

Prosci change management webinar

ADKAR® – A Model for Change *Applying the ADKAR model*

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About Prosci:

Our principles:

- Research-based
- Holistic
- Easy-to-use

Prosci by the numbers:

6	✓	Longitudinal studies
12	✓	Years of research
66%	✓	Fortune 500 companies
2,000+	✓	Research participants
3000+	✓	Certified practitioners
38,000+	✓	Registered members

About our webinars:

Webinar purpose:

- Educational
- Thought provoking
- Challenge the status quo
- Provide new ideas

Tools or downloads referenced in this free webinar are for webinar educational purposes; reproduction or distribution of these tools in your organization will require additional steps on your part.

Prosci has a full suite of tools available to help organizations build their own internal competency at managing the people side of change.

Our channels:

- Published products and tools
- Web-based tools and applications
- Face-to-face training
- Online learning opportunities

Our target audiences:

- Change management specialists
- Project teams and leaders
- Senior leaders
- Managers and supervisors

Contact:

Telephone Support – 970-203-9332
Email Support – webinar@prosci.com
<http://www.change-management.com>

Webinars are presented by Tim Creasey,
Prosci Director of Research and Development

Prosci Global Conference

Best Practices in Change Management
Las Vegas, Nevada - April 25 - 28, 2010



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RICOH



Co-hosted by the
Association of Change
Management Professionals

Featured speakers:



Chris Worley
Univ. of Southern California



Todd Jick
Columbia University



Linda Ackerman Anderson
"The Change Leader's Roadmap"



Darlene Meister
U.S. House of Representatives



Beverly Magda
Georgetown University



Jeanie Duck
"The Change Monster"



Dwight King
Ahliland Inc.

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Agenda

- ADKAR elements
- Applying ADKAR
 - Change management planning
 - Diagnosing gaps
 - Developing corrective actions
 - A tool for mgrs and supervisors
- Next steps

For the definitive guide to ADKAR and how it can be used to drive successful change, see Jeff Hiatt's book [ADKAR: A Model for Change in Business, Government and our Community.](#)

Available on Amazon or by calling 970-203-9332.

www.change-management.com/adkar-book.htm

Individual perspective



From page 1 of the ADKAR book:

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.

You cannot manage change at an organizational level until you know how to manage change with a single individual.

The five building blocks of successful change

Awareness		of the need for change
Desire		to participate and support the change
Knowledge		on how to change
Ability		to implement required skills and behaviors
Reinforcement		to sustain the change

Change begins with awareness

- **Awareness**

- 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.

Change involves personal decisions

- **Desire**

- The personal **choice** to support, engage and participate in a change
- Personal motivation to support the change
- Organizational drivers to support the change

“Some people change when they see the light, others when they feel the heat.”

Caroline Schoeder

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Change requires knowing how

- **Knowledge**
 - An understanding of **HOW** to change
 - Training and education on new skills
 - The process of learning new processes and tools

Example for the change, “doing change management”

Don't assume your business leaders know what it means to be an effective **sponsor**.

Don't assume your managers and supervisors know how to **coach** their employees through change.

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Change ultimately requires action

- **Ability**
 - 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, etc. have been implemented.

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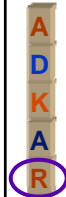
Change must be reinforced to be sustained

- **Reinforcement**

- Any action or event that strengthens the change or increases the likelihood that the change will be **continued**

Without reinforcement, people may revert back to the old way of doing things, and the project does not achieve its objectives.

- Recognition, rewards, incentives, successes



Which ADKAR “block” do you think will be the most difficult?

- Awareness?**
- Desire?**
- Knowledge?**
- Ability?**
- Reinforcement?**

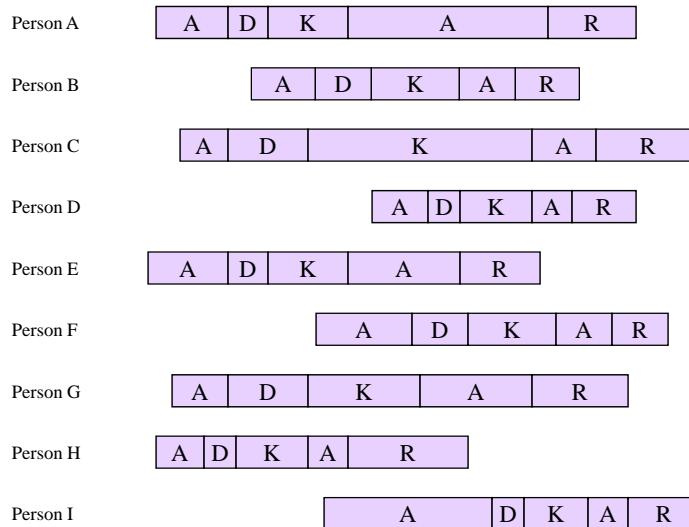
ADKAR summary

Awareness
Desire
Knowledge
Ability
Reinforcement



- ADKAR describes the key **building blocks** for successful change
 - personal or professional
- Success with change requires all elements of the ADKAR model to be present

Not everyone changes at the same pace



Defining success with ADKAR

Change with one person



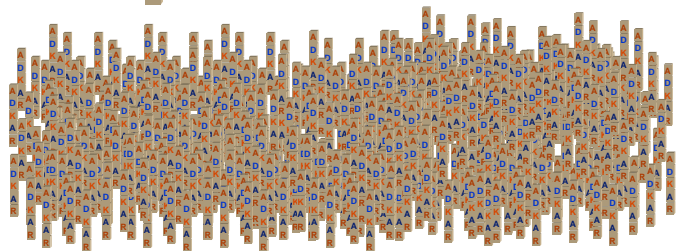
Or five people...



Or twenty people...



Or 1000 people...



ADKAR applications

- Change management planning
- Diagnosing gaps
- Developing corrective actions
- A tool for managers and supervisors



Using ADKAR for change management planning

- Organizational change is successful when:
 - Everyone who is **impacted by the change** has the five ADKAR building blocks
- Your **goal** is to build A, D, K, A and R

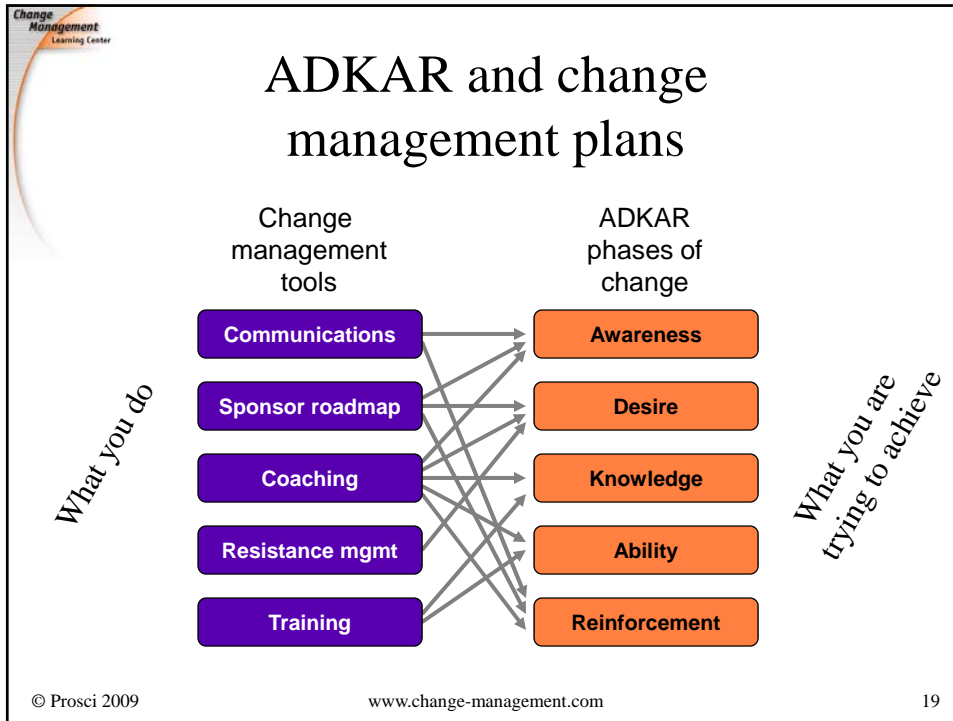


Organizational change management

- Five **levers** for organizational change management
 - Communication
 - Sponsorship
 - Coaching
 - Training
 - Resistance management
- Using the **right** tools, you can move people through ADKAR

You can't train desire

You can't communicate ability



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Diagnosing gaps with ADKAR

- ADKAR describes the building blocks and sequence for successful change
- When changes are failing, ADKAR can be used to identify which element is the **root cause** for the change not being successful

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ADKAR assessments

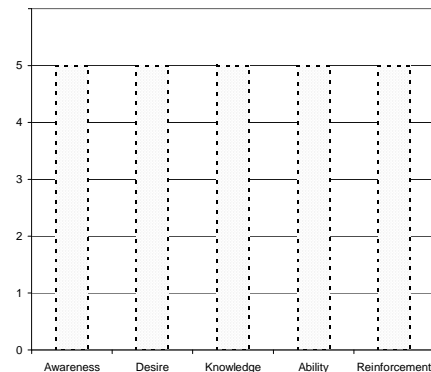
- Work with employees to assess their level of Awareness, Desire, Knowledge, etc.
- ADKAR worksheets
 - Personal change
 - Business change
 - Strategy change



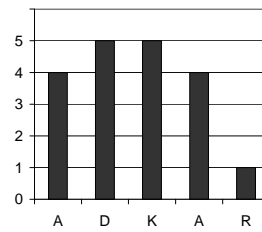
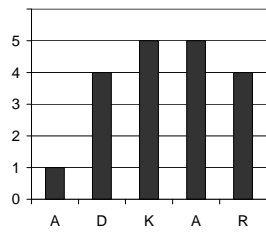
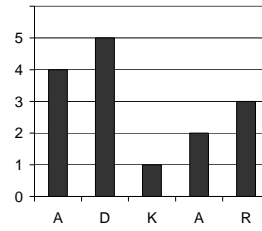
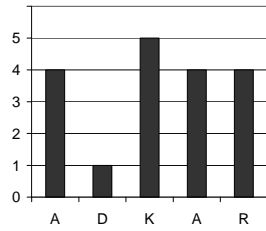
Element	Rank (1 – 5)
Awareness	_____
Desire	_____
Knowledge	_____
Ability	_____
Reinforcement	_____

ADKAR profiles

- The results of the ADKAR assessment can be shown in a bar graph
- The first element scoring below a '3' is where corrective actions should be focused – this is the **barrier point**



Example ADKAR profiles



Developing corrective actions with ADKAR

If the gap is:	Corrective actions:
Awareness	Communications by senior leaders about the business reasons for change (why, risk of not changing, drivers of change); Face-to-face communications with immediate supervisors about how the change impacts them directly
Desire	Immediate supervisors use Prosci's top-10 steps for managing resistance; Look for pockets of resistance and identify the root cause
Knowledge	Training on how to change and the skills needed after the change; Involvement of training and HR groups to develop requirements
Ability	On-the-job training and job aides to support the new behaviors; Coaching by supervisors; User communities; Troubleshooting
Reinforcement	Messages by senior leaders that the change is here to last; Individual coaching sessions to identify gaps

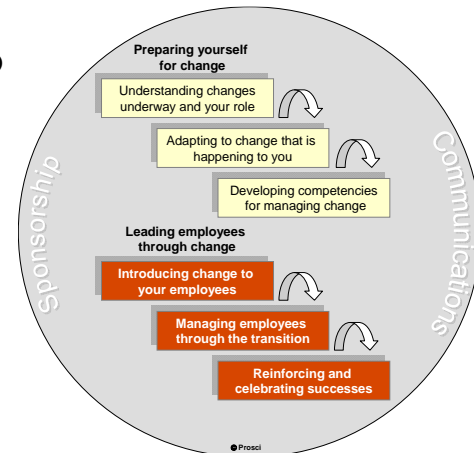
A tool for managers and supervisors

- Who is the closest to employees that go through ADKAR?

ADKAR enables managers and supervisors to fulfill their role of:

- 1) Communicator
- 2) Advocate
- 3) Coach
- 4) Liaison
- 5) Resistance manager

* From the 2007 Best Practices report



Prosci process for managers and supervisors

ADKAR summary

Awareness
Desire
Knowledge
Ability
Reinforcement



- Describes steps of successful change at an individual level
 - Success at organization wide change = many successful individual changes
- Used in:
 - Change management planning
 - Diagnosing gaps
 - Developing corrective actions
 - A tool for mgrs and supervisors

Next steps

- ADKAR in change management planning
 - Change Management Toolkit (hardcopy) and Change Management Pilot (online)
- With managers, supervisors and employees
 - Guide for Managers and Supervisors
 - 1-day training program
 - Employee's Survival Guide
 - ADKAR worksheets
- Explanation of model and application in the book *ADKAR: a model for change*
 - Available in paperback or as mp3 download

[End webinar](#)

Resources for moving forward

3-day certification program

Highly interactive program where you apply the methodology and tools to a project you are currently supporting as you learn them, with the support of a senior executive instructor.
www.change-management.com/training.htm

Prosci Coaching program

1-day session for managers and coaches who must lead their people through change. Introduces change management concepts, principles, tools and the Change Management Process for Managers in an interactive setting. Call 970-203-9332.

ADKAR: A model for change

Definitive work on the ADKAR Model written by the creator of the model and founder of Prosci, Jeff Hiatt. Describes each element and what you can do about them. Available in paperback or as mp3.
<http://www.change-management.com/adkar-book.htm>

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Change management certification

"Very easily the best, most educational learning experience in which I have ever participated." - Chris T.

- **Prosci change management public sessions** (Tuition: \$2100)
 - 3-day certification program in change management
 - Work on an actual change project from your organization
 - Utilize best practices research with more than 2000 companies worldwide
 - Get input from seasoned executive instructors and fellow classmates
 - "Hit the ground running" with your change management plans when you return
 - Earn 2.4 CEUs, 24 PDUs from PMI and 22.75 HRCI recertification credits
 - www.change-management.com/change-management-training.htm
 - Held several times per month at locations across the United States

"One of the best sessions for business training I have attended. Well structured methodology for immediate impact."
- Ken M.

"Fantastic program to bring together the project management discipline with a change management methodology."
- Keith S.

"Amazing experience - career changing for me. What I learned at Prosci's Change Management Program will allow me to transform my organization." - Shelly Z.

"Many training sessions only give the theoretical approach, but this one took it to the next necessary step of implementation..This will jump-start the change!" - Debra Q.

Resources for applying the Prosci methodology

- The following resources were used in the creation of this webinar. If you are looking for more detailed descriptions, checklists and tools, visit www.change-management.com/bookstore.htm for ordering information.
- Resources for developing change management plan
 - **Change Management Toolkit** (\$349)
 - Change management principles, process, templates and checklists in an easy-to-use 3-ring binder with CD-ROM
 - www.change-management.com/change-management-toolkit.htm
 - **Change Management Pilot 2008** (\$449) and **Pilot Professional** (\$559)
 - Online version of Prosci's methodology and tools
 - Updated content and new presentations
 - www.change-management.com/cm-pilot.htm

Portfolio and CM Competency resources

- In addition to the tools for applying change management on a particular change effort, Prosci has offerings to support organizations who have taken the next step – toward managing the portfolio of change and building change management competencies throughout the organization.
- **Change Portfolio Toolkit** (\$3200/\$800)
 - A structured approach and set of tools for bringing clarity to the portfolio of change. Use Change Scorecards, the Group Impact Matrix, Change Heat Maps and the Portfolio Dashboard to better understand and manage the portfolio of change in the organization
 - www.change-management.com/portfolio-toolkit.htm
- **ECM Lab** (\$20,000/\$4000)
 - A facilitated design session that helps you and your team create a customized plan for rolling out change management in your organization.
 - Conducted over five “live” sessions with assignments for lab work in between by the team.
 - www.change-management.com/ecmlab.htm

Reference and research materials

- Reference guides
 - **Best Practices in Change Management benchmarking report** (\$249)
 - 2009 benchmarking study, most comprehensive report ever
 - Lessons learned and findings from 575 participants from 65 countries
 - www.change-management.com/best-practices-report.htm
 - **Change management: the people side of change** (\$18.95)
 - Introduction to and foundation in managing the people side of change
 - www.amazon.com and search for “change management”
 - **ADKAR: A model for change in business, government and our community** (\$18.95)
 - The definitive explanation of the ADKAR model and how it can be applied to create successful change
 - www.change-management.com/adkar-book.htm

Resources for supporting others

- Support for managers and supervisors
 - **Change Management Guide for Managers and Supervisors** (\$189)
 - 3-ring binder with detailed guidelines and exercises to help managers support their employees through the change process
 - www.change-management.com/managers-guide.htm
 - **Employee Survival Guide to Change** (\$14.95)
 - A handbook to help employees survive and thrive during change with frequently asked questions and tools for managing personal transition
 - www.change-management.com/survival-guide.htm
 - **Coaches training session** (onsite, call for pricing)
 - 1-day program full of exercises to apply coaching principles
- Executives and senior leaders
 - **Executive briefing** (onsite, call for pricing)
 - 4 to 6 hour session geared to show senior leaders how they can be successful sponsors of change, including assessments on real changes

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