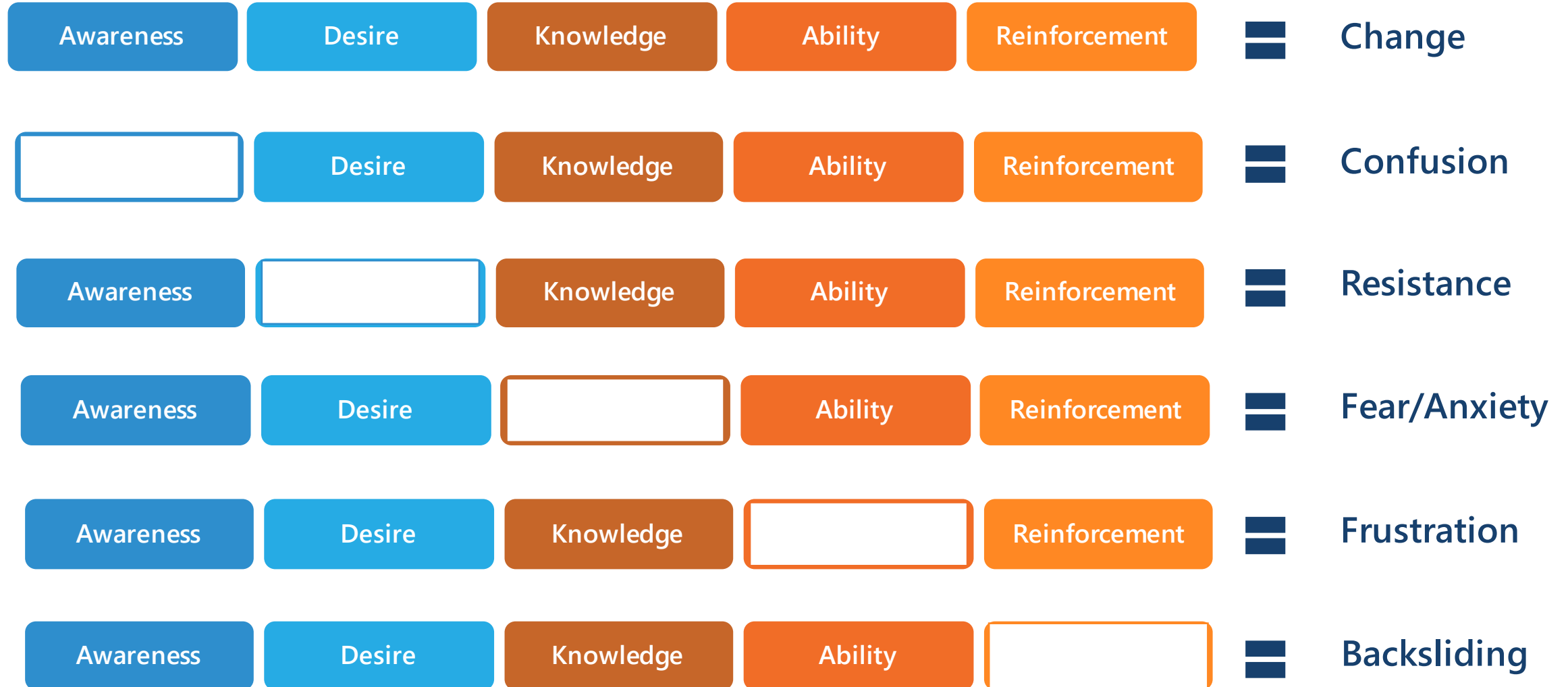




Introduction to ADKAR

The five building blocks of successful change.

Organizational change is successful when:



The ADKAR Model

Awareness of the need for change.

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

The #1 reason for resistance in employees and in supervisors was not knowing why a change was taking place – lack of awareness.



The ADKAR Model

Desire to support the change.

- Personal choice to support, engage and participate in the change
- Personal motivators and inhibitors
- What's in it for me (WIIFM)?

"Some people change when they see the light, others when they feel the heat."



The ADKAR Model

Knowledge on how to change.

- Training and education on the skills and behaviors needed to change
- Detailed information on how to use new processes, systems and tools
- Understanding of the new roles and responsibilities associated with change.

Trap: Jumping straight to “K” without the necessary “A” and “D” in place



The ADKAR Model

Ability to implement new skills.

- Demonstrated capability to implement the change
- Achievement of the desired change in performance or behavior

This is the point in the model where change is initially realized.



The ADKAR Model

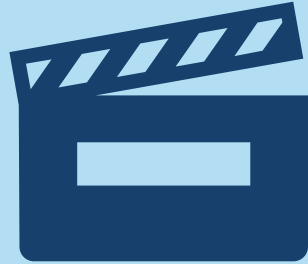
Reinforcement to sustain the change.

- An action or event that strengthens the change or increases the likelihood that the change will be continued
- Mechanisms to keep the change in place
- Recognition, rewards, incentives, successes

Without reinforcement, people may revert back to the old way of doing things and the project does not deliver intended results.



ADKAR Example Activities/Tactics



Awareness:

1. Repetitive face-to-face communication of the business reasons for the change and the risks of not changing
2. Use a variety of communication channels, such as team meetings, town halls, emails, articles, etc.
3. Provide employees with ready access to business information, such as external drivers of change
4. Share customer feedback and develop effective responses
5. Surface and address rumors

Desire:

1. Help employees identify the personal benefits of the change (WIIFM)
2. Acknowledge the losses and opportunities associated with the change
3. Address negative history with change – discuss why previous mistakes occurred and how current and future changes can be implemented differently to ensure success
4. Engage employees in the change process at the earliest possible stages of the change
5. Align incentive and performance management systems to support the change

Knowledge:

1. Ensure employees have access to and time to attend training
2. Use job aids to assist employees in the learning process
3. Provide open and ready access to information to support learning
4. Identify employees that others can go to for assistance
5. Provide one-on-one coaching
6. Share problems and lessons learned as a team

Ability:

1. Help employees apply what they have learned to real work situations
2. Ensure that employees have the time and opportunities to develop new skills
3. Provide solutions when the "real work" does not match what they learned in training
4. Be a role model for how to act in the new environment
5. Identify when "more time" is not the answer and external intervention is required

Reinforcement:

1. Celebrate successes
2. Recognize employees for successfully implementing change
3. Gather feedback from employees
4. Identify root causes for low adoption and implement helpful action
5. Build accountability mechanisms into day-to-day business operations

Questions or support?

Please reach out to ESD's Organizational Change Management team:



Email us:

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Find us on InsideESD:

<http://insideesd.wa.gov/resources/ocm>

