cmc PARTNERSHIP *global*

Prosci® Webinars

Essentials of ADKAR

Prosci® GLOBAL AFFILIATE NETWORK

The Prosci® ADKAR® Model

A **simple yet powerful** framework…

Providing a **results-oriented** approach…

Describing the five **building blocks** of success…

Helping you **make sense** of change…

To implement **more successful change**
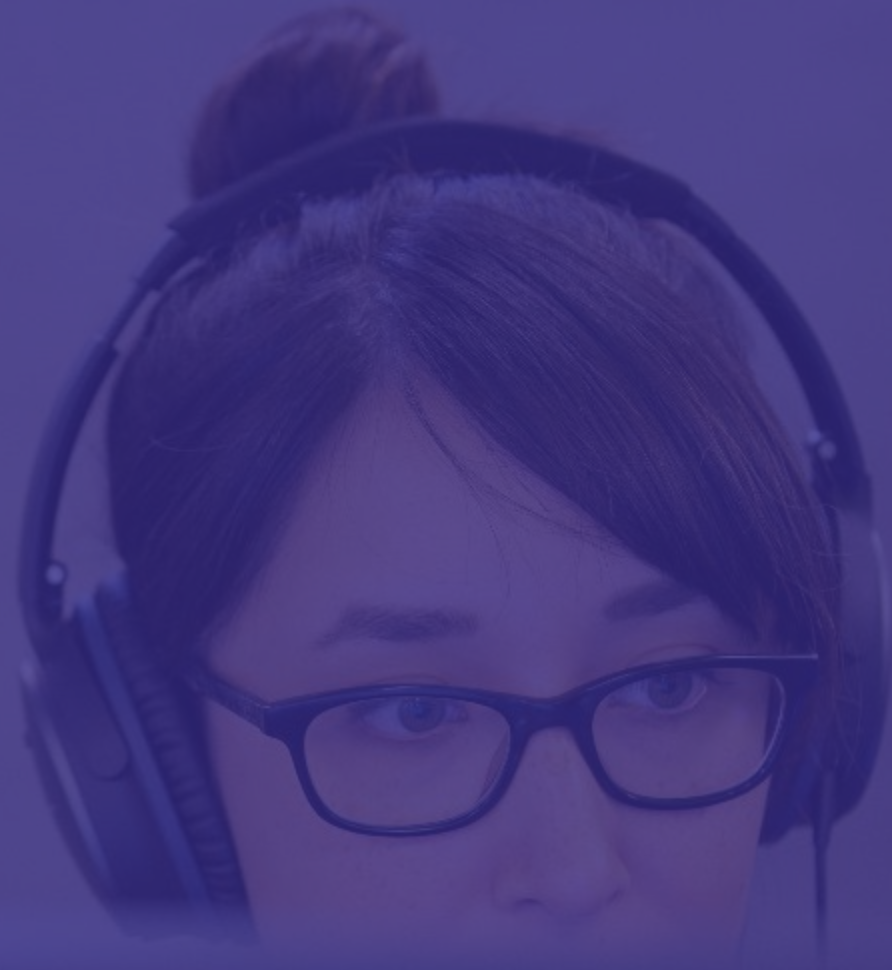in your personal life and professional career

Working our Adoption and Change Management program through the ADKAR Model gave us a higher degree of engagement.
We were treating people differently.

Jean-Claude Monney

Former Chief Knowledge Officer, Microsoft Services

Former Faculty, Columbia MS in Information and Knowledge Strategy

ADKAR 'people-centers' change

Agenda – ADKAR: A Model for Individual Change

Foundation

The Prosci ADKAR Model

Awareness

Desire
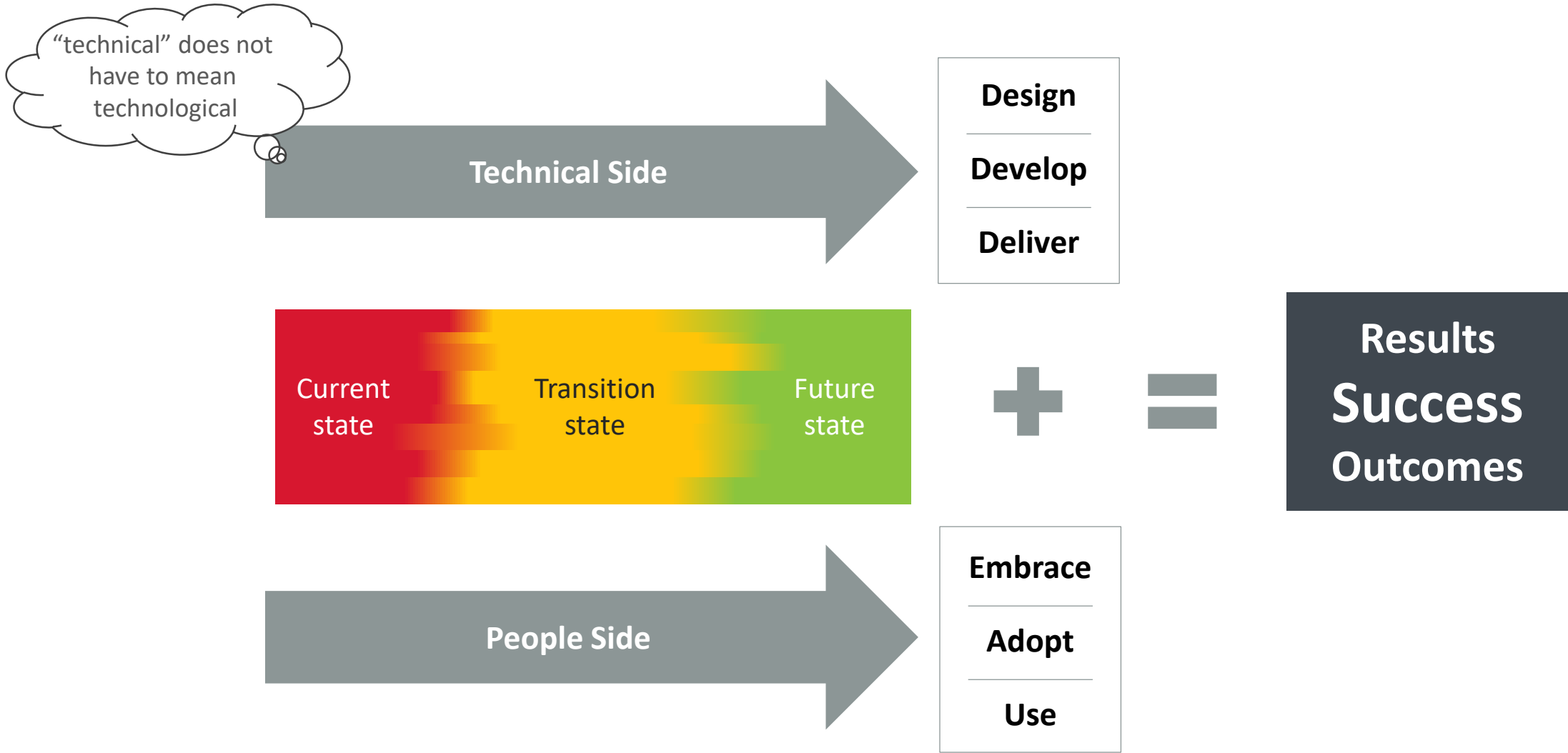
Knowledge

Ability

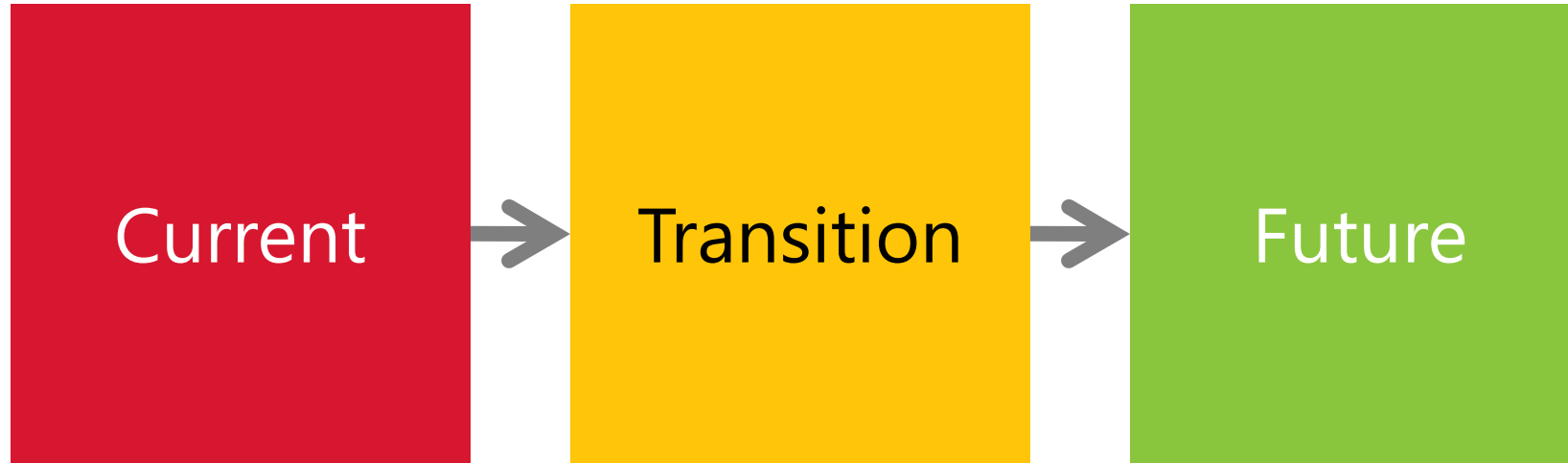**R**einforcement

Application

Five Applications:

1. Making sense of change

2. Guiding change management work

3. Diagnosing gaps

4. Measuring progress

5. Enabling managers and leaders

Successful change requires both the technical and people sides

"technical" does not have to mean technological

Technical Side

Design
Develop
Deliver

Current state — Transition state — Future state

+ **=**

Results
Success
Outcomes

People Side

Embrace
Adopt
Use

Prosci®

An organizational move to a future state

Current	→	Transition	→	Future

Ultimately requires individuals to move from their own current to their own future
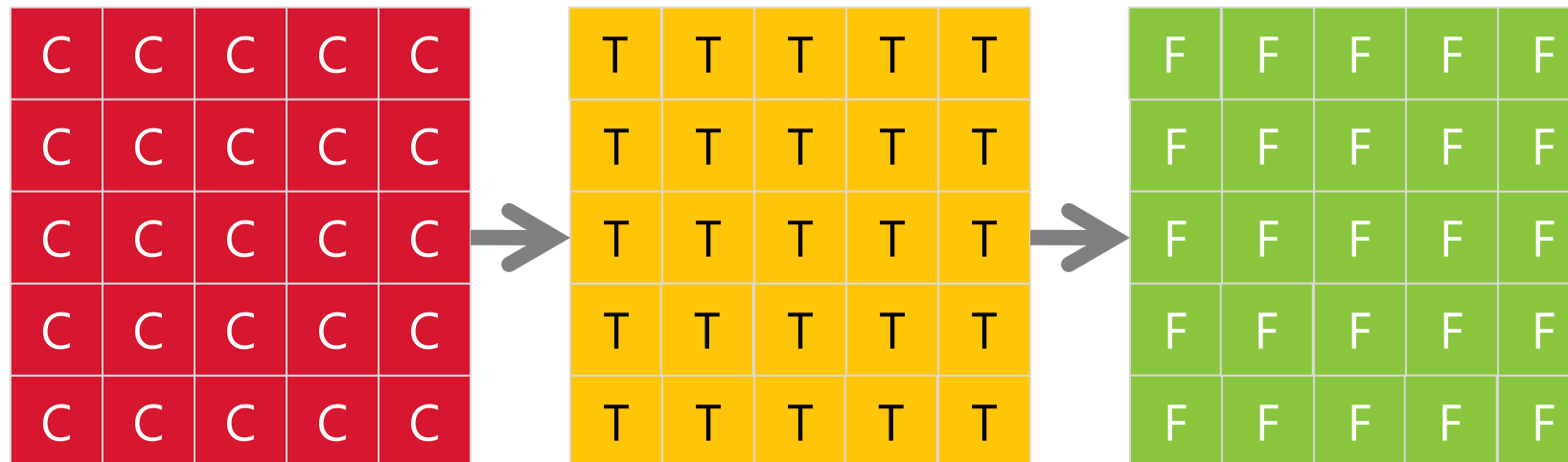
The secret to successful change lies beyond the visible and busy activities that surround change. Successful change, at its core, is rooted in something much simpler: How to facilitate change with **one** person.

Jeff Hiatt

Prosci ADKAR Model

ADKAR element:	Definition:
A Awareness	Of the need for change
D Desire	To participate and support the change
K Knowledge	On how to change
A Ability	To implement required skills and behaviors
R Reinforcement	To sustain the change

Awareness

Change begins with understanding why

What is nature of change?

Why? Why now?

What if we don't?

Factors that influence **Awareness** of the need for change:

❑ Your view of the current state

❑ How you perceive the problem

❑ The credibility of the sender

NOT – that the change is coming

IS – of the need for the change

Desire

Change involves personal decisions

WIIFM

Personal motivators

Organizational motivators

Factors that influence **Desire** to participate and support the change:

- ❑ What's in it for me
- ❑ Organizational context
- ❑ Your individual situation
- ❑ What motivates you

Same change, different Desire

BUCKLE UP
IT COULD SAVE YOUR LIFE

BUCKLE UP
IT'S THE LAW!

CLICK IT OR TICKET
TICKET
Minimum $142

Knowledge
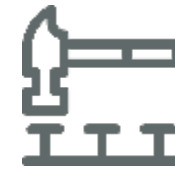
Change requires knowing how to

Need to know *during*

Need to know *after*

After A & D

Factors that influence **Knowledge** on how to change:

☐ Your current knowledge base

☐ Your learning style and capability

☐ Resources available

"Send them to training!"
Is the unfortunate default

Necessary, but not sufficient.

Ability

Change requires action
in the right direction

K-A Gap
_____

Barriers/Capacity
_____

Practice/Coaching

Factors that influence Ability
to implement new skills and behaviors:

❑ Psychological or physical capabilities/blocks

❑ The force of habit

❑ Availability of time and resources

Knowledge ≠ Ability

K – A

K —— A

K ———————— A

K ———————————————————— A

Reinforcement

Change must be reinforced
to be sustained

Mechanisms

Measurement

Sustainment

Factors that influence **Reinforcement** to sustain the change:

❑ Accountability

❑ Absence of negative consequences

❑ Recognition of progress

Natural

Physical → revert back

Psychological

Prosci®

ADKAR in the wild

SAVE OUR PLANET → Nature of the change

Dear Guest,
Every day millions of gallons of water are used to wash towels that have only been used once. → Why the change is needed

YOU MAKE THE CHOICE:
A towel on the rack means
"I will use again." → Personal decision

A towel on the floor means:
"Please replace." → Knowing how to make the change

Thank you for helping us conserve the Earth's vital resources. → Gratitude to make it stick

Prosci ADKAR Model

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

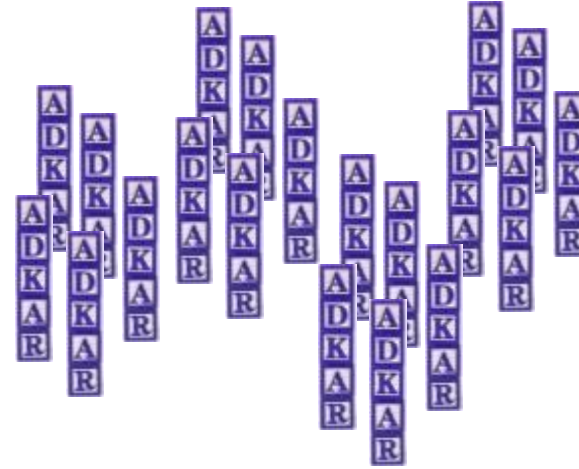# Organizational context: ADKAR defines success
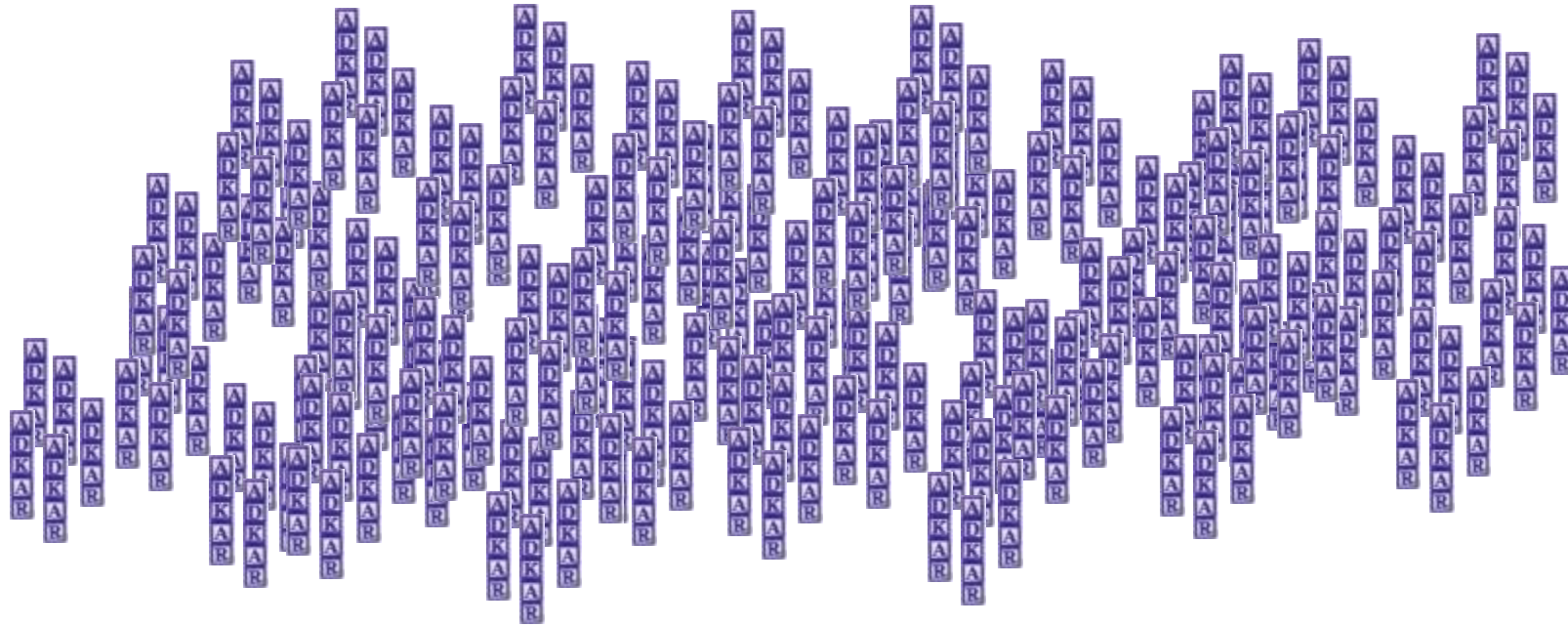
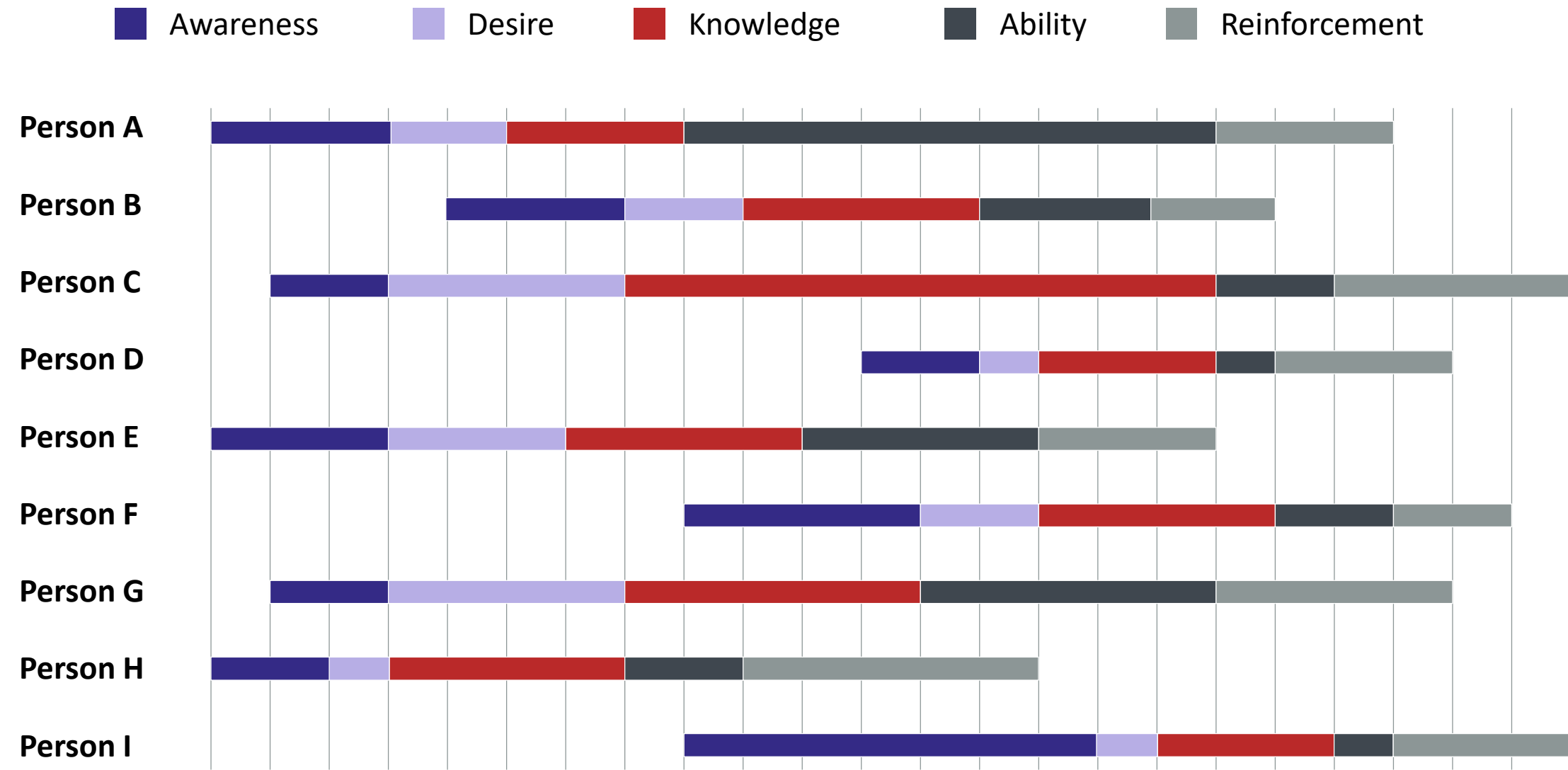Change with
one person

Or five
people...

Or twenty
people...

Or 1000
people...

Organizational context: People change at different paces

Organizational context: Symptoms of missing blocks

Awareness

Desire

- More resistance to change
- Employees asking the same questions over and over
- Lower productivity & higher turnover
- Hoarding of resources and information
- Delays in implementation

Knowledge

Ability

- Lower utilization or incorrect usage of new systems
- Employees worry whether they can be successful in the future
- Need for re-training and extensive support
- Greater impact on customers and partners
- Sustained reduction in productivity

Reinforcement

- Employees revert back to old ways of doing work
- Ultimate utilization is less than anticipated
- The organization creates a history of poor change

ADKAR gives us the **individual milestones** we achieve with organizational change management activities

Agenda – ADKAR: A Model for Individual Change

Foundation

The Prosci ADKAR Model

Awareness

Desire

Knowledge

Ability

Reinforcement

Application

Five Applications:

1. Making sense of change

2. Guiding change management work

3. Diagnosing gaps

4. Measuring progress

5. Enabling managers and leaders

1. Making sense of change

An outcome-orientated view
makes successful change less fuzzy

Change ➡

Awareness

Desire

Knowledge

Ability

Reinforcement

"[Simple] and practical for our members at all levels of the organization.
Most importantly, it is easy to remember and discuss in terms of change."

"Is easy to use: ADKAR distills the change process into the most basic yet critical elements, making it very simple and easy to use."

2. Guiding change management work – *why and what*

Outcomes desired
+
Activities required

> "Offers a structured approach for the people side of change: ADKAR is not just a way of talking about change, but also provides framework for change management."

	A	D	K	A	R
Sponsor Roadmap	●	●			●
Communication Plan	●				●
Coaching Plan	●	●	●	●	●
Training Plan			●	●	
Resistance Management Plan		●			●

2. Guiding change management work – *when*

ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.

Plan → Discover → Design → Develop → Deploy → Sustain

A D K A R

Align Ability with "go live"

Unfortunate reality

A D K A R

Prosci
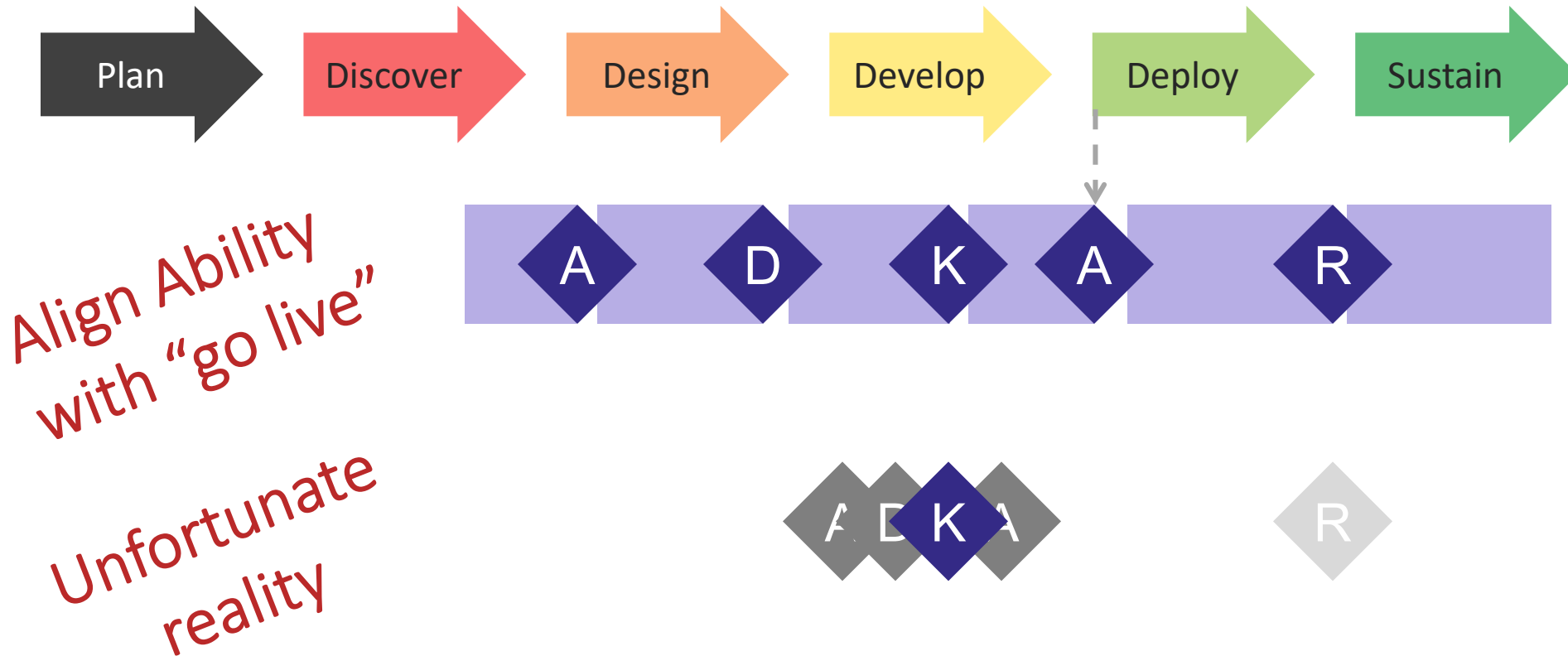
2. Guiding change management work – *when*

For initiatives using Agile approaches, ADKAR milestones split into initiative and release levels.
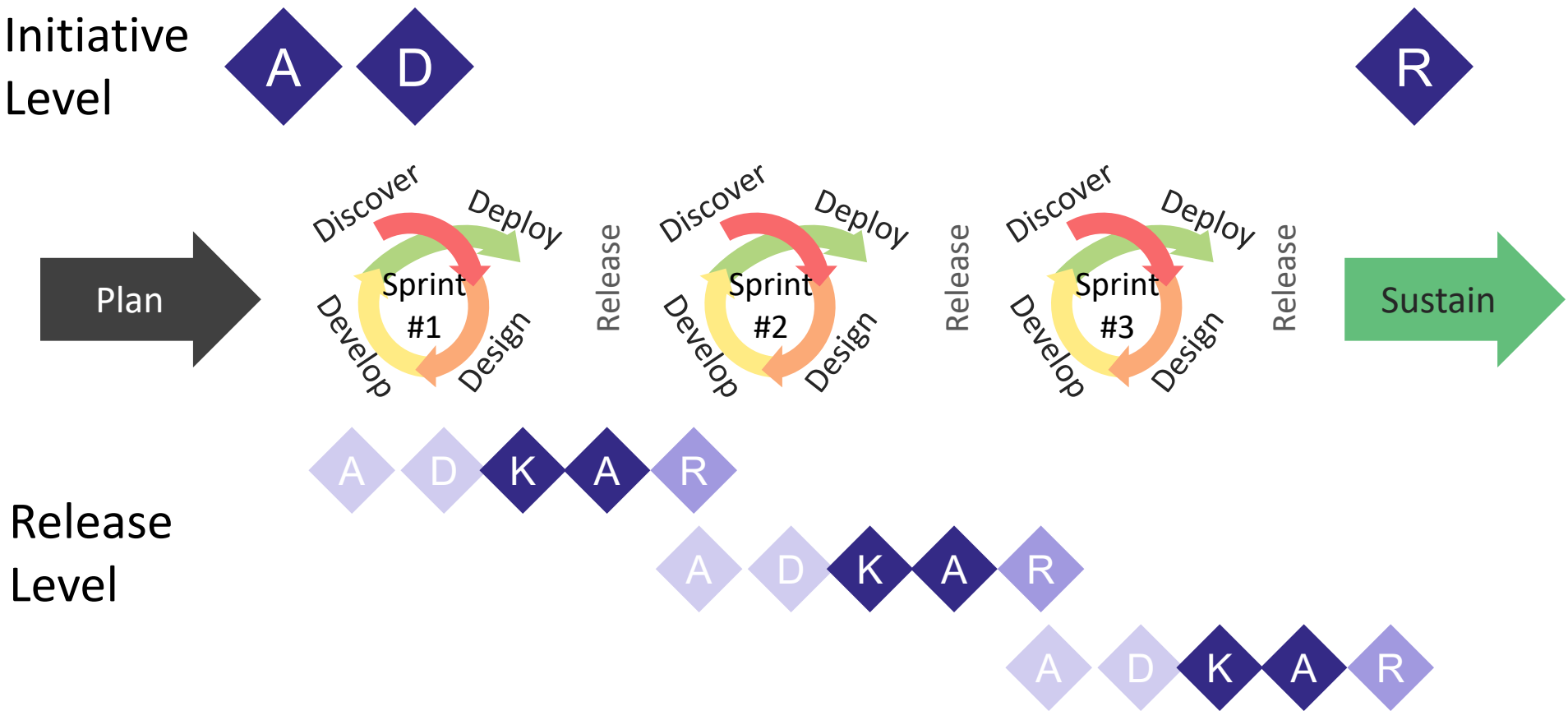
3. Diagnosing gaps

Barrier Point: The first ADKAR element that is insufficient and impedes change progress. *feeling "neutral" is a barrier.

Barrier points tell us where to focus our attention in order to make progress.

It can be very frustrating for employees, and ineffective for the initiative, if our responses and adjustments are focused on the wrong ADKAR element
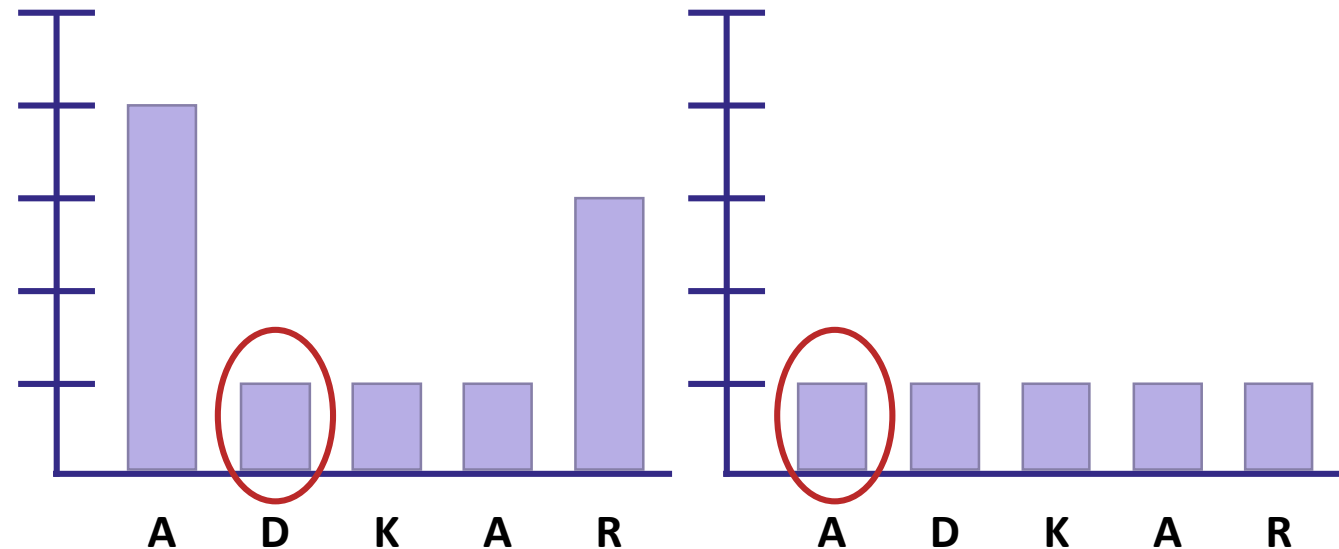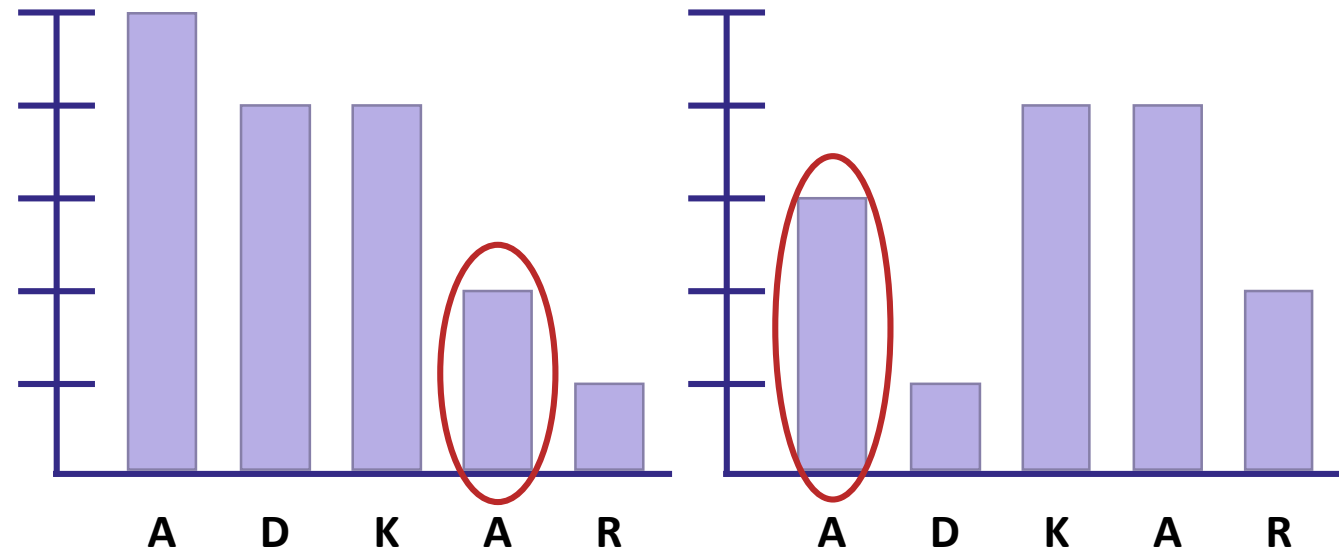
4. Measuring progress

Since ADKAR describes the building blocks of successful change, it can also tell us how we are doing on our change management work

"We set a threshold level for all points in the ADKAR spectrum, and once we achieved them, we knew it was time to go."

Have we built sufficient Awareness?

Have we built sufficient Desire?

Have we built sufficient Knowledge?

Prosci ADKAR Dashboard

"ADKAR allows you to measure where individuals are in the change process so change management activities can be tailored and timely."

5. Enabling managers and leaders

People managers and senior leaders are the faces and voices of change. But they need to be enabled in this role.

ADKAR equips all "change leaders" with an individual change model.

AND

Creates a common language of change throughout the organization.

Preferred Senders:
Employees want to hear from leaders – those at the top and those they report to

Sender	Business Messages	Personal Messages
CEO/President	45%	3%
Executive Manager	28%	4%
Senior Manager	9%	4%
Department Head	8%	11%
The Employee's Supervisor	2%	67%
Communication Specialist	1%	1%
HR Representative	1%	3%
Project Team Member	0%	1%
Project Team Leader	2%	3%
CM Team Member	0%	1%
CM Team Leader	4%	3%

■ Business Messages
■ Personal Messages
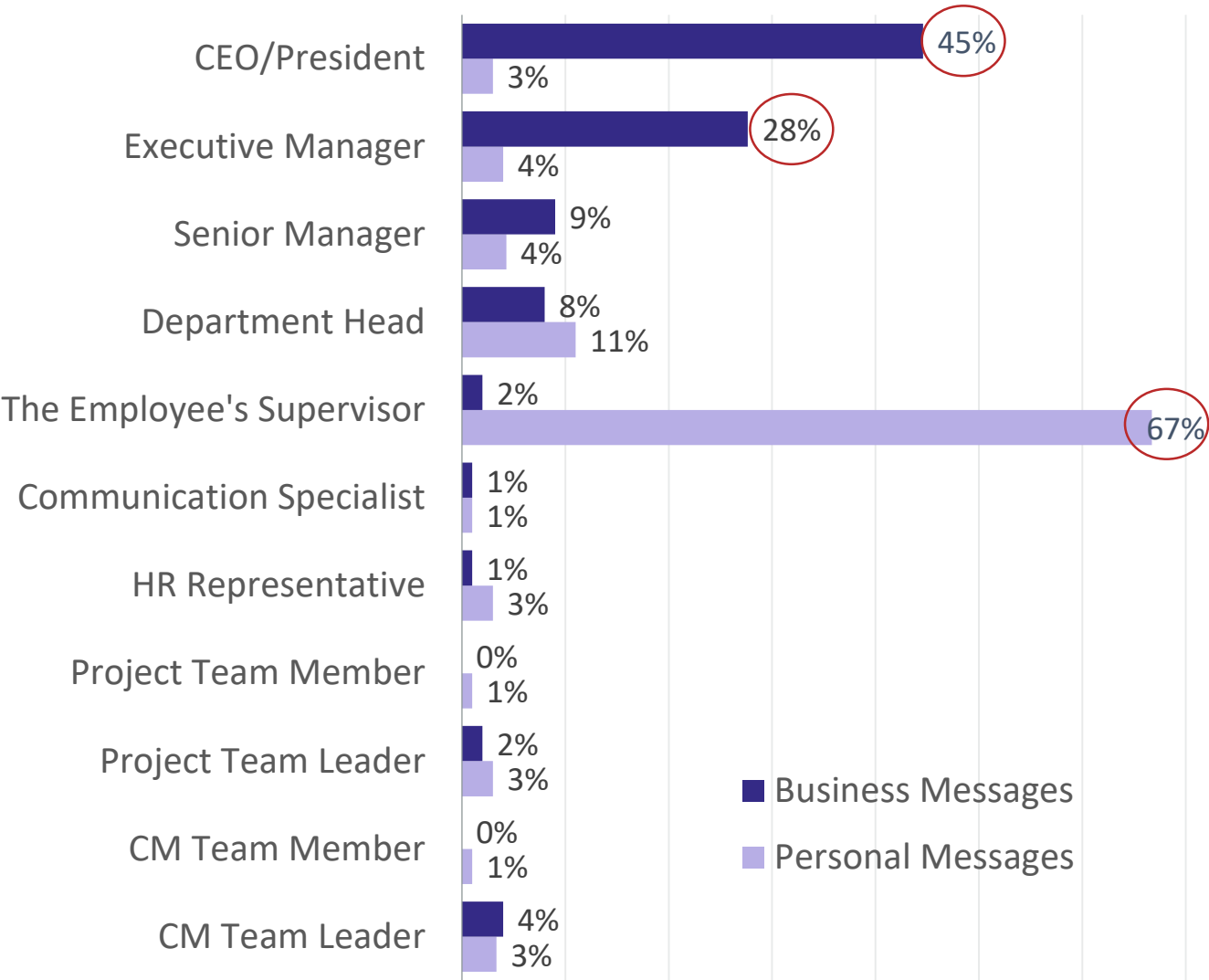
Additional ADKAR Resources on cmcpartnership.com (Available in your handouts)

ADKAR Overview eBook	https://www.cmcpartnership.com/prosci-adkar-model-overview-ebook
How has Prosci's ADKAR model helped us navigate Covid-19 change?	https://www.cmcpartnership.com/thought-leadership/how-has-proscis-adkar-model-helped-us-navigate-covid-19-change
Integrate with PM download	https://www.cmcpartnership.com/the-value-of-integrating-cm-and-pm
Managing resistance to Change Executive Summary	https://www.cmcpartnership.com/managing-resistance-to-change-executive-summary

Agenda – ADKAR: A Model for Individual Change

Foundation

Application

The Prosci ADKAR Model

Awareness

Desire

Knowledge

Ability

Reinforcement

Five Applications:

1. Making sense of change

2. Guiding change management work

3. Diagnosing gaps

4. Measuring progress

5. Enabling managers and leaders

cmc PARTNERSHIP global

Why Prosci® Change Management training?

Whether you are new or experienced in the field of Change Management, Prosci will provide you with a structured approach to effectively manage the people side of change.

What makes the Prosci Change Management approach unique?

▶ A holistic approach that integrates both the individual and organisational aspects of change

▶ A clear framework, effective for any type or size of change

▶ Practical, easy-to-use eToolkit for practitioners with tools, templates, assessments and checklists

▶ Contextualised training; assessing and building change management plan for real projects

* Prosci's research has shown that projects with excellent change management are:

6x more likely to meet or exceed their objectives

5x more likely to be on schedule

2x more likely to be under budget

* Prosci® Best Practice Research 2018

ADKAR

© Prosci inc. All Rights Reserved.

The ADKAR Model is a framework for understanding change at an individual level.

The Model addresses each of the ADKAR factors:
Awareness, Desire Knowledge, Ability and Reinforcement
so that we can successfully employ it to facilitate individual change.

Contact us
www.cmcpartnership.com
changemanagement@cmcpartnership.com

Why CMC, to help build your Change Management capability?

Owned and managed by Change Practitioners, CMC is licensed to deliver Prosci Change Management Training worldwide. Our courses are delivered by highly qualified instructors who also have practical experience in change, programme and project delivery.

CMC's Prosci Certification training has been approved by the Association of Change Management Professionals®

CMC offers a wide range of change management training, advisory and support to suit you and your organisations needs:

▶ *Prosci Change Management Practitioner Certification* course for change professionals

▶ *Workshops* for sponsors, managers, project teams and employees

▶ Advanced training for change professionals, including *Enterprise Change Management Boot Camp, Experienced Practitioner, Train-the-Trainer* and other applied learning support

▶ A range of complementary *workshops* designed to support and progress your change projects

▶ Advisory support, coaching and flexible access to change management expertise

Locations

▶ CMC is the sole provider of public training across the UK & Ireland, Italy and Singapore

▶ Private courses can be facilitated on a client site or at a venue of choice, anywhere in the world

"It's been 3 days of light bulb moments!"

Rachel Vipond
Portfolio Manager, Ishoni

The Prosci Change Management Methodology

● Draws upon continual field research with more than 4.500 participants worldwide

● The most widely used change management methodology in the world

● Based on Prosci's 3-Phase Change Management Process as a leading framework for managing the people side of change:
  - *Phase 1: Preparing for change*
  - *Phase 2: Managing change*
  - *Phase 3: Reinforcing change*

cmc PARTNERSHIP global