

MBSA2233-01

MANAGING STRATEGIC TRANSFORMATION IN ORGANIZATIONS

ADKAR CHANGE MANAGEMENT MODEL

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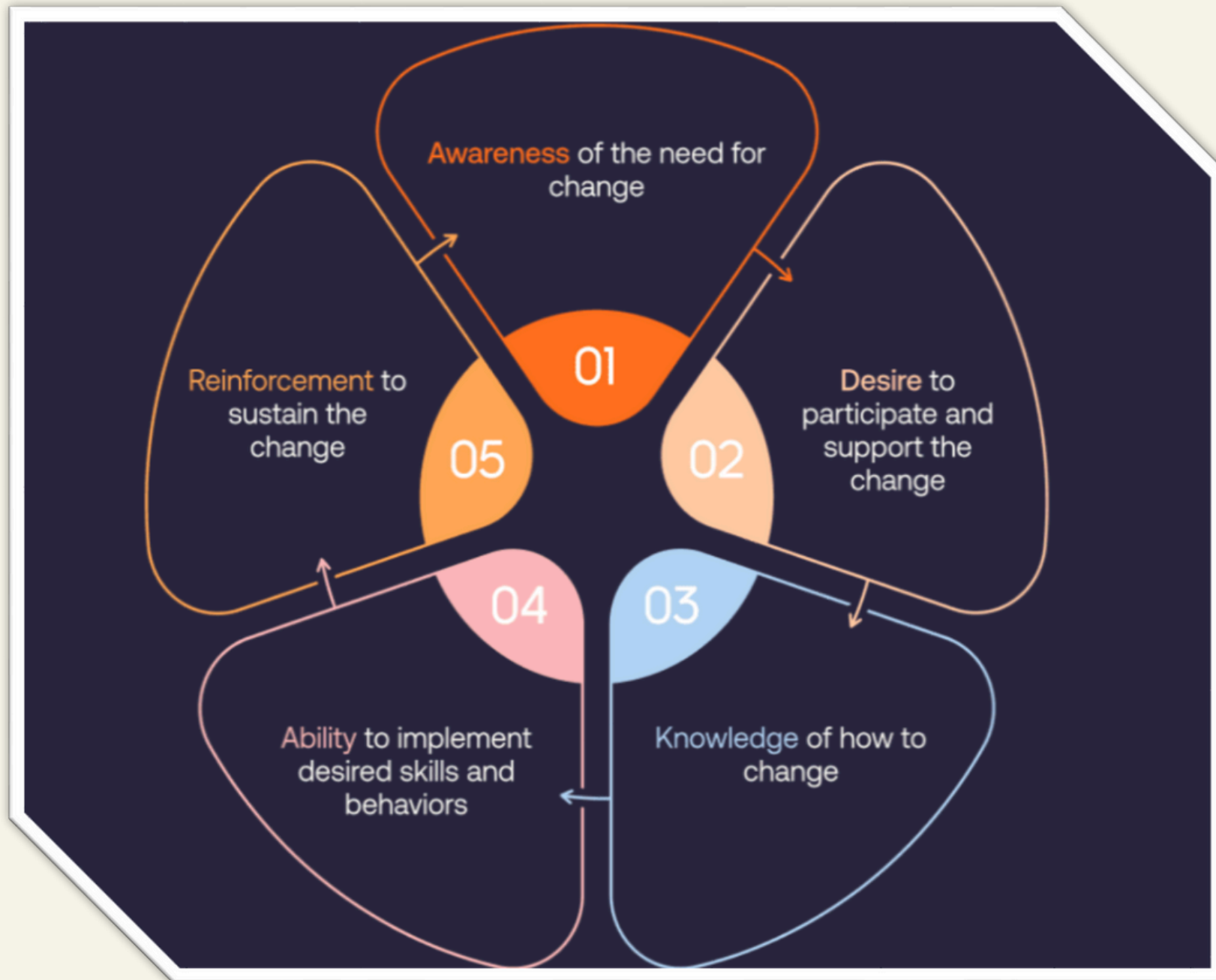
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WHAT IS ADKAR MODEL

- ▶ **ONE OF THE CHANGE MANAGEMENT MODEL - DEVELOPED BY PROSCI FOUNDER JEFF HIATT IN 1996**
- ▶ **FOCUSES ON MANAGING CHANGE AT THE INDIVIDUAL LEVEL**
- ▶ **PROVIDES A STRUCTURED APPROACH FOR ORGANIZATIONS TO GUIDE EMPLOYEES THROUGH THE CHANGE PROCESS.**
- ▶ **STANDS FOR 5 KEY STAGES:**



DEFINITION OF ADKAR MODEL



AWARENESS

The stage where individuals **understand the necessity of change**, communicating its reasons and potential risks. Without awareness, employees may resist the change due to lack of understanding or fear of the unknown.

DESIRE

This involves **motivating employees** by addressing concerns, demonstrating personal benefits, and securing buy-in, as without desire, individuals may remain resistant or disengaged.

KNOWLEDGE

Providing of necessary **information and training for individuals** to adapt to change, including teaching employees new processes, tools, or behaviors, ensuring they are fully prepared for successful implementation.

ABILITY

This stage focuses on **developing skills and overcoming obstacles** to change through practice, support, and feedback, ensuring successful execution.

REINFORCEMENT

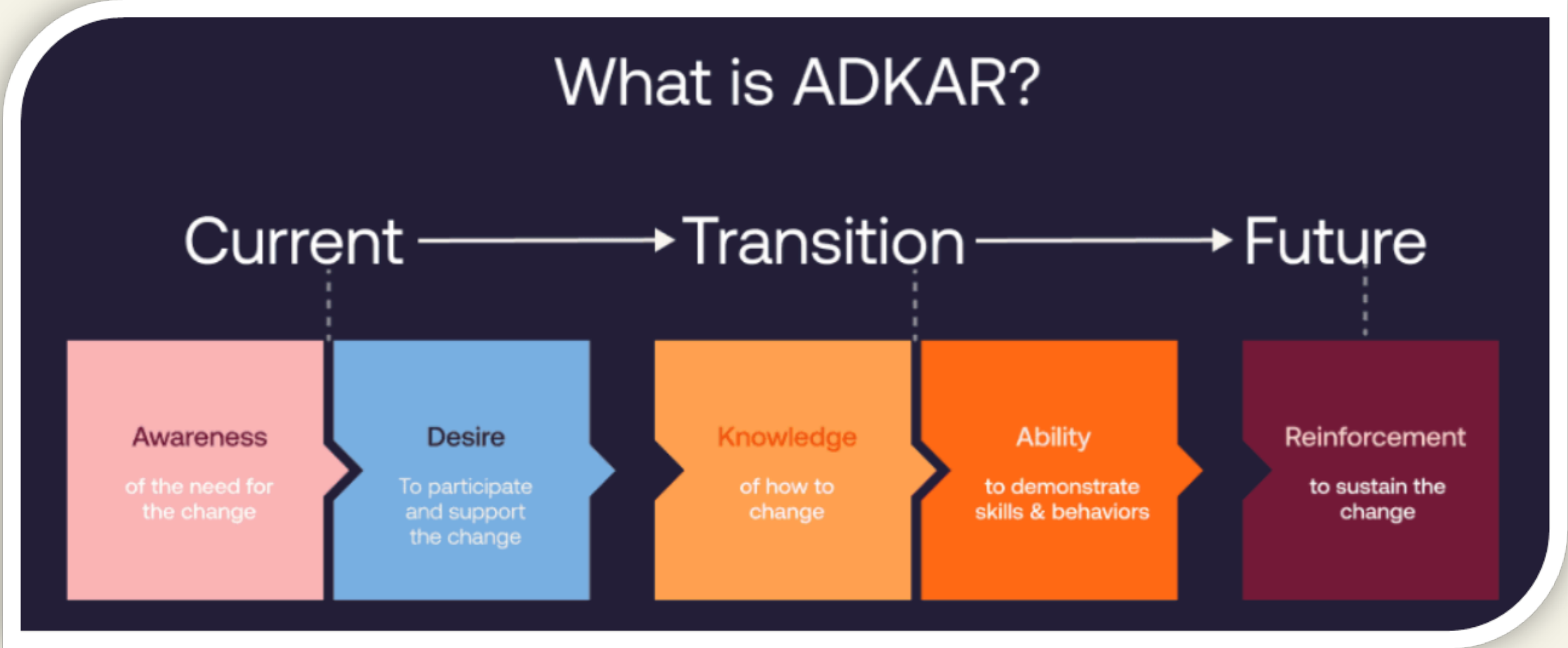
This stage **ensures employees follow new processes and behaviors** after the initial change. It involves recognition, rewards, and continuous monitoring to prevent reverting to old habits.

PHILOSOPHY OF ADKAR MODEL



CURRENT STATE

The Awareness and Desire stages focus on preparing employees for a change

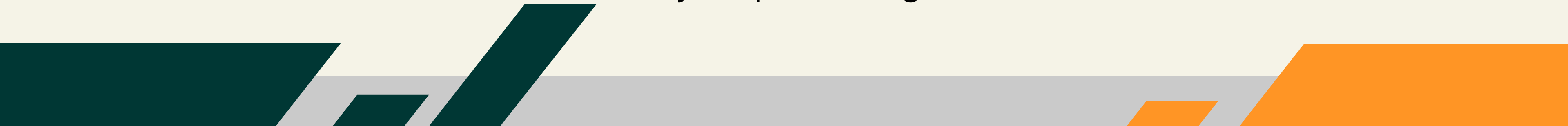


FUTURE STATE

The Reinforcement stage helps sustain the change

TRANSITION STATE

The Knowledge and Ability stages support employees as they adapt to change




HOW TO APPLY THE ADKAR MODEL FOR ORGANIZATIONAL CHANGE

GOAL 1

CREATE AWARENESS OF THE NEED TO CHANGE

Communicating the **need for change** is fundamental

EFFECTIVE CHANGE COMMUNICATION STRATEGY

- **Communicate early and often:** Explain the reasons behind the change using multiple channels. Ensure transparency.
 - **Highlight benefits:** Highlight how the change will benefit the organization and employees. Focus on positive outcomes like improved workflows, better customer experiences, or personal growth opportunities.
 - **Address fears:** Address common concerns like potential job changes or increased workloads. Ensure employees have support throughout the process.
 - **Engage key stakeholders:** Ensure leaders and managers are aligned with the change and involved in communicating its needs.
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HOW TO APPLY THE ADKAR MODEL FOR ORGANIZATIONAL CHANGE

GOAL 2

FOSTER DESIRE TO MAKE THE CHANGE

Make **people** want to make the change

STEPS TO BUILD EXCITEMENT FOR CHANGE

- **Connecting to personal interests:** Explain how the change will benefit employees, such as career growth opportunities or improved tools.
 - **Involving employees early:** Seek their input and feedback to create a sense of ownership and reduce resistance.
 - **Identifying change champions:** Appoint influential employees or managers to advocate for the change.
 - **Communicating the risks of inaction:** Explain the potential negative impacts of not changing, such as decreased market competitiveness or lost revenue.
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HOW TO APPLY THE ADKAR MODEL FOR ORGANIZATIONAL CHANGE

GOAL 3

PROVIDE KNOWLEDGE ON HOW TO CHANGE

Give people **information** on how to change

REQUIRED KNOWLEDGE FOR EMPLOYEES WHILE IMPLEMENTING CHANGE

- **Provides contextual and comprehensive training:** Develop targeted programs like workshops, eLearning, hands-on training, or shadowing.
- **Ensures clear user documentation:** Document new procedures, tools, and expectations in SOPs and accessible in a knowledge base.
- **Uses multiple learning formats:** Cater to different learning styles and promotes deeper understanding.
- **Communicates expectations clearly:** Set clear performance goals and measure success.


HOW TO APPLY THE ADKAR MODEL FOR ORGANIZATIONAL CHANGE

GOAL 4

ENSURE THAT EMPLOYEES HAVE THE ABILITY TO MAKE THE CHANGE

Make sure that the **workers can make the change**

EMPLOYEE TRANSITION STRATEGIES

- **Provide hands-on experience:** Allow employees to practice new skills or use new tools in a controlled simulated environment.
 - **Address skill gaps:** Identify and address any obstacles preventing employees from successfully making the change.
 - **Remove barriers:** Identify and address any obstacles preventing employees from learning and applying new behaviors.
 - **Provide ongoing feedback:** Monitor employees' progress and provide constructive feedback.
 - **Offer mentorship and coaching:** Assign mentors or coaches who can provide personalized guidance and give confidence to struggling employees.
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HOW TO APPLY THE ADKAR MODEL FOR ORGANIZATIONAL CHANGE

GOAL 5

REINFORCE THE CHANGE

Make the **change remain**

STEPS TO REINFORCE THE CHANGE LONG AFTER ITS IMPLEMENTATION

- **Recognize and reward employees who adapt quickly:** Recognize and reward employees who successfully adopt changes through formal recognition programs, incentives, or public praise, as positive reinforcement encourages others to follow suit.
- **Monitor and evaluate change adoption and impact:** The process involves regularly assessing the efficacy of change through data collection, performance metrics, and surveys to gauge employee compliance and acceptance.
- **Support employees post-implementation with on-demand help resources:** Ensure employees have access to support resources like FAQs, help desks, and refresher training post-implementation to ensure the change becomes ingrained in daily operations.
- **Address relapses quickly:** Address relapses in employees or teams promptly, identifying reasons and providing additional support or training to maintain the change.
- **Foster a culture change in your organization:** The change should be integrated into the organizational culture through alignment with policies, procedures, and performance evaluations, with leadership consistently championing and setting an example.

BENEFITS OF USING THE ADKAR MODEL

Offers a structured, step-by-step approach for leaders and employees to navigate the change process, ensuring all critical elements are covered.

STRUCTURED AND CLEAR PROCESSES

Focuses on individual involvement in organizational change, addressing personal barriers and ensuring employee engagement and support

Increase awareness and desire, reducing resistance and uncertainty among employees about the change process and their roles

FOCUS ON INDIVIDUALS

IMPROVED COMMUNICATION

The model prioritizes knowledge and ability, providing employees with necessary training and resources for change, resulting in a smoother transition, increased employee confidence, and higher adoption rates

Promotes long-term reinforcement of changes within organizations through recognition, monitoring, and ongoing support, preventing reversion to old habits

EFFECTIVE SKILL DEVELOPMENT

SUSTAINED CHANGE THROUGH REINFORCEMENT

PROS AND CONS OF ADKAR

- Practical approach instead of theoretical
- Has been extensively tested and is widely used
- There is lots of training and support available

PROS

CONS

- The process may be complicated
- May be more suited to larger organizations
- The model doesn't take into account how complex some changes can be



THANK YOU

FOR TAKING THE TIME TO KNOW ABOUT ADKAR
MODEL IN CHANGING MANAGEMENT SYSTEM