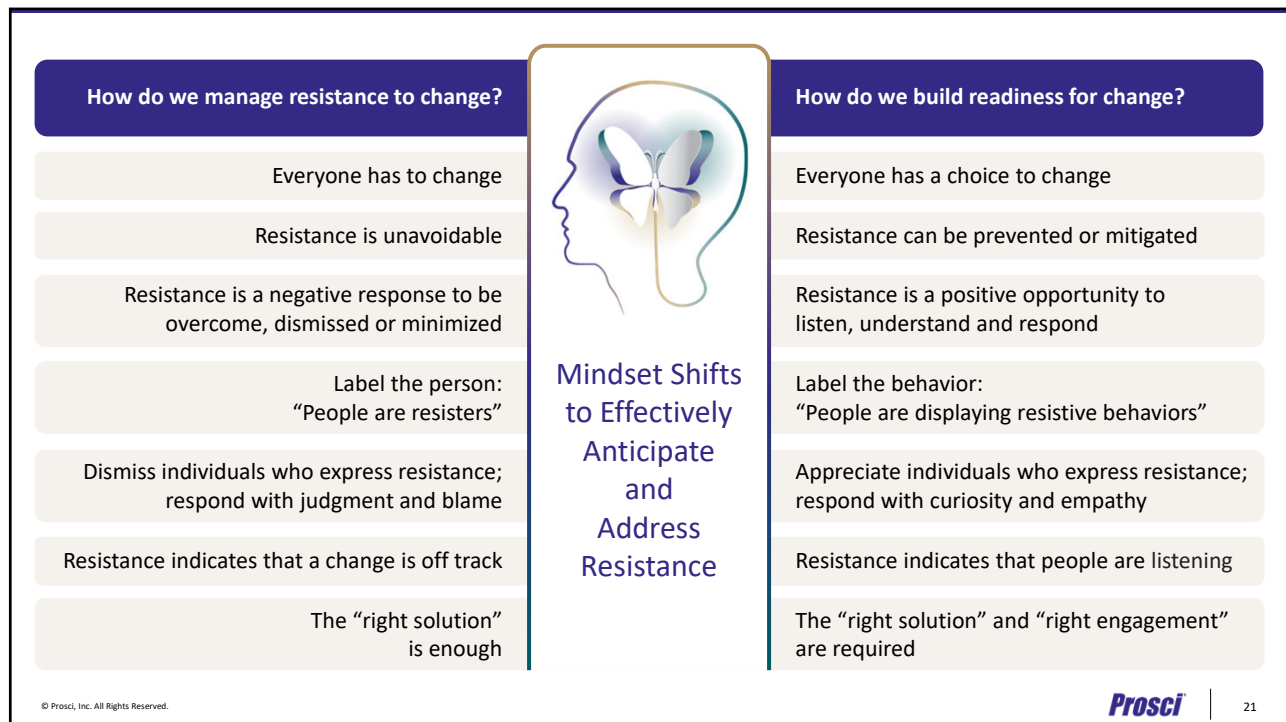
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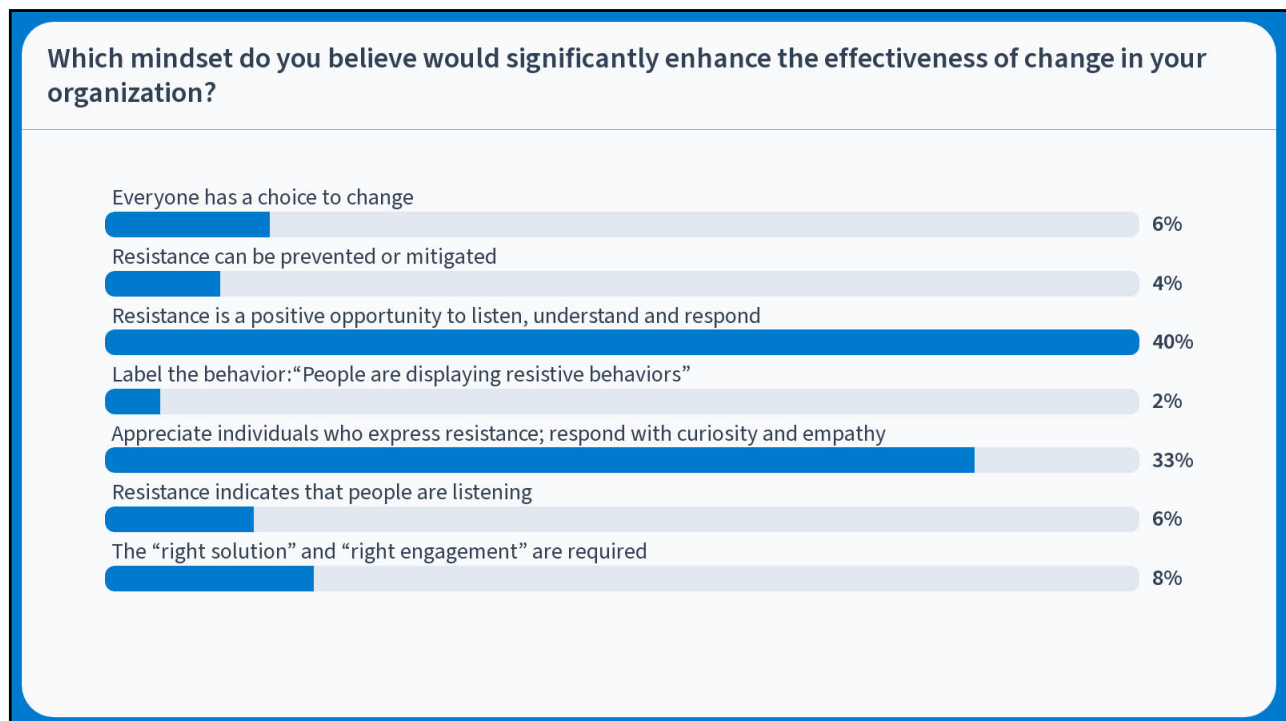
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Poll Results: What actions could you take to promote a readiness mindset?

The top 10 actions to promote a readiness mindset can be summarized as follows:

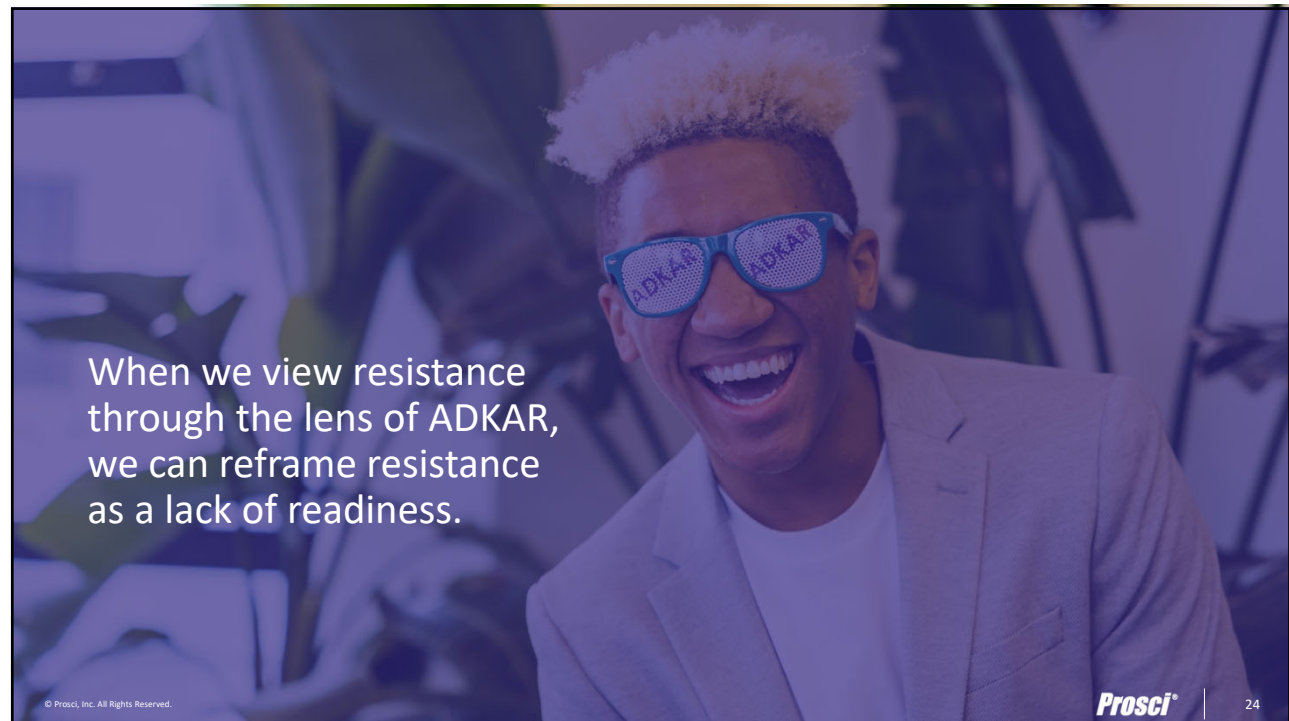
1. **Open Communication:** Encourage transparent and clear communication about the upcoming change.
2. **Educate and Communicate:** Provide education about the change and maintain continuous communication.
3. **Active Listening:** Foster a culture of active listening to understand concerns and perspectives.
4. **Transparency:** Be transparent in discussions and share information as early as possible.
5. **Include Stakeholders:** Involve stakeholders in the change planning process to enhance their readiness.
6. **Plan Ahead:** Develop a clear communication plan and plan for change well in advance.
7. **Model Desired Behavior:** Demonstrate the desired mindset and behavior to set an example for others.
8. **Seek Feedback:** Encourage a feedback loop and actively seek input from those impacted by the change.
9. **Engagement:** Engage employees early in the change process and maintain frequent communication.
10. **Start with the Why:** Clearly articulate the reasons for change and emphasize the benefits to create awareness and understanding.

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When we view resistance
through the lens of ADKAR,
we can reframe resistance
as a lack of readiness.

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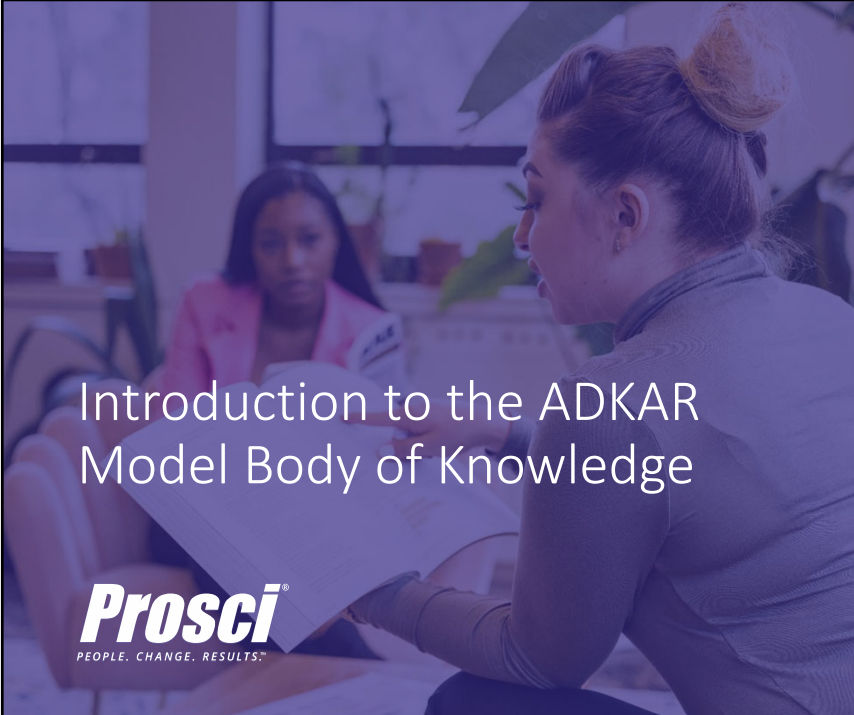
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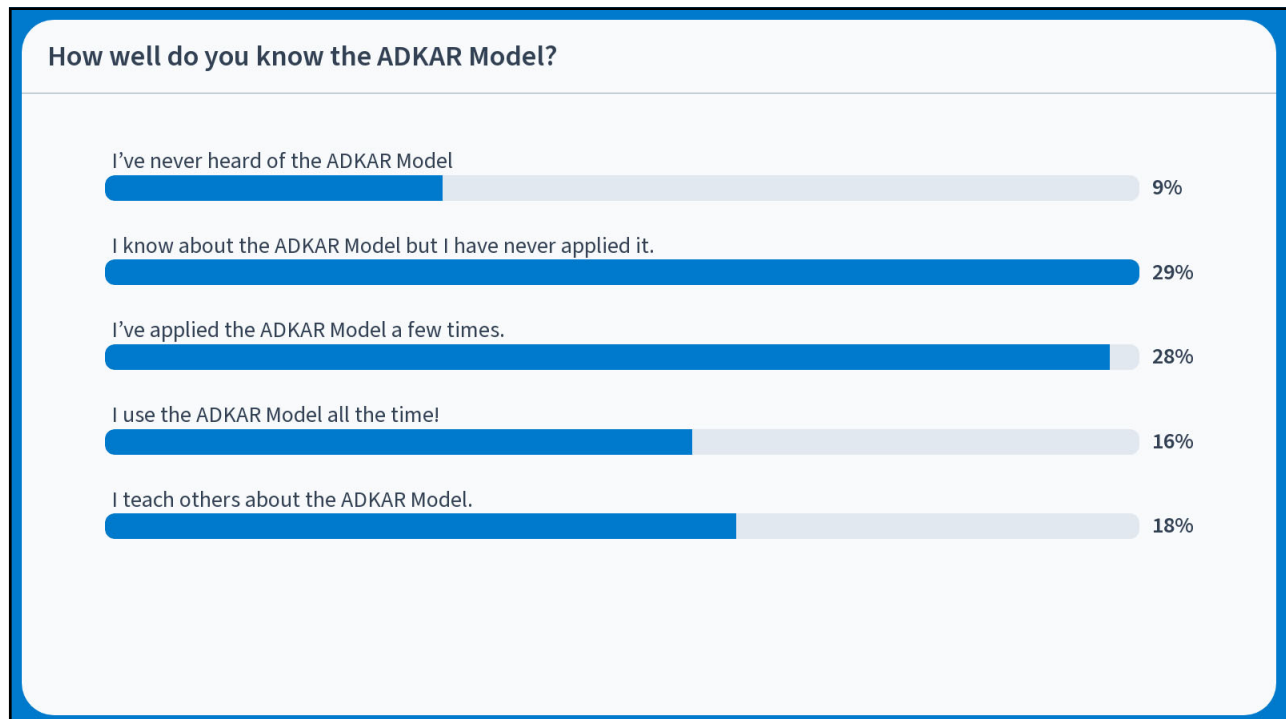


Introduction to the ADKAR Model Body of Knowledge

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- The Case for Resistance Prevention
- Mindset Matters
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ADKAR Model

5 Elements of Successful Change

The ADKAR Model represents the five elements of change that must be achieved for the change to be a success.

Change Patterns

The model was developed over two decades ago, after studying the change patterns of more than 700 organizations.

Individual and Organizational Levels

The ADKAR Model is an effective tool for enabling change at an individual level and guides activities at an organizational level.

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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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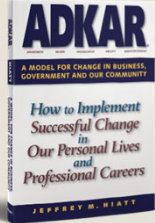
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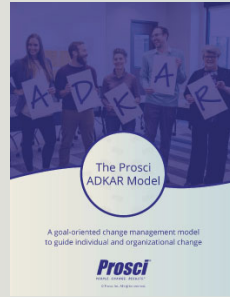
Evolution of ADKAR Model Application Guidance

ADKAR Book - 2006



Tactics
Influencing Factors

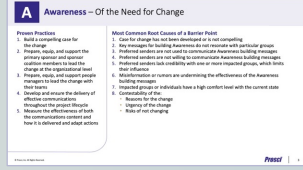
ADKAR eBook - 2020



Tactics
Obstacles to Building

ADKAR Model Body of Knowledge

NEW!



125+ Activities

Proven Practices and Common
Root Causes of Barrier Points

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ADKAR Model Body of Knowledge

ADKAR Element Summary

Summary of the what, who, how and when to build strength in each ADKAR element.

Proven Practices

Defines proven practices and activities for building the strength of each ADKAR element.

Common Root Causes of Barrier Points

Identifies the common root causes of ADKAR barrier points and activities to address.

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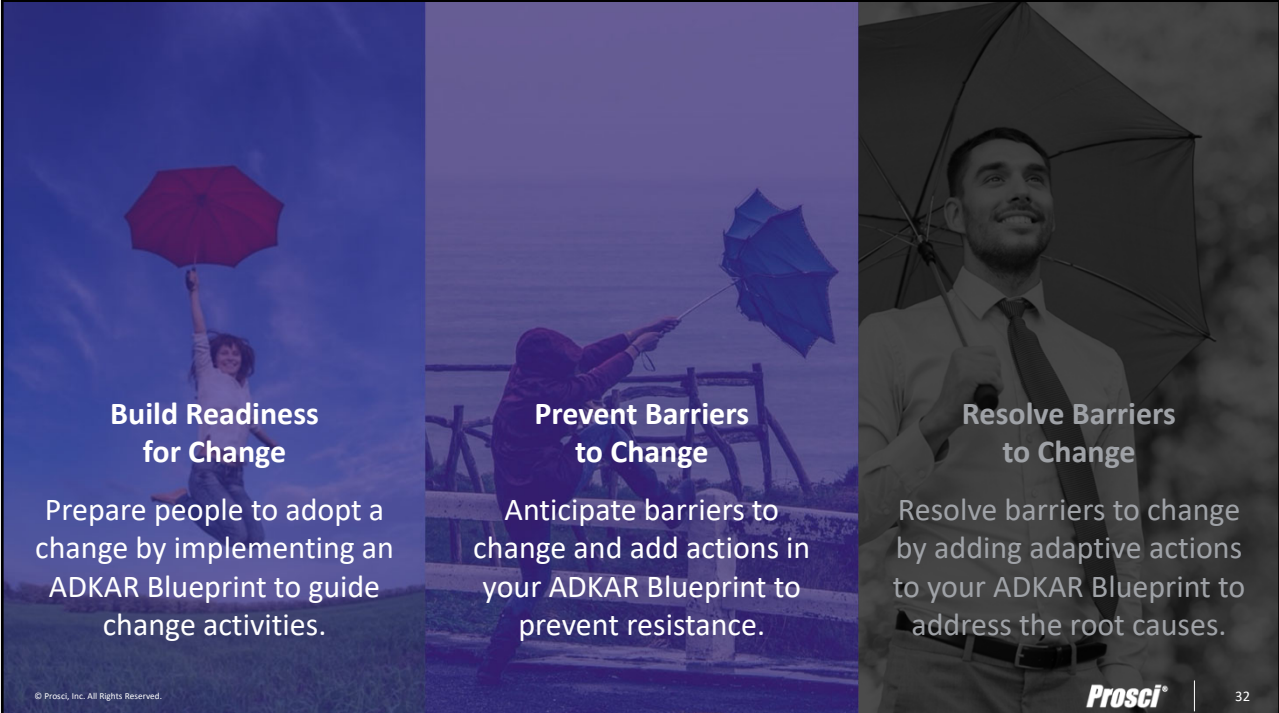


Applying ADKAR to Prevent and Resolve Resistance

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Build Readiness for Change

Prepare people to adopt a change by implementing an ADKAR Blueprint to guide change activities.

Prevent Barriers to Change

Anticipate barriers to change and add actions in your ADKAR Blueprint to prevent resistance.

Resolve Barriers to Change

Resolve barriers to change by adding adaptive actions to your ADKAR Blueprint to address the root causes.

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ADKAR Blueprint

The ADKAR Blueprint is the backbone of change management.

Adding activity, roles and timeline for each element turns the ADKAR Model into specific activities to implement.

ADKAR Blueprint Canvas

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

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Adoption Challenge	Map Milestone Target Date	Activity	Roles	Timeline
Awareness of the need for change				
Desire to participate and support the change				
Knowledge of how to change				
Ability to implement required skills and behaviors				
Reinforcement to sustain the change				

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We Will Focus on Awareness of the Need for Change

41%

Reported that over half of the employee resistance they experienced was avoidable

Top reasons for **employee** resistance

1. **Lack of awareness** of the reason for the change
2. Change in role
3. Fear
4. Lack of support from and trust in management or leadership
5. Lack of inclusion in the change

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43%

Reported that over half of the manager resistance they experienced was avoidable

Top reasons for **manager** resistance

1. Organizational culture
2. **Lack of awareness** and knowledge about the change
3. Lack of buy-in
4. Misalignment of project goals and personal incentives
5. Lack of confidence in their ability to manage the people side of change

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A **Awareness – Of the Need for Change**

Change begins with understanding why

- What is the nature of the change?
- Why is the change needed?
- What is the risk of not changing?

Who are the key players

- Primary sponsor
- Sponsor coalition members
- People managers


How to build strength

- ADKAR Blueprint
- Sponsor Plan
- People Manager Plan
- Communications Plan

When to measure the strength of the ADKAR element

- After communicating the key messages 5 to 7 times
- Continue to measure to ensure a high level of Awareness is maintained throughout the project lifecycle

"I understand the nature of the change and why this change is needed."



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A **Awareness – Of the Need for Change** **NEW!**

Proven Practices

1. Build a compelling case for the change
2. Prepare, equip and support the primary sponsor and sponsor coalition members to lead the change at the organizational level
3. Prepare, equip and support people managers to lead the change with their teams
4. Develop and ensure the delivery of effective communications throughout the project lifecycle
5. Measure the effectiveness of both the communications content and how it is delivered, and adapt actions

"I understand the nature of the change and why this change is needed."



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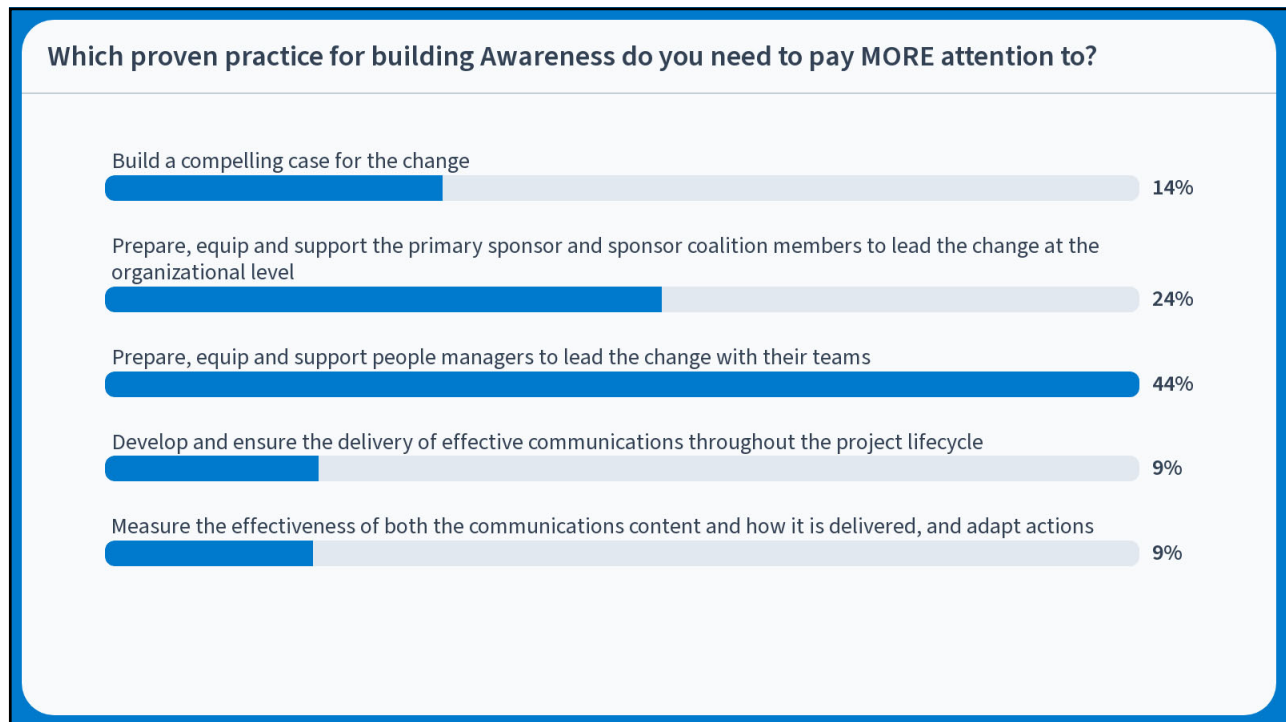
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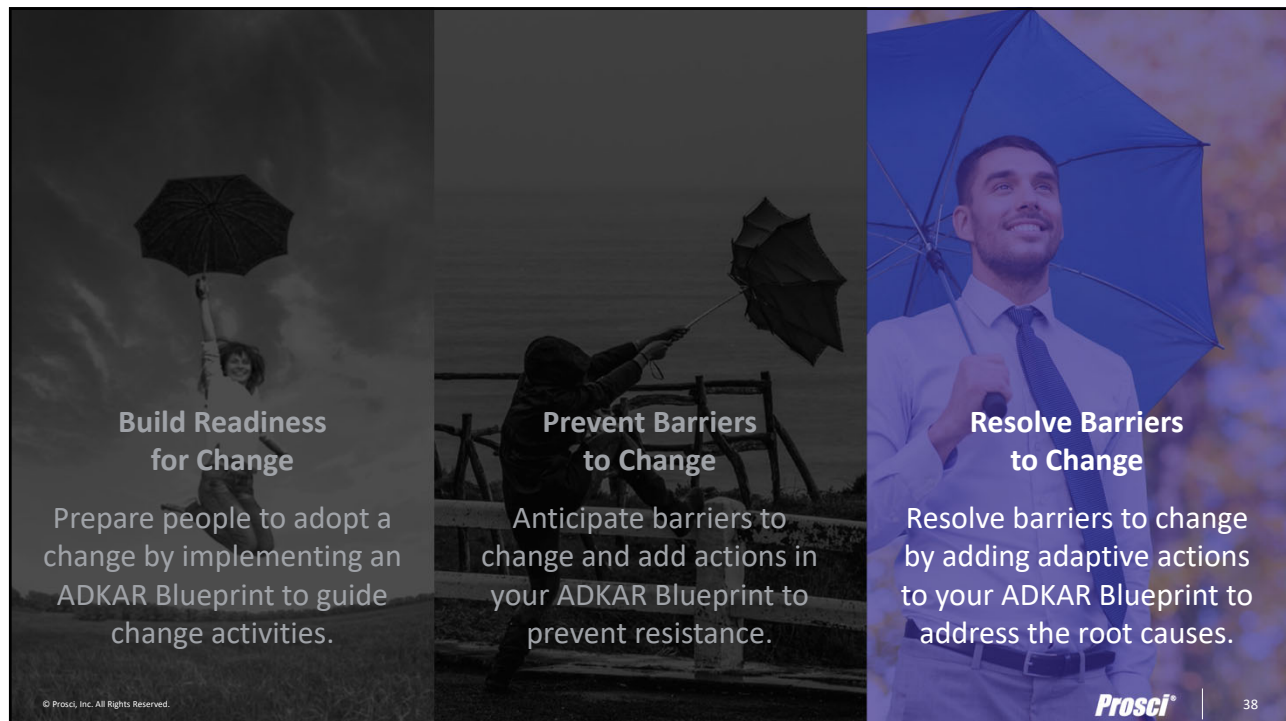
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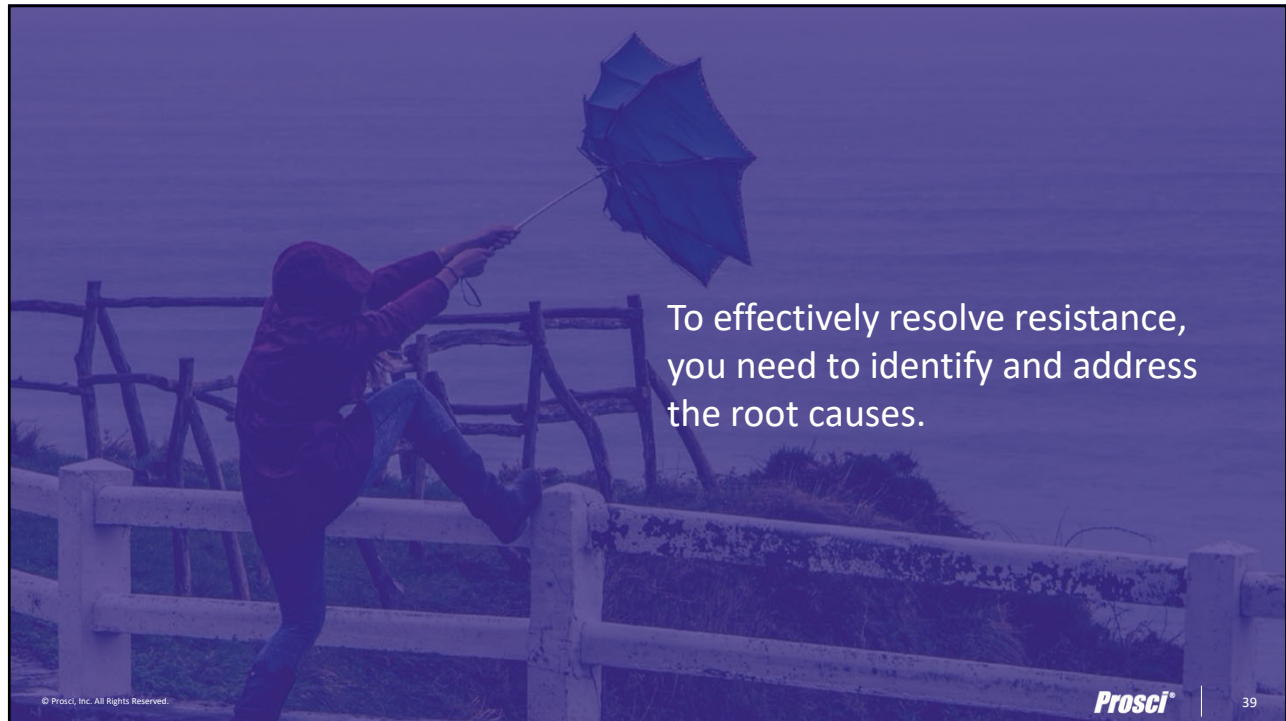
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ADKAR Assessment

ADKAR Assessment for a Business Change

Using the Prosci ADKAR Model to analyze a change at your workplace will give you insight into where you are in the change process and what steps you can take to thrive and advance professionally in a changing business environment. Complete the worksheet to the best of your ability, rating each element on a scale of 1 (e.g., no awareness) to 5 (e.g., complete awareness).

Briefly describe the change that is being implemented at your workplace. Summarize the key aspects of the change:

Describe your awareness of the need to change. What are the business, customer or competitor issues that have created a need to change?

For each element, rank on a scale of 1 to 5 with 1 being the lowest.

AWARENESS RANK

A

Review the reasons for change and ask yourself the degree to which you are aware of and understand all these reasons.

List the motivating factors or consequences (good and bad) related to this change that impact your desire to change, including compelling reasons to support the change and specific objections to the change.

DESIRE RANK

D

Consider these motivating factors and potential objections. Assess your desire to change.

List the skills and knowledge you need to support this change, both during and after the transition:

KNOWLEDGE RANK

K

Do you have a clear understanding of the required skills and knowledge? Have you received training or education in these areas?

Considering the skills and knowledge from above, assess your overall ability to implement this change. What challenges do you foresee?

ABILITY RANK

A

To what extent do you have the ability to implement the new skills and behaviors that the change requires?

What are the barriers inhibiting the organization's ability to realize this change?

List the reinforcements provided by your organization that will help to sustain the change. Are incentives in place to help make the change stick? Are there incentives not to change?

REINFORCEMENT RANK

R

To what degree are you receiving reinforcement to sustain and maintain the change?

Notes

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Awareness – Of the Need for Change

NEW!

Most Common Root Causes of Barrier Points

1. Case for change has not been developed or is not compelling
2. Key messages for building Awareness do not resonate with particular groups
3. Preferred senders are not used to communicate Awareness building messages
4. Preferred senders are not willing to communicate Awareness building messages
5. Preferred senders lack credibility with one or more impacted groups, which limits their influence
6. Misinformation or rumors are undermining the effectiveness of the Awareness building messages
7. Impacted groups or individuals have a high comfort level with the current state
8. Contestability of the:
 - Reasons for the change
 - Urgency of the change
 - Risks of not changing

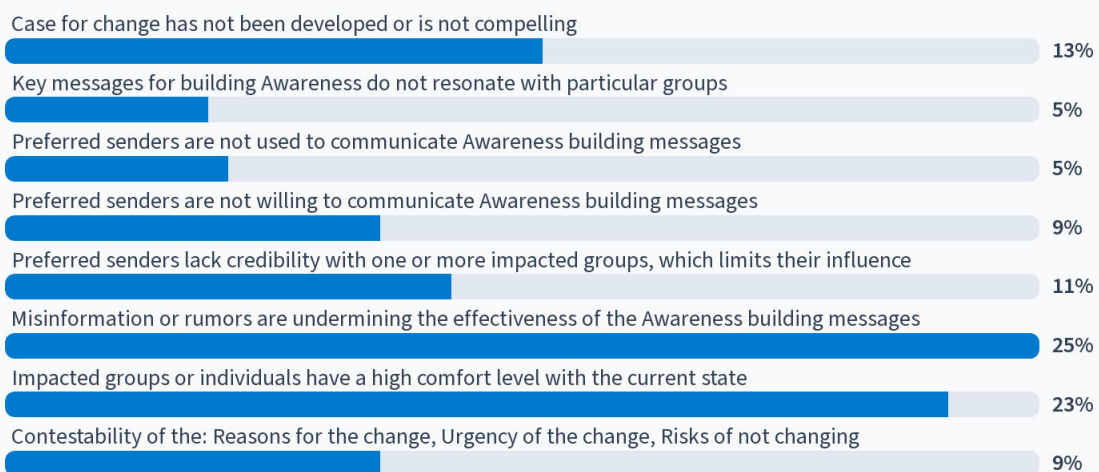
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Which root cause might be the MOST difficult to resolve?



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Awareness – Of the Need for Change

NEW!

Activities to Resolve the Root Cause of Contestability of the Reasons, Urgency and Risks


- Seek to understand the reasons for the contestability, which could include:
 - Belief that the justification for the change is not valid
 - Lack of credibility of the sender of the Awareness building messages
 - Misinformation which conflicts with the key messages
 - Differences in beliefs and perspectives (how the individual views the world)
- Ensure that the key messages used to build Awareness of the need for the change:
 - Provide clear, fact-based justification for the change
 - Address the urgency of the change
 - Explain why it is not possible to maintain the status quo and the risks of not changing
- Use preferred senders to communicate Awareness building messages
- Use trusted peers, who understand the need for the change, as influencers to shift the perspective of individuals who are contesting the need for the change

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Key Questions to Unlock Resistance

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Key Questions to Prevent and Resolve Resistance



- | | | |
|---|------------------|---|
| 1 | Promote Mindset | <ul style="list-style-type: none">• What mindsets about resistance might limit us?• How might we focus more on resistance prevention vs. resistance response? |
| 2 | Build Readiness | <ul style="list-style-type: none">• How can we proactively prepare, equip and support people?• Who has the most influence to build readiness? |
| 3 | Prevent Barriers | <ul style="list-style-type: none">• What resistance can we anticipate?• How can we proactively prevent resistance? |
| 4 | Resolve Barriers | <ul style="list-style-type: none">• What is the barrier to change?• What are the potential root causes?• How can we resolve the root causes?• Who has the most influence to resolve? |

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Key Questions to Prevent and Resolve Resistance



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|---|------------------|---|
| 1 | Promote Mindset | <ul style="list-style-type: none">• What mindsets about resistance might limit us?• How might we focus more on resistance prevention vs. resistance response? |
| 2 | Build Readiness | <ul style="list-style-type: none">• How can we proactively prepare, equip and support people?• Who has the most influence to build readiness? |
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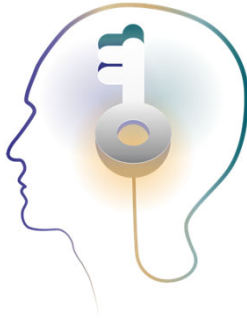
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Key Questions to Prevent and Resolve Resistance



- 1 Promote Mindset**
 - What mindsets about resistance might limit us?
 - How might we focus more on resistance prevention vs. resistance response?
- 2 Build Readiness**
 - How can we proactively prepare, equip and support people?
 - Who has the most influence to build readiness?
- 3 Prevent Barriers**
 - What resistance can we anticipate?
 - How can we proactively prevent resistance?
- 4 Resolve Barriers**
 - What is the barrier to change?
 - What are the potential root causes?
 - How can we resolve the root causes?
 - Who has the most influence to resolve?

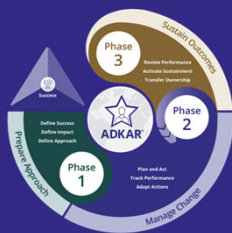
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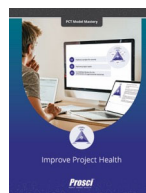
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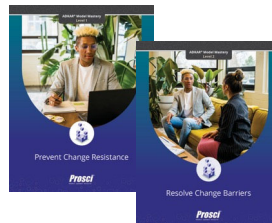
Advance Your Change Management Practice with Prosci



After you gain practical experience applying the Prosci Methodology, continue your practitioner journey going deeper and completing Prosci's Model Mastery Programs.



In the **Improve Project Health** program, deepen your understanding of how to use the PCT Model to deliver better change outcomes for your organization.



In the two **ADKAR Model Mastery programs**, deepen your understanding of how to use the ADKAR Model to:

- Prevent Resistance and Build Readiness for Change (Level 1)
- Resolve the Root Causes of Persistent Resistance (Level 2)

[Learn more about Prosci's Model Mastery programs](#)

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