Applying ADKAR to AI Adoption Challenges

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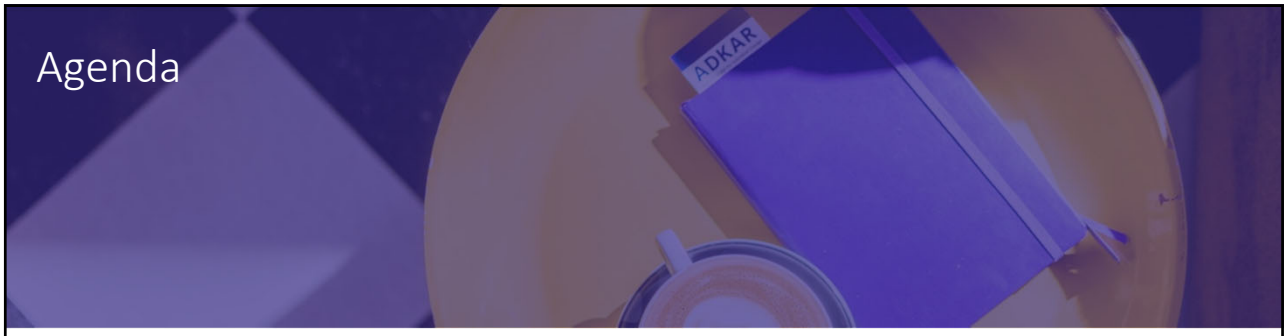

- **AI, Change, and Change Management**
- ADKAR Overview
- AI and ADKAR Hackathon

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AI and Change

Industry Disruption

Organizational Disruption

Task Disruption

Job Disruption

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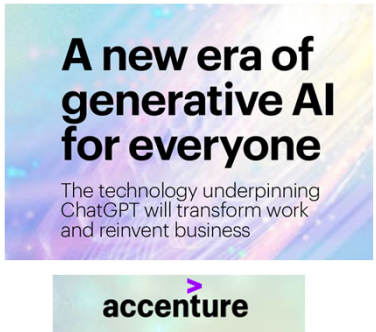
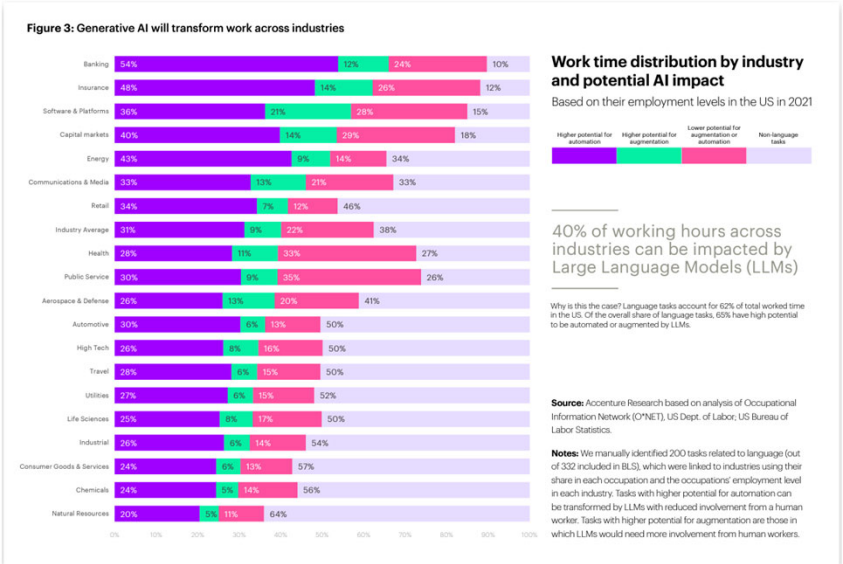
AI and Change: Industry Disruption





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AI and Change: Organizational Disruption

Efficiency	Growth	Transformation
How can we do what we do already better, faster, more effectively?	How can we explore and expand into new opportunities?	How can we reimagine our operations, our services, and our value?

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AI and Change: Job Disruption

Fastest growing vs. fastest declining jobs

WORLD ECONOMIC FORUM

	Top 10 fastest growing jobs		Top 10 fastest declining jobs
1.	AI and Machine Learning Specialists	1.	Bank Tellers and Related Clerks
2.	Sustainability Specialists	2.	Postal Service Clerks
3.	Business Intelligence Analysts	3.	Cashiers and ticket Clerks
4.	Information Security Analysts	4.	Data Entry Clerks
5.	Fintech Engineers	5.	Administrative and Executive Secretaries
6.	Data Analysts and Scientists	6.	Material-Recording and Stock-Keeping Clerks
7.	Robotics Engineers	7.	Accounting, Bookkeeping and Payroll Clerks
8.	Electrotechnology Engineers	8.	Legislators and Officials
9.	Agricultural Equipment Operators	9.	Statistical, Finance and Insurance Clerks
10.	Digital Transformation Specialists	10.	Door-To-Door Sales Workers, News and Street Vendors, and Related Workers

Source
World Economic Forum, Future of Jobs Report 2023.

Note
The jobs which survey respondents expect to grow most quickly from 2023 to 2027 as a fraction of present employment figures

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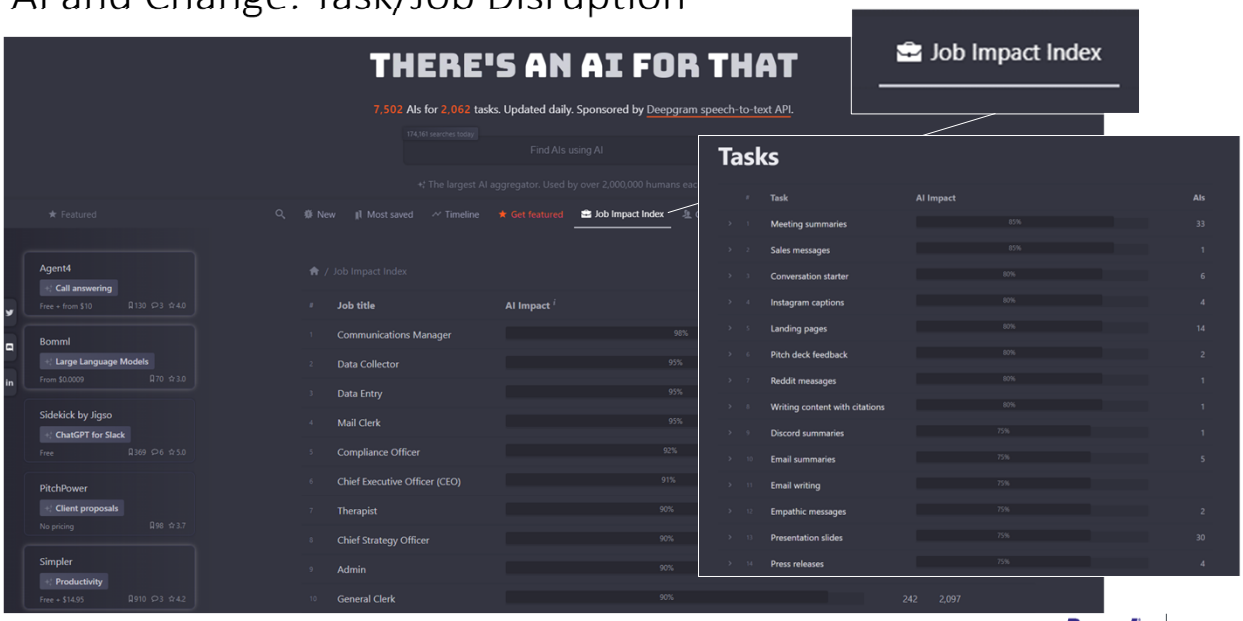
AI and Change: Task/Job Disruption



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AI and Change Management

Demand Generation	Purpose Displacement
The purpose of change management is to deliver change success by preparing, equipping, and supporting people though change adoption. With the introduction of AI into organizations on various fronts, there will be more changes that need adopting, resulting in the need for more change management. Demand ↗	The purpose of change management is to deliver change success by preparing, equipping, and supporting people though change adoption. Leveraging generative AI, adoption of change will be simplified, reducing or eliminating the need to be prepared, equipped, or supported in the first place. Demand ↘

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AI and Change Management: In the Research

Top Expected Changes in Coming Years	Trends in the Discipline in Next Five Years	Emergent Contributors to Change Success
1. **Technology and digital transformation**	1. More emphasis on the human side of change	1. Involvement / Engagement
2. Regulatory changes and compliance	2. Alignment of change management to the strategy and culture of the organization	2. Communications Adaptations
3. Environmental sustainability and climate change	3. Agile change management practices	3. Change Management Evolutions
4. Talent retention and turnover	4. Increased awareness and understanding of the importance of change management	4. Flexibility / Agility
5. Cultural and organizational change	5. **Use of technology to support change management**	5. **Digital / Technology**
6. Customer expectations	6. Increased integration of change management with project management	6. Hybrid Workplace
7. Healthcare and medical advancements	7. Building change capability and capacity	7. Leadership
8. Mergers and acquisitions		8. Collaboration / Connection
9. Budget constraints		9. Success Measurement
10. Economic changes		10. Portfolio / Saturation
11. Remote work and hybrid work environments		
12. Security and risk management		
Source: Best Practices in Change Management 12th Edition, 2023	Source: Best Practices in Change Management 12th Edition, 2023	Source: Top Contributors to Change Success Post Pandemic, 2023

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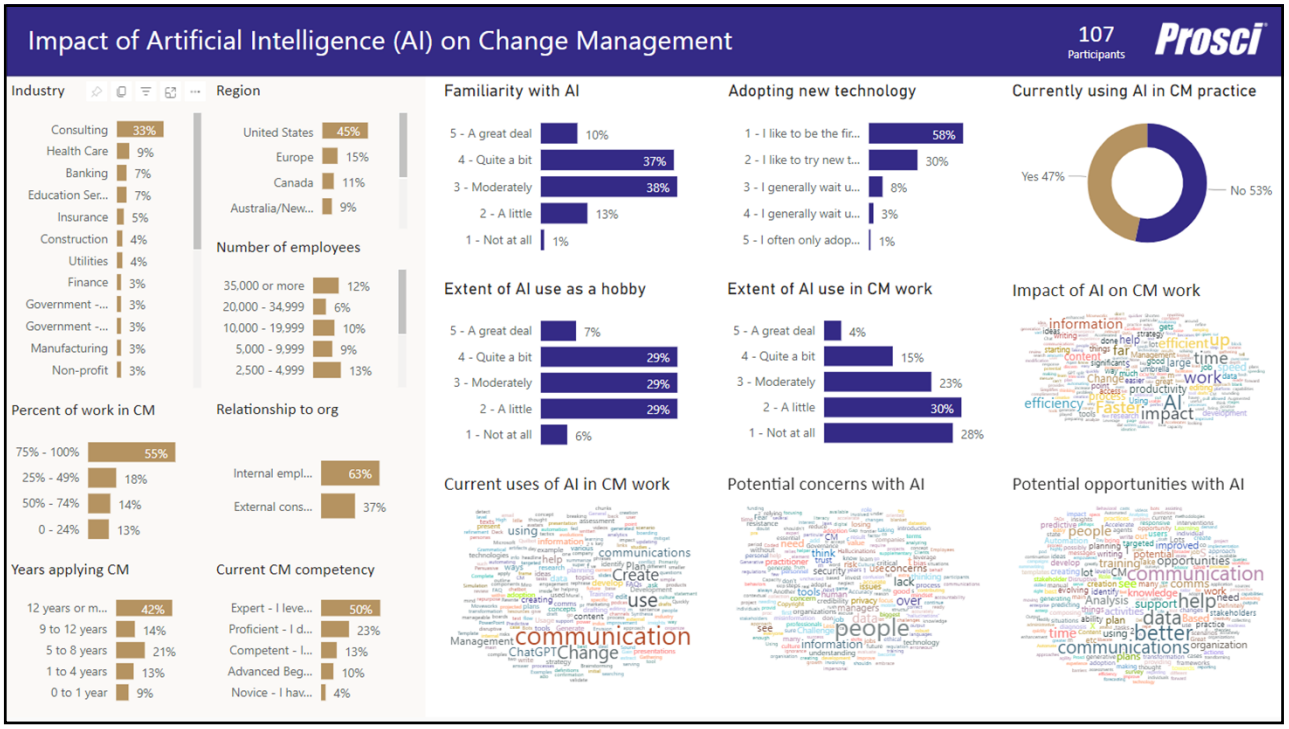

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AI and Change Management: Preliminary Research Insights

How are you currently using AI tools and technologies in your change management practice? Please describe specific use cases.	What potential opportunities do you foresee with AI and change management practices over the next 2 years?	What potential concerns or challenges do you foresee with AI and change management practices over the next 2 years?
"I am using it to help me **write communications**, to give me the base then go back and edit and review so it fits tbe organisational language/tone and is correct. But this saves me significant time."	"**Personalization** of change management interventions based on individual needs and preferences."	"Lots, ranging from **fear of the unknown**, fear of job loss, lack of **culture that supports experimentation**, to **privacy and security** concerns."
"**Rewrite/rephrase** content."	"AI will be able to do a lot of the **groundwork** for Change Manager **content creation**. The role of the Change Manager will be much more about how to apply these methods than actually creating content."	"Like many tools, the danger will be to simply **(mis)use** the outputs without giving them a second glance."
"**Brainstorming** for communication approaches and plans and / or training course approaches and course listings." "Creative OCM approaches - e.g., I used ChatGPT to create an OCM board game."	"AI can play a good role in **consolidating data and turn them into insights**."	"People **adapting** to AI and overcoming their biases/irrational fears."
"ChatGPT to **summarize** or draft communications."	"**Mining and synthesizing large data sets** to better understand and inform change management themes and interventions."	"Capacity for people to **learn** and accept the change."
"I can ask for **definitions of concepts** in change management, culture, communication, the best way to market In my environment, etc."	"A lot of the theories and methodologies will be **readily available** by using AI, and they will greatly improve the **knowledge** possessed by existing change practitioners."	"My concerns are **reliable and ethical data management**, privacy protection, and appropriate use of personal data are crucial factors."
Create outline of a Change Management Plan, helping identify key components of engagement strategy, defining measures of success, prepare an engagement plan prior to a go-live, etc.	**"Enabling practitioners to spend more time interacting with PEOPLE, thinking CRITICALLY, as it will potentially help do some of the administrative and less thought-intensive work."**	"The companies may **not need change practitioners** anymore as they will have tools and creative ideas at their disposal and potentially customized to their needs."
		"If front line staff get replaced with AI **where will the change role fit**? More strategic? How long will that last before we all get **replaced**?"
Source: The AI Effect and Change Management, 2023	Source: The AI Effect and Change Management, 2023	Source: The AI Effect and Change Management, 2023

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AI and Change Management: Preliminary Research Insights

How are you currently using AI tools and technologies in your change management practice? Please describe specific use cases.	What potential opportunities do you foresee with AI and change management practices over the next 2 years?	What potential concerns or challenges do you foresee with AI and change management practices over the next 2 years?
1. Content Generation and Organization	1. Higher levels of change proficiency; tailored insights	1. Governance
2. Change Management and Communication Plans	2. Automation and efficiency	2. Fear
3. Personalized Communication	3. Enhanced data analysis and decision-making	3. Change Management Practice
4. Support in Various Tasks	4. Personalization and customization	4. Reliability and Accuracy
5. Automation and Efficiency	5. Improved communication and engagement	5. Human-Centric Approach
6. Research and Insights	6. Predictive capabilities	6. Learning and Adoption
7. Validation and Confirmation	7. Support for change agents	7. Cultural and Ethical Considerations
Source: The AI Effect and Change Management, 2023 Preliminary Analysis	Source: The AI Effect and Change Management, 2023 Preliminary Analysis	Source: The AI Effect and Change Management, 2023 Preliminary Analysis

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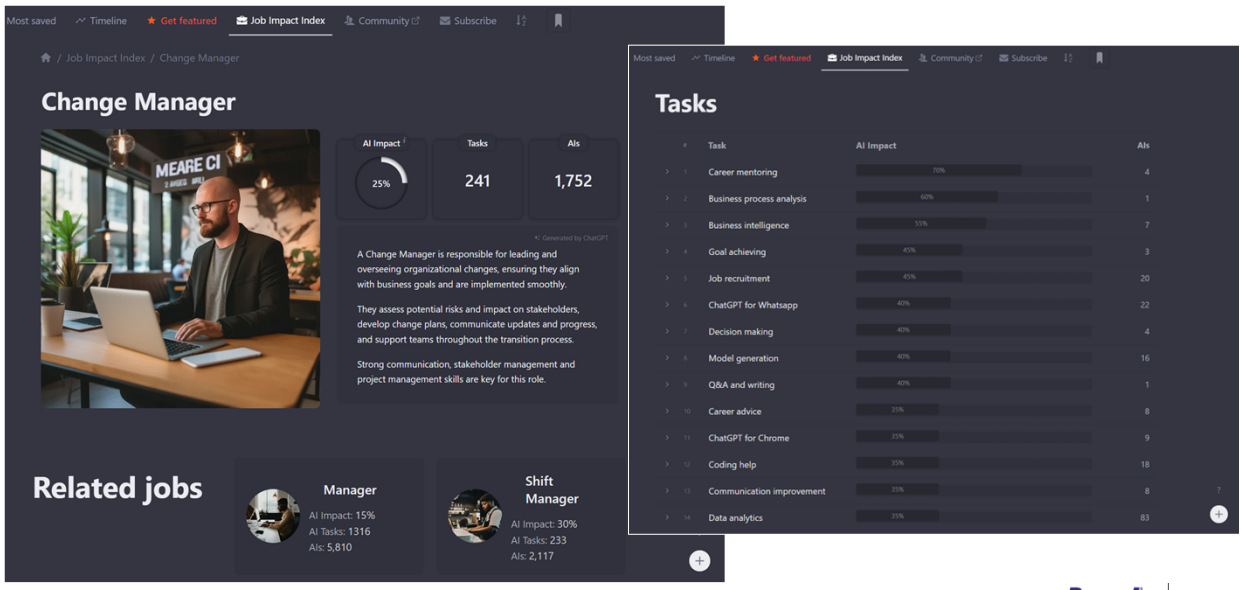
AI and Change Management Practitioner: Task Disruption



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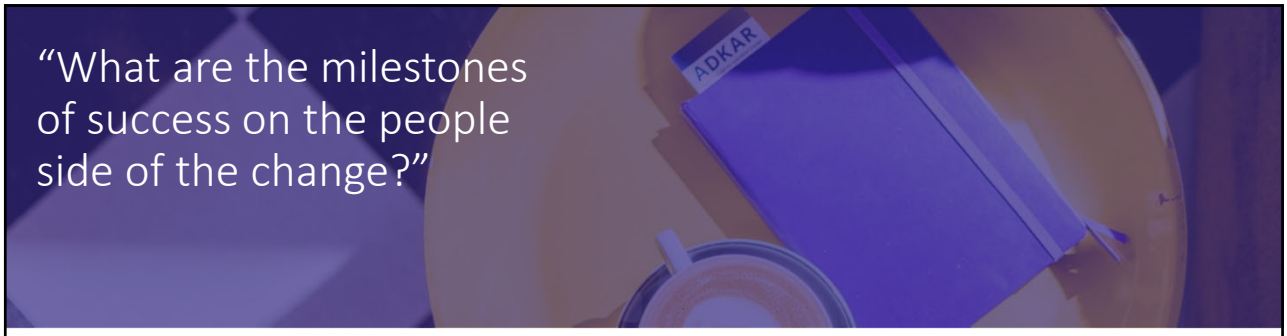

"What are the milestones of success on the people side of the change?"

- AI, Change, and Change Management
- **ADKAR Overview**
- AI and ADKAR Hackathon

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Building Blocks of Individual Change – ADKAR

	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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ADKAR Defines Success at Scale

Change with one person…

Or five people…

Or 20 people…

Or 1,000 people…

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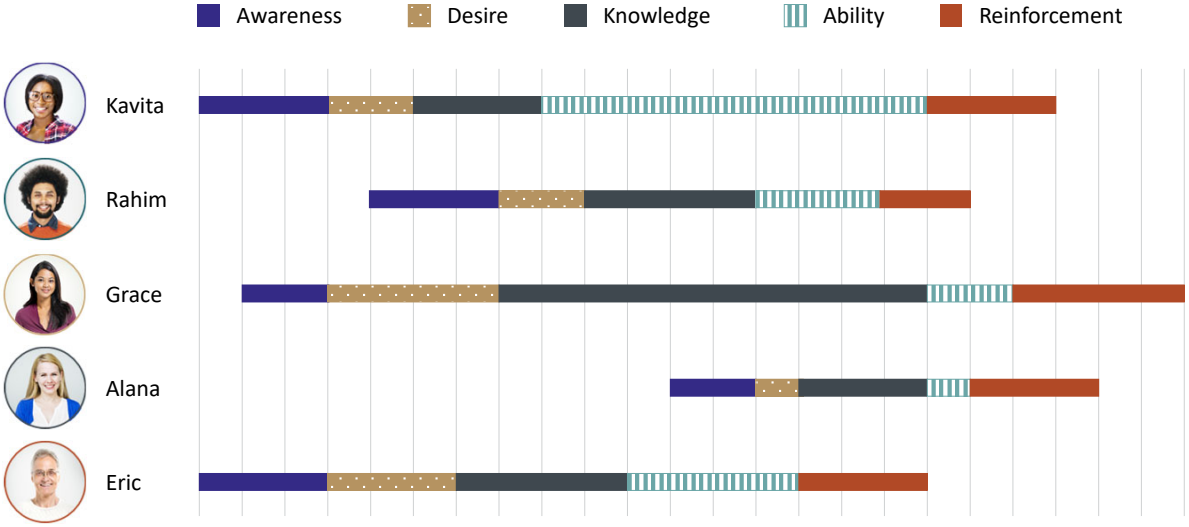
ADKAR Journeys are Individual



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Example: In-Depth ADKAR Questions

ADKAR element:	Questions	Notes
Awareness	What is the nature of the change? Why do I need to adopt the change? Why do I need to adopt the change now? What if I don't adopt the change?	
Desire	WIIFM – what's in adopting the change for me? What are the personal motivators to adopt the change? What are the communal motivators to adopt the change? How do I overcome my own resistance?	
Knowledge	What do I need to know to start adopting the change? What do I need to know to continue adopting the change? What do I need to unlearn (mis-information)? Where do I go for accurate information?	
Ability	What specific changes do I need to demonstrate and adopt? Where are my potential various K-A gaps for the change? What barriers might exist that prevent me from adopting the change? Where do I go for coaching and to get better?	
Reinforcement	What are the mechanisms to make the change stick? What measurements let me know how I'm doing? What steps can increase likelihood of sustainment? How can we celebrate successes?!!	

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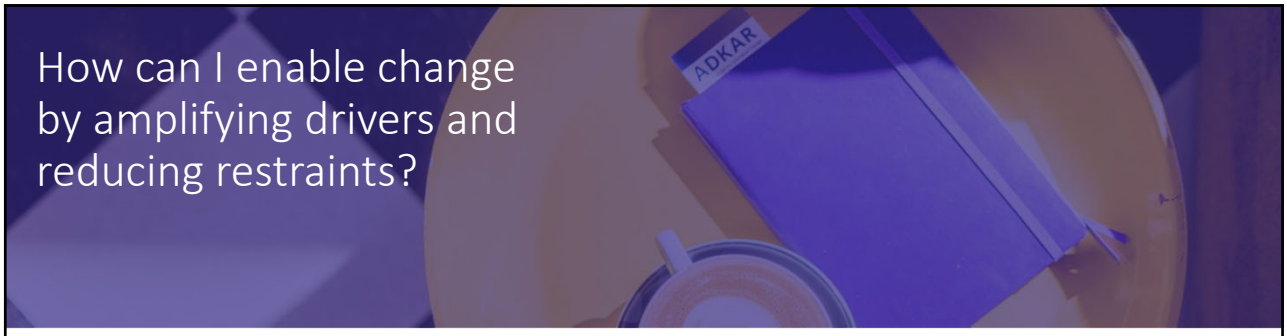

How can I enable change by amplifying drivers and reducing restraints?

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- ADKAR Overview
- **AI and ADKAR Hackathon**

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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 Individual Application	Restraining Forces
What do I need to be able to say, "I understand why"?	Awareness	What is keeping me from saying, "I understand why"?
What do I need to be able to say, "I have decided to"?	Desire	What is keeping me from saying, "I have decided to"?
What do I need to be able to say, "I know how to"?	Knowledge	What is keeping me from saying, "I know how to"?
What do I need to be able to say, "I am able to"?	Ability	What is keeping me from saying, "I am able to"?
What do I need to be able to say, "I will continue to"?	Reinforcement	What is keeping me from saying, "I will continue to"?

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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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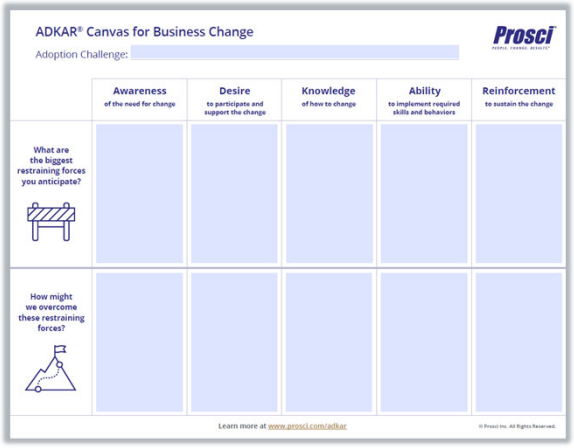
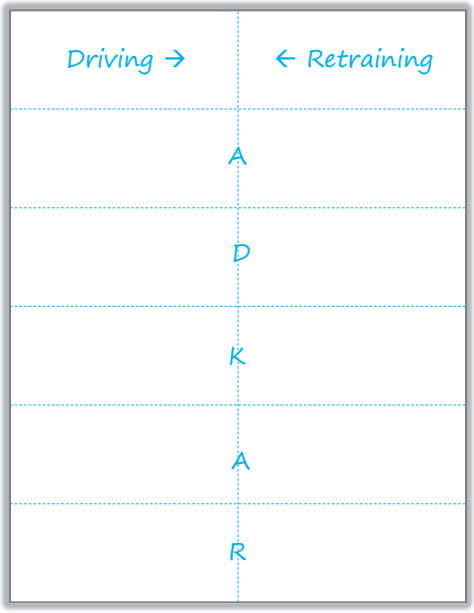
Blank Sheet ADKAR Canvas
ADKAR + Force Field Analysis





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

	A	D	K	A	R
What are the biggest restraining forces you anticipate?	"This is temporary... why should I put so much effort into it?" 1. Misinformation 2. Distractions and information overload 3. Uncertainty of change and duration 4. Fear – loss of job, loss of influence 5. Lack of trust in leadership	"Concern over job security" 1. Fear of unknown future state – loss of salary/job, isolation, the unknown 2. Disruptive home environment – kids, spouse, caregiver, etc. 3. Disconnection from coworkers and office 4. Anxiety around 'new normal'	"Not trained in online tools and resources to complete online work" 1. Lack of technology learning resources 2. No time to learn technology 3. Inadequate technology solution 4. Overwhelming workload 5. Information overload	"Not having resources at home that they have in the office" 1. Disruptive environment at home 2. Network connection/ bandwidth 3. Technology or tool limitations 4. Change saturation and unmanageable workload	"No recognition for hard work since they are not 'seen'" 1. Lack of recognition 2. Lack of visibility of accomplishments 3. Lack of budget or funds 4. No certainty of 'finish line' 5. Lack of standardized work/routine
How might we overcome these restraining forces?	"Frequent communication from trusted executives" 1. Effective and consistent leadership communication 2. Regular individual and team check-ins 3. Consistent cadence of consolidated/aligned information 4. Transparent thinking/plans shared conversationally	"Reiterate what is known and give them a sense of control and stability in the workplace" 1. Deliver more frequent communications 2. Increase number of connections – preferably face-to-face video 3. Enable flexibility of work hours, tasks, or methods 4. Establish mechanism to frequently review and adapt 5. Recognize individuals in new ways	"Share 'work-remote' tips and tricks with coworkers/teams" 1. Virtual training 2. Resource library for just-in-time learning 3. Access to 1:1 support or coaching 4. Practical guidance 5. Prioritized time for learning	"Converge and focus on few but impactful targets" 1. Add structure through to-do lists and task planning 2. Set a routine and plan your day 3. Practice patience, empathy and understanding 4. Provide coaching on technology	"Recognize positive contribution" 1. Share success stories 2. Offer recognition and appreciation – by peers and leadership 3. Increase 1:1 connections 4. Provide virtual rewards

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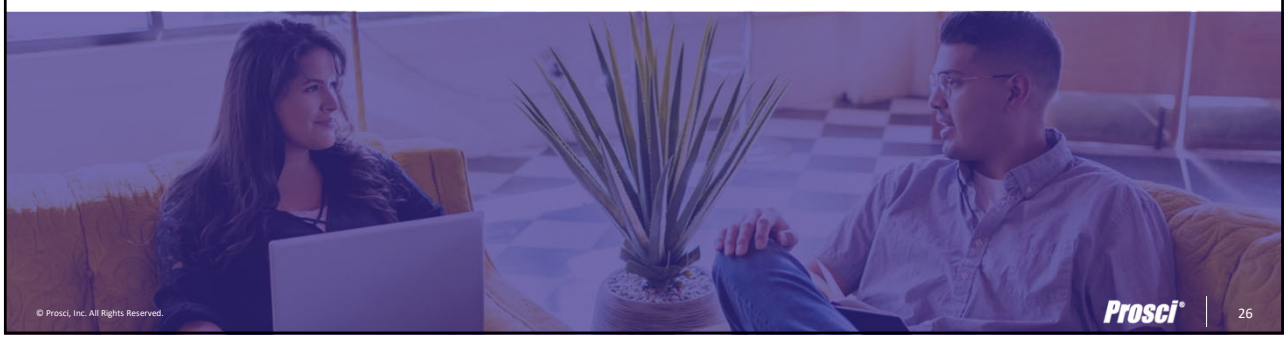
None of us is as smart as all of us.

Kenneth H. Blanchard
Author of *The One-Minute Manager*



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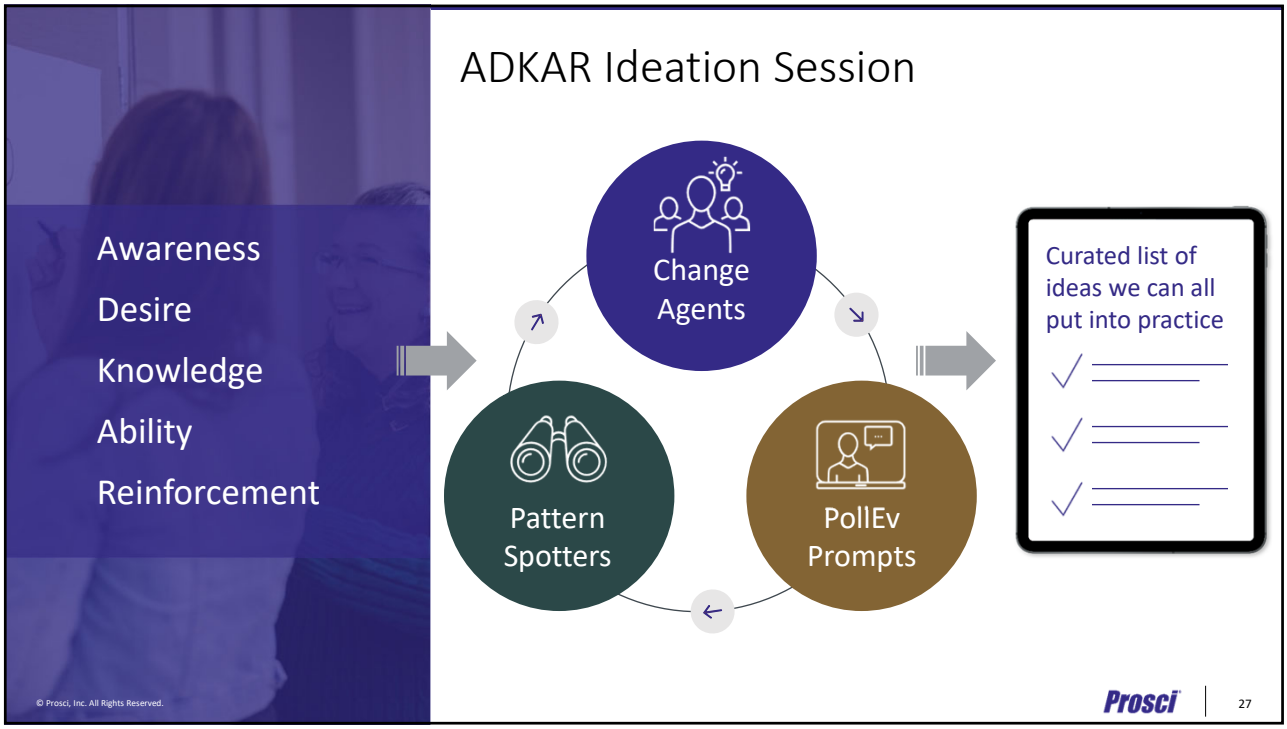

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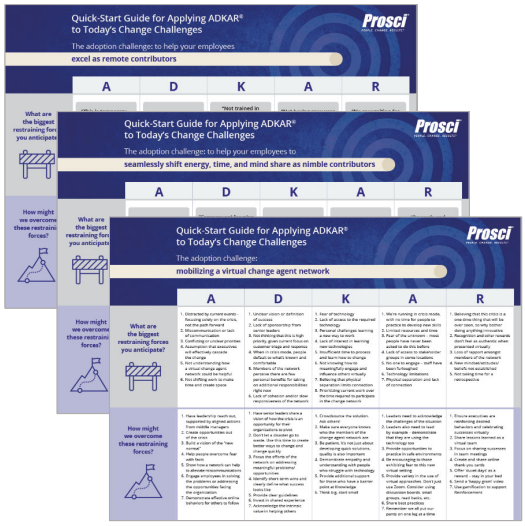
Application Note:

The ADKAR Force Field Analysis is applied to the adoption challenge not the project challenge.

Be sure to define a specific change that individuals need to make (i.e. seamlessly shift between on premises and off premises, while making the most of shared space) instead of the project name (e.g. Project BLAMO, ONE Acme) or the change type (e.g. hybrid workplace, enterprise resource planning).



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Defining the Adoption Challenge

2 How To Do It	1 What To Do	3 To What End
Safely Courageously Confidently Competently	use AI	Δ Enhance change projects Δ Personalize at scale Δ Generate head starts Δ Improve efficiency Δ Improve productivity Δ Deliver better outcomes

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Project Challenge: AI…
Adoption Challenge: *"confidently and competently use generative AI to improve work efficiency and productivity"*

Restraining Forces	Ideas to Overcome
What are the biggest restraining forces to Awareness of the need to change, i.e. "confidently and competently use generative AI to improve work efficiency and productivity"?	How might we overcome those Awareness restraining forces?
What are the biggest restraining forces to Desire to participate and support using generative AI to improve work efficiency and productivity?	How might we overcome those Desire restraining forces?
What are the biggest restraining forces to Knowledge of how to use generative AI confidently and competently?	How might we overcome those Knowledge restraining forces?
What are the biggest restraining forces to Ability to use confidently and competently use AI?	How might we overcome those Ability restraining forces?
What are the biggest restraining forces to Reinforcement to continue confidently and competently using generative AI to improve work efficiency and productivity?	How might we overcome those Reinforcement restraining forces?

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What Drives and Restrains **Awareness?**

Driving Forces	"I understand why"	Restraining Forces
Communications and access to information Events like town halls Observable conditions Personal/internal vision or aspiration		Credibility of the source or sender of reason why Debate over the reasons for change Denial that the reasons are valid Rumors or misinformation
How might we overcome the restraining forces to Awareness?		What are the biggest restraining forces to Awareness of the need to change?

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What Drives and Restrains **Desire?**

Driving Forces	"I have decided to"	Restraining Forces
Likelihood of gain or achievement (incentive) Fear of consequence (risk or penalty of not changing) Desire to be part of something (to belong) Alternative is worse Ownership of the solution		Comfort or security with how things are now or fear of the unknown Change not aligned with self-interest or values Negative history with change (low confidence of success) An individual's personal situation Change resistant culture
How might we overcome the restraining forces to Desire?		What are the biggest restraining forces to Desire to support the change?

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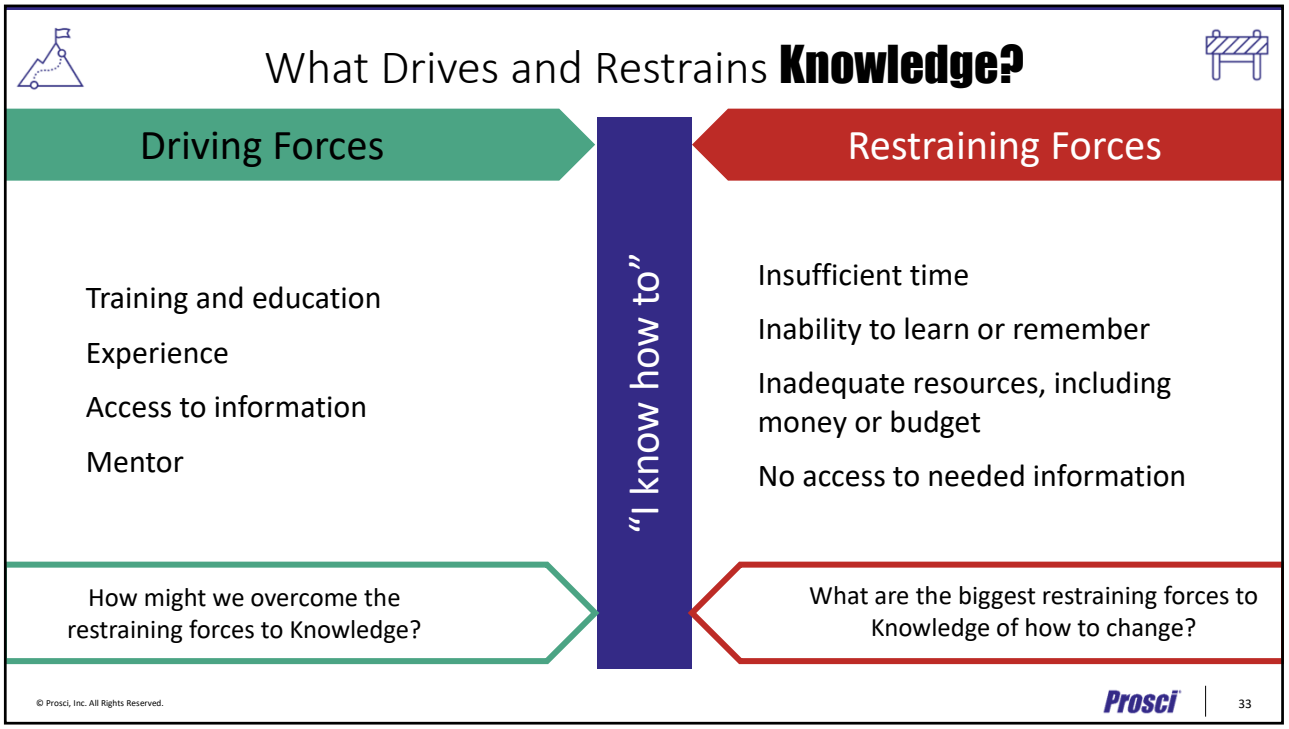

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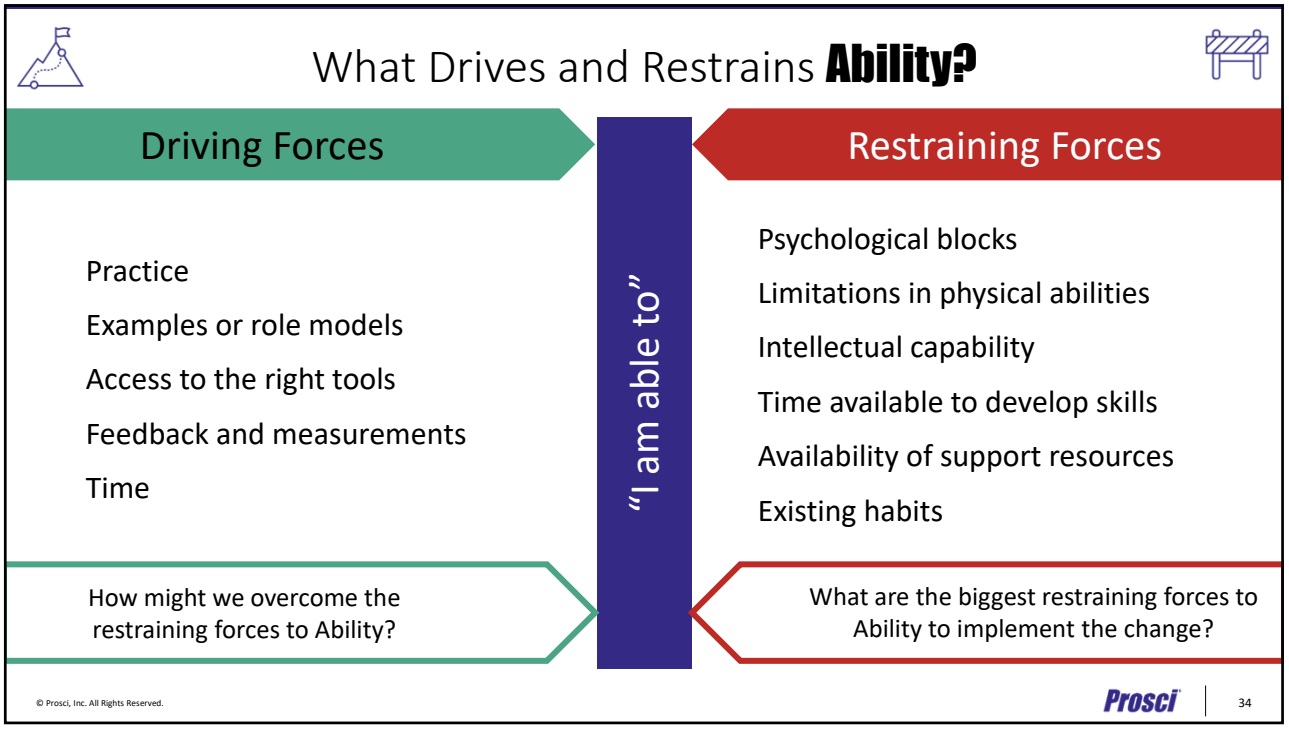

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What Drives and Restrains **Reinforcement?**

Driving Forces

- Celebrations
- Rewards and recognition
- Feedback
- Visible performance measurement
- Accountability mechanisms in place

"I will continue to"

Restraining Forces

- Rewards not meaningful or not associated with achievement
- Absence of reinforcement for accomplishments
- Negative consequences including peer pressure opposing desired behavior

How might we overcome the restraining forces to Reinforcement?

What are the biggest restraining forces to Reinforcement to sustain the change?

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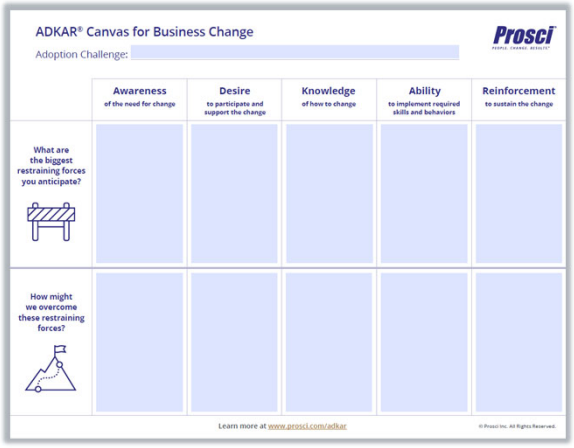
Blank Sheet ADKAR Canvas
ADKAR + Force Field Analysis


ADKAR® Canvas for Business Change

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Adoption Challenge:

	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
What are the biggest restraining forces you anticipate?					
How might we overcome these restraining forces?					

Learn more at www.prosci.com/adkar

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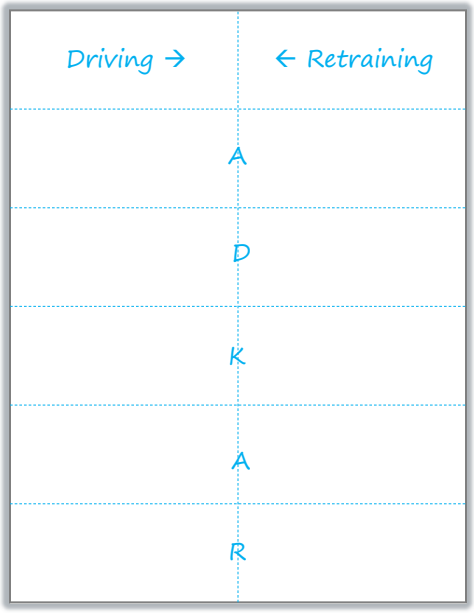

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Where to Learn More

- ADKAR Homepage
  https://www.prosci.com/methodology/adkar
- Blog: Why the ADKAR Blueprint is a Game Changer for Change
  https://www.prosci.com/blog/why-the-adkar-blueprint-is-a-game-changer-for-change
- Blog: Aligning ADKAR to sequential, iterative, and hybrid change
  https://www.prosci.com/blog/aligning-the-adkar-model-with-sequential-iterative-and-hybrid-change
- Webinar: Introduction to the ADKAR Model
  https://www.prosci.com/resources/webinars/introduction-to-adkar-30-minutes
- Premium Webinar: ADKAR Canvas
  https://store.prosci.com/bookstore/premium-webinar/adkar-canvas.html
- Conference presentation replay: ADKAR Force Field Analysis
  https://www.youtube.com/watch?v=jnRHUZ7U9pw&t=192s

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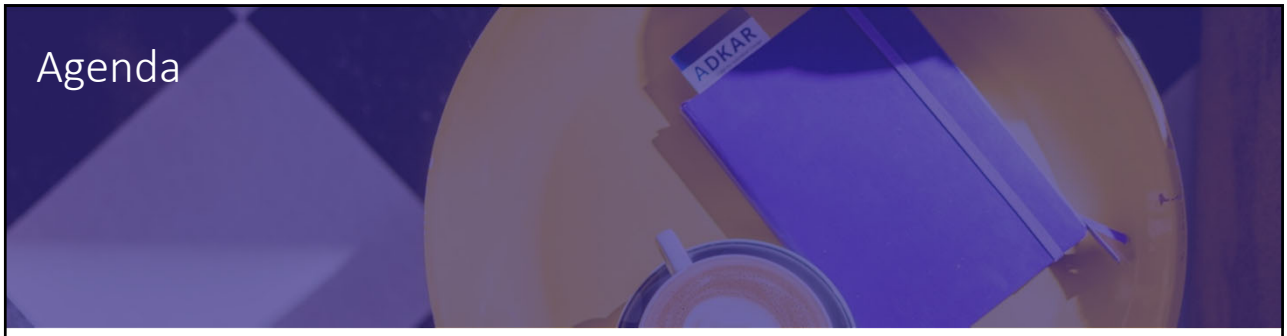
Agenda



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