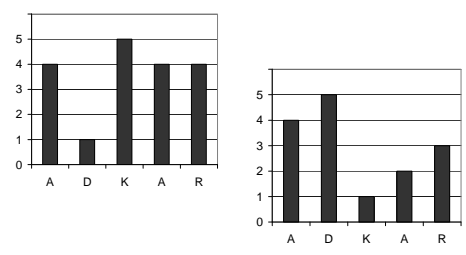


ADKAR®: A model for change checklist

Awareness	of the need for change	<ul style="list-style-type: none"> What is the nature of the change? Why is the change needed? What is the risk of not changing? What's in it for me (WIIFM)? The #1 reason for employee resistance and #1 for managers in the 2009 study was not knowing why the change was taking place – a lack of awareness
Desire	to participate and support the change	<ul style="list-style-type: none"> The personal choice to support the change A decision to engage and participate “Some people change when they see the light, others when they feel the heat.” Caroline Schoeder
Knowledge	on how to change	<ul style="list-style-type: none"> An understanding of HOW to change Training and education on new skills The process of learning new processes and tools Don't assume your business leaders know what it means to be an effective sponsor or that managers and supervisors know how to coach
Ability	to implement required skills and behaviors	<ul style="list-style-type: none"> The demonstrated capability to implement the change Achievement of the desired change in performance or behavior At this point in the model the change is realized; New processes, tools, skills, behaviors, business structures are implemented
Reinforcement	to sustain the change	<ul style="list-style-type: none"> Any action or event that strengthens the change or increases the likelihood that the change will be continued Recognition and rewards that sustain the change Without reinforcement, people may revert back to the old way of doing things, and the project does not achieve its objectives

Using ADKAR® for:

<p>Change management planning</p> <p>ADKAR describes the results you are looking to achieve with your change management plans. Focusing on the outcomes, and not the tools you use to achieve the outcomes, is a more effective approach to managing change.</p> <table border="1" data-bbox="61 1486 537 1785"> <thead> <tr> <th>Change management activities</th> <th>A</th> <th>D</th> <th>K</th> <th>A</th> <th>R</th> </tr> </thead> <tbody> <tr> <td>Communications</td> <td>●</td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Sponsorship</td> <td>●</td> <td>●</td> <td></td> <td></td> <td>●</td> </tr> <tr> <td>Coaching</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> <td>●</td> </tr> <tr> <td>Resistance management</td> <td></td> <td>●</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Training</td> <td></td> <td></td> <td>●</td> <td>●</td> <td></td> </tr> </tbody> </table>	Change management activities	A	D	K	A	R	Communications	●					Sponsorship	●	●			●	Coaching	●	●	●	●	●	Resistance management		●				Training			●	●		<p>Diagnosing gaps</p> <p>ADKAR helps you understand why a change is not being successful by focusing on the building blocks for successful change. An ADKAR profile shows the point in the change process that is causing a change to not be realized.</p> 	<p>Developing corrective actions</p> <p>Understanding the root cause of a failure to change is the first step in fixing the problem. With ADKAR, specific corrective actions can be developed to address the cause of a change failing.</p> <p>The corrective actions should focus on the first element that is preventing the change from taking place. Focusing on a building block that the individual already has can be frustrating and a waste of resources.</p> <p>Typically, sponsors (or other senior leaders) and immediate supervisors will be the ones implementing corrective actions.</p>
Change management activities	A	D	K	A	R																																	
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The **Change Management Toolkit** and the **Change Management Pilot 2008** provide step-by-step instructions for developing plans to build Awareness, Desire, Knowledge, Ability and Reinforcement across your organization. You can find out more about these resources at www.change-management.com/bookstore.htm or by emailing changemanagement@prosci.com.