

Using ADKAR to Implement Change



Organizational Development
Winnipeg Regional Health Authority



Session Goals

- To promote and support large organizational change while minimizing the impact on the daily operations.
- To help leaders assess the current response to the change and identify actions to support individuals to move through the change process safely and professionally.



Agenda

Today, we will:

- Review the dimensions of change
- Introduce the ADKAR model
- Identify strategies to build each component of the ADKAR model
- Begin creating action plans to support individuals through the transformation





LEAD SELF

- **Self Aware** - aware of own assumptions, values, principles, strengths and limitations
- **Manage Themselves** - take responsibility for own performance and health
- **Develops Themselves** - actively seek opportunities and challenges for personal learning, character building and growth
- **Demonstrate Character** - model qualities such as honesty, integrity, resilience, and confidence





LEAD SELF

As the *LEADS in a Caring Environment* framework reminds us, to be effective we need to begin with self.

- Complete the ADKAR Assessment considering your perspective (pg. 1-2)
- Rating Scale: 1=lowest, 5=highest





ENGAGE
OTHERS

What are you hearing
about the change from
individuals on your team?



What is ADKAR?



ADKAR is a:

- Goal-oriented change management model to guide individual and organizational change
- Research-based model by Prosci
- Series of milestones that an individual needs to achieve in order to move through change



Why use ADKAR?

ADKAR helps leaders to:

- Make sense of the people side of change
- Support employees' transition through change
- Understand employees' response to change
- Measure progress
- Identify gaps and support required
- Develop action plans to support people



Benefits of ADKAR

ADKAR provides:

- A simple framework for everyone in the organization to think about change
- Clear goals and outcomes for change management activities
- A common language to discuss change for employees, managers and senior leaders alike

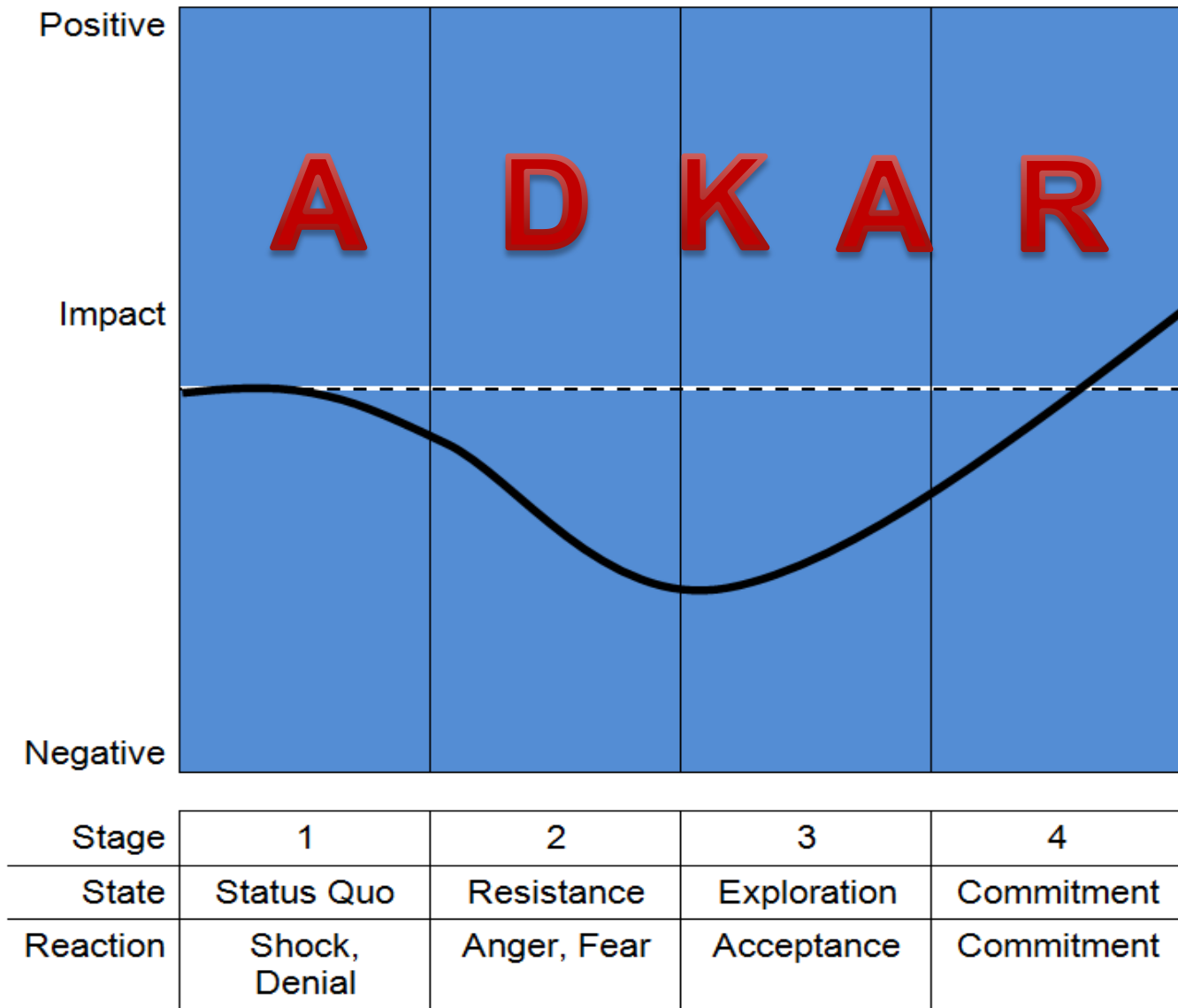


ADKAR

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



Personal Transition Through Change



* Adapted from the Change Curve attributed to psychiatrist Elisabeth Kubler-Ross, resulting from her work on personal transition in grief and bereavement.



Awareness



Includes a person's understanding of:

- The nature of change
- Why the change is being made
- Risk of not changing
- Information about internal and external drivers for change
- The benefit of the change to the person



Factors Influencing Awareness

Factors

- A person's
- How a
- Credibility
- Circulation
- Content



S



Building Awareness

- Building awareness is a process
- Awareness is not built by sending a message rather by how the message is received and internalized by each person
- Interactions and feedback are required to measure awareness



Strategies for Building Awareness

- 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
- Ensure people know where to go for more information
- Answer any questions that come up



Desire

Desire to change:

- Represents the motivation and personal choice to support and engage in the change
- Is not awareness - Common mistake is to think that building awareness will build desire



Factors Influencing Desire

Factors influencing desire:

- The magnitude of the impact on each individual's work
- Individual's trust in the organization
- Individual perception how the environment will change
- Each individual's personal situation
- The alignment of the change with an individual's values
- The organization's history of handling change





Creating Desire

- Actions and words of leaders have a significant influence on creating desire for change
- Creating desire is more than “managing resistance”
- Be positive and proactive in creating energy and engagement around the change



Strategies for Creating Desire

- Engage senior leaders to address the hard questions and concerns
- Resolve your own 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





Knowledge



Represents how to implement change, including:

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



Factors Influencing Knowledge

Factors influencing knowledge:

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



Developing Knowledge

- Adult learning principles are foundational for developing knowledge
- Adults want to know why the learning is important and relevant to them
- Applying the new knowledge to an immediate problem help with learning retention



How do you change the world?



Awareness

Desire

Knowledge



Strategies for Developing Knowledge

- Analyze the gap between what people need to do today and what they will need to do tomorrow
- Ensure training programs are properly designed and delivered – multimedia, hands-on, in-time
- 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
- Demonstrated achievement of the change
- Act of doing
- Change in a way that is visible in action and measurable in effect



Factors Influencing Ability

Factors influencing ability:

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



Fostering Ability

- Knowing how to do something is not the same as being able to do it
- We need to decide what level of ability is needed at each stage of the change process
- Individuals develop ability at different rates and need different supports



Strategies for Fostering Ability

- Coach 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 in order to know where the change is and is not succeeding
- Integrate role plays, simulations, and hands-on work into training
- Provide feedback to improve performance





Reinforcement

- Any action or event that strengthens and sustains the change
- Builds momentum during the transition
- 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

Factors influencing reinforcement:

- 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



Building Reinforcement

- Reinforcement lets people know the change is still important
- Social pressure can reinforce others to implement or reject the new behaviours
- Reinforcement goes on after the “project plan” activities are completed



Strategies for Building Reinforcement

- Recognize and express appreciation - publically or privately, formally or informally
- Celebrate as a group with fun activities, events
- Invite the change sponsor to express their 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



Action Planning

Review the list of sentiments you are hearing from your team.

- Which ADKAR stages are represented?

Create an action plan for each of the stages reflected on the lists.

- What factors needs to be put in place?
- How will you accomplish this?





Keep in Mind....

Action plans are living documents

- Keep them updated by recording the impact of completed items and adding new actions as required.

Individuals will need different support at different stages

- Keep open lines of communication. Their concerns will indicate when to move to the next element in your plan.

Your peers are a valuable resource

- Share the actions that were helpful for your team and solicit suggestions to address remaining concerns.



What questions do you have about

