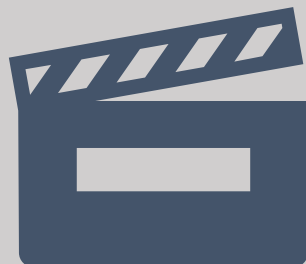


Organizational change is successful when:



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