Using ADKAR to Implement Change

Organization and Staff Development
Winnipeg Regional Health Authority

ADKAR Assessment[1]

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

1. Describe your awareness of the need to change. What are the business, customer and societal issues that have created the need to change?

Review these reasons and ask yourself the degree to which you are aware of and understand all the business reasons for this change. Rate on a scale from 1 to 5 (1=lowest, 5=highest).	

2. 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.

Consider these motivating factors and potential objections. Assess your desire to change. Rate on a scale from 1 to 5.	

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

Do you have a clear understanding of the required skills and knowledge? Have you received training or education in these areas? Rate your level of knowledge on a scale from 1 to 5.	

---

[1] Hiatt, Jeffery M. (2006). *ADKAR: A Model for Change in Business, Government and out Community*. Fort Collins, Colorado: Prosci Learning Centre Publications.

4. Considering the skills and knowledge from above, assess your overall ability to implement this change. What challenges do you foresee? What are the barriers inhibiting the organization's ability to realize this change?

To what extent do you have the ability to implement the new skills, knowledge and behaviours associated with this change? Rate on a scale from 1 to 5.

5. List the reinforcements in your organization that will help you sustain the change. What incentives are in place to make the change stick? What incentives do not support the change?

To what degree are reinforcements in place to support and maintain the change?
Rate on a scale from 1 to 5.

Using ADKAR to Implement Change
Action Plan Worksheet[2]

ADKAR is a research-based, goal-oriented change management model to guide individual and organizational change. It includes a series of milestones that an individual needs to achieve in order to move through change.

The ADKAR Model is useful in facilitating change at the individual level; diagnosing employees' response to change; helping employees transition through change; and creating an action plan for advancement during a change initiative.

ADKAR helps managers and other leaders to make sense of change; guide change management plans; measure progress; diagnose gaps; develop corrective actions.

ADKAR provides a simple, easy-to-use framework for everyone in the organization to think about change. It helps leaders plan clear goals and outcomes for change management activities and provides a common language to discuss change.

A	Awareness of the need for change
D	Desire to support the change
K	Knowledge of how to change
A	Ability to demonstrate new skills and behaviors
R	Reinforcement to make the change stick

---

[2] Retrieved from: https://www.prosci.com/adkar

Awareness

Awareness includes a person's understanding of the nature of change, why the change is being made, and the risk of not changing.

Factors influencing awareness include:

- A person's view of the current state
- How a person perceives problems
- Credibility of the sender of the message
- Circulation of misinformation or rumours
- Contestability of the reasons for change

Building awareness is a process that takes place within each person impacted by the change. Strategies for building awareness include:

- Use multiple types of media to communicate
- Share the Executive's messages of the rationale for change and the risk of not changing
- Coach employees to help them translate the organizational change into personal change
- Review information about organizational performance, best practices, trends, research

Desire

Desire to change represents the motivation and personal choice to support and engage in a change.

Factors influencing desire include:

- The nature of the change and how it will impact each person
- Person's perception of the organization or environment that is changing
- Each individual's personal situation
- The alignment of the change with an individual's values

As a leader your actions and words have a significant influence on creating the desire for change. Strategies for creating desire include:

- Engage senior leaders to address the hard questions and concerns
- Resolve your issues, questions about the change
- Demonstrate your support of the change
- Communicate the benefits of the change
- Have the right conversation with your team
- Understand employees' objections and concerns
- Engage employees in the change process
- Align incentive programs

Using ADKAR to Implement Change

Knowledge
Knowledge is about *how* to implement the change, including training on the skills and behaviours needed; detailed information on how to use new processes, systems and tools; and understanding the new roles and responsibilities associated with the change.

Factors influencing knowledge include:

- Current knowledge base of an individual
- Capability of a person to gain new knowledge
- Resources available for education and training
- Access to or existences of the required knowledge

When developing knowledge during a change initiative, individuals want to know why the learning is relevant and that they will be able to apply it in their work. Strategies for developing knowledge include:

- Analyze what people need to do today versus what they will need to do tomorrow
- Ensure training programs are properly designed and delivered – use multimedia, hands-on activities , just-in-time training schedule
- Use job aides such as checklists and templates
- Provide one-on-one coaching to support training
- Encourage peer learning through peer-mentors, user groups, forums, super-users

Ability
Ability represents the demonstrated capability to implement the change and the demonstrated achievement of the change. When a person achieves the ability, the change is visible in action and measurable in effect.

Factors influencing ability include:

- Psychological blocks
- Physical abilities and intellectual capabilities
- Time available to develop the needed skills
- Availability of resources to support the development of new skills

When planning the people side of change, we need to decide what level of ability is required at each stage of the change process. Strategies for fostering ability include:

- One-on-one coaching to uncover gaps in an employee's ability
- Create a safe environment to practice new skills and job roles and receive feedback
- Enable access to subject matter experts
- Measure results and assess performance to know where the change is and is not succeeding
- Integrate role plays, simulations, and hands-on work into training

Reinforcement

Reinforcement is any action or event that strengthens and sustains the change. Without ongoing reinforcements there is a risk that people revert to old behaviours. With reinforcement an organization's readiness and capacity for future changes increase

Factors influencing reinforcement include:

- The degree to which reinforcement is meaningful to the individuals
- Association with demonstrated progress or accomplishment
- The absence of negative consequences
- An accountability system to reinforce the change

Reinforcement lets people know the change is still important and continues even after the steps to implement the change occur. Strategies for building reinforcement include:

- Recognize and express appreciation - publically or privately, formally or informally
- Celebrate as a group with fun activities, events
- Invite the change sponsor to their express appreciation
- Ask employees how they are doing with the change
- Conduct formal assessments and review performance data to see if the change is taking hold
- Build accountability into other systems such as annual performance conversations

Using ADKAR to Implement Change
Action Plan Worksheet

Awareness

What issues, concerns and/or situations have created the need for change? What is the risk of not changing?

How will you increase awareness of this information for individuals on your team?

Actions	Resources	Timeline	Update / Notes

Desire

What personal motivators and organizational drivers will increase the desire to change for individuals on your team?

How will you ensure those factors are available to influence the desire to change for individuals on your team?

Actions	Resources	Timeline	Update / Notes

Using ADKAR to Implement Change

Knowledge

What knowledge, skills and behaviours are required during and after the change is implemented?

How will you ensure individuals on your team gain the knowledge, skills and behaviours?

Actions	Resources	Timeline	Update / Notes

Using ADKAR to Implement Change

Ability

What will individuals on your team need to be able to do at each stage of the change?

How will you ensure they can demonstrate the required abilities?

Actions	Resources	Timeline	Update / Notes

Reinforcement

What new behaviours and processes need to be reinforced?

How will you ensure these new behaviours and processes are reinforced with individuals on your team?

Actions	Resources	Timeline	Update / Notes