January 20th , 2023

Morten Kamp Andersen

Renaud de Lombaert

ADKAR: A Model for Individual Change

The webinar will start at 1pm

10:00

Prosci®
PEOPLE. CHANGE. RESULTS.™

Nexum
The future is change

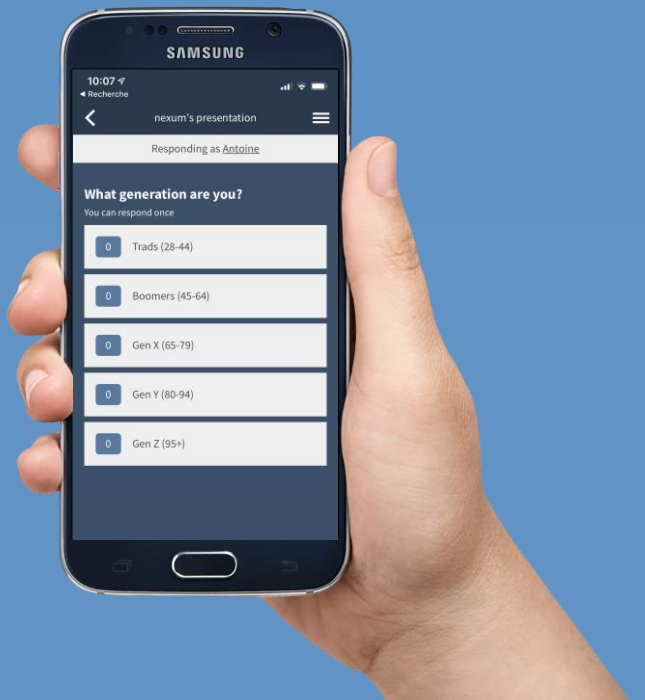
Poll Everywhere

- Take your smartphone and make sure you are connected to the Internet
- Go to www.pollev.com/nexum2
- Or download the "Poll Everywhere" application
- Enter “Nexum” when asked to join a presentation

  And click on “Join”
- Then your first name and click on “*Continue*“

  Please note answers will remain anonymous

You’re ready !!!



Webinar Agenda

1. Context: Individual Change
2. The Prosci ADKAR® Model
3. ADKAR for Personal and Workplace Change
4. ADKAR for Project Milestones
5. ADKAR to Activate Key Roles

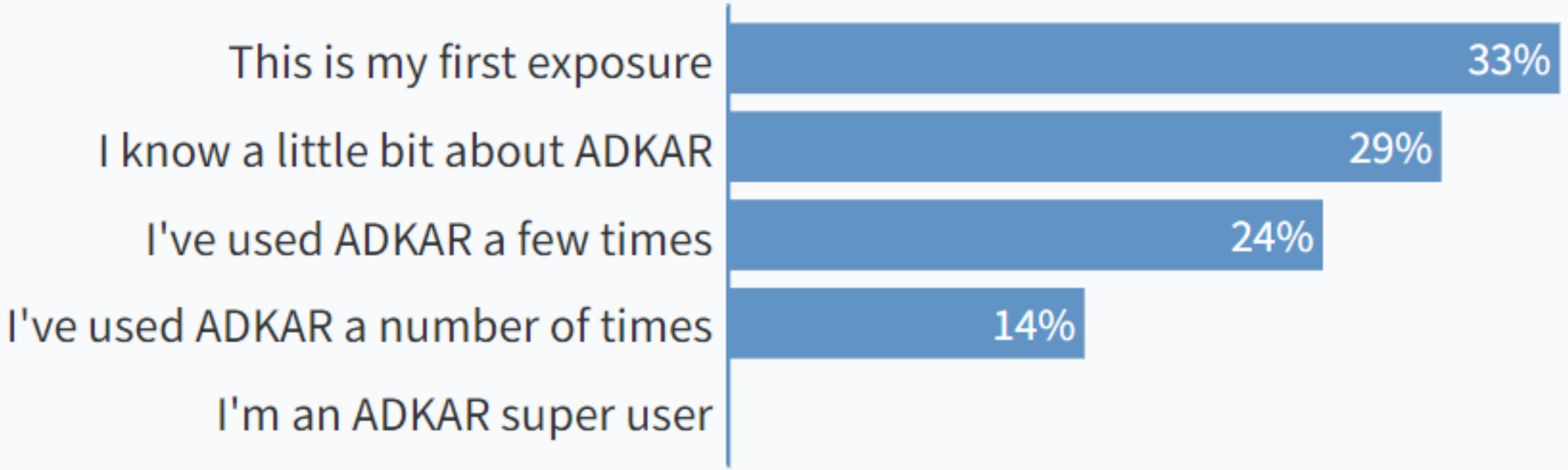
© Prosci, Inc. All Rights Reserved.

Back

When poll is active, respond at **PollEv.com/nexum2**

Text **NEXUM2** to **+32 460 20 00 56** once to join

What is your level of experience with ADKAR?



"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

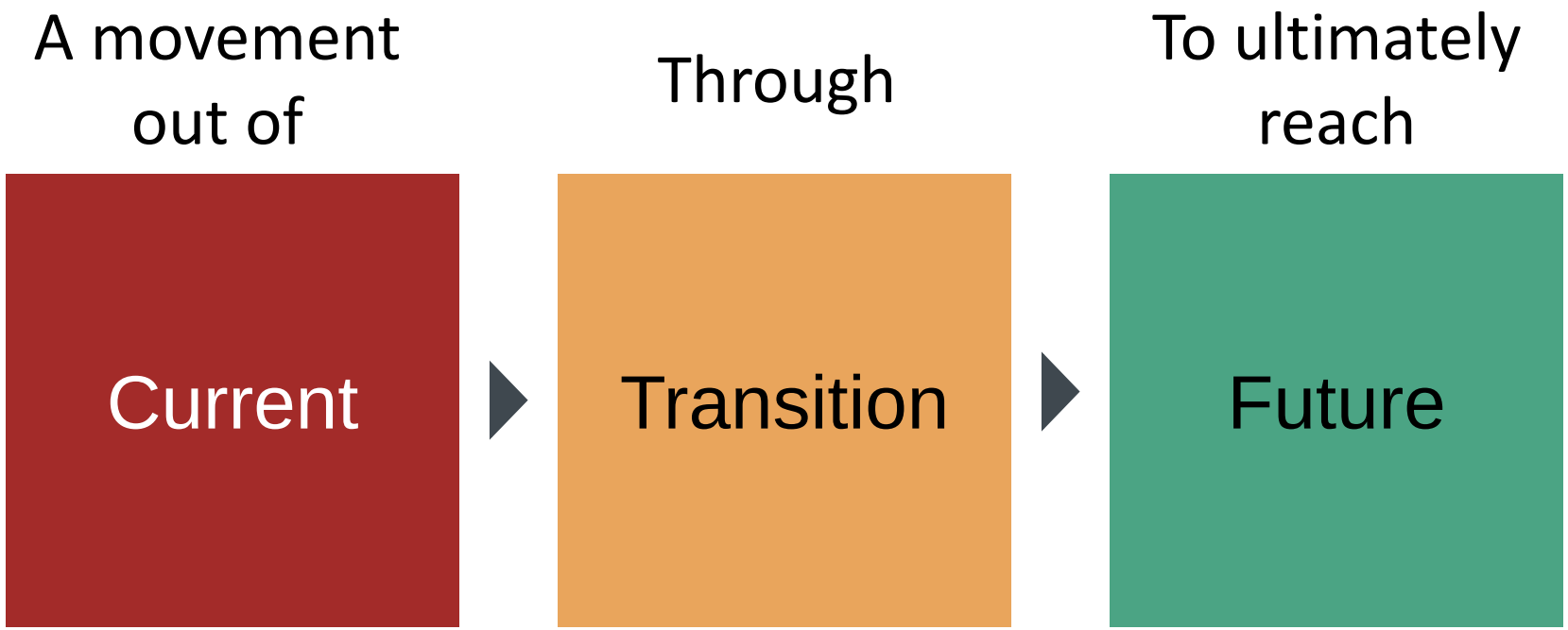
Prosci founder
Creator of ADKAR

© Prosci. All Rights Reserved.

1 Context: Individual Change

© Prosci, Inc. All Rights Reserved.

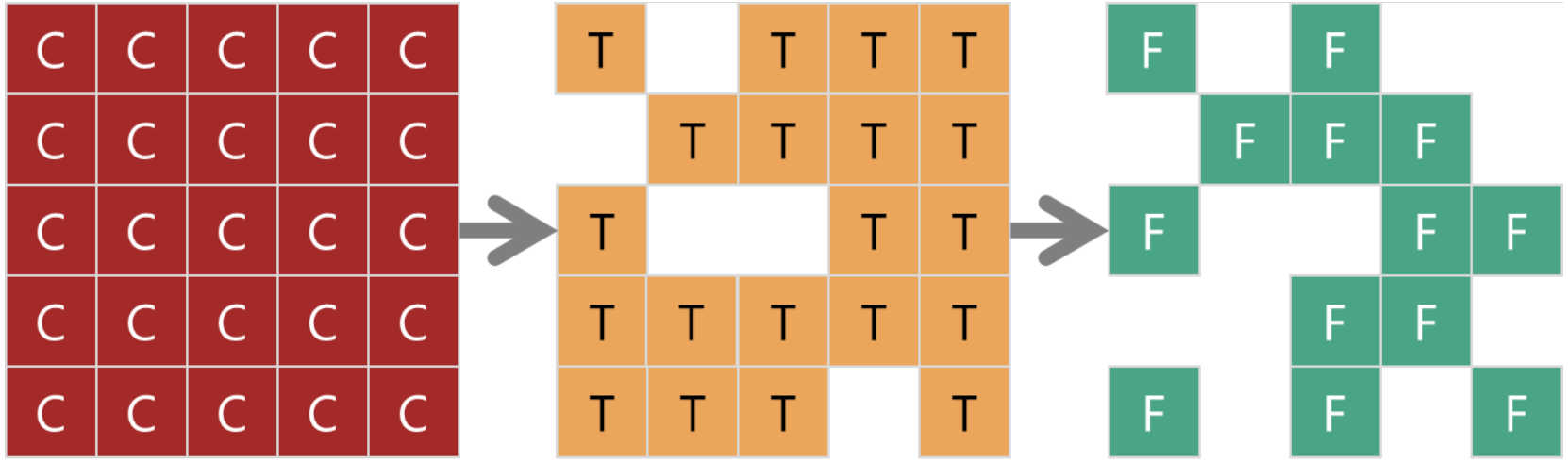
What is Change?



© Prosci, Inc. All Rights Reserved.

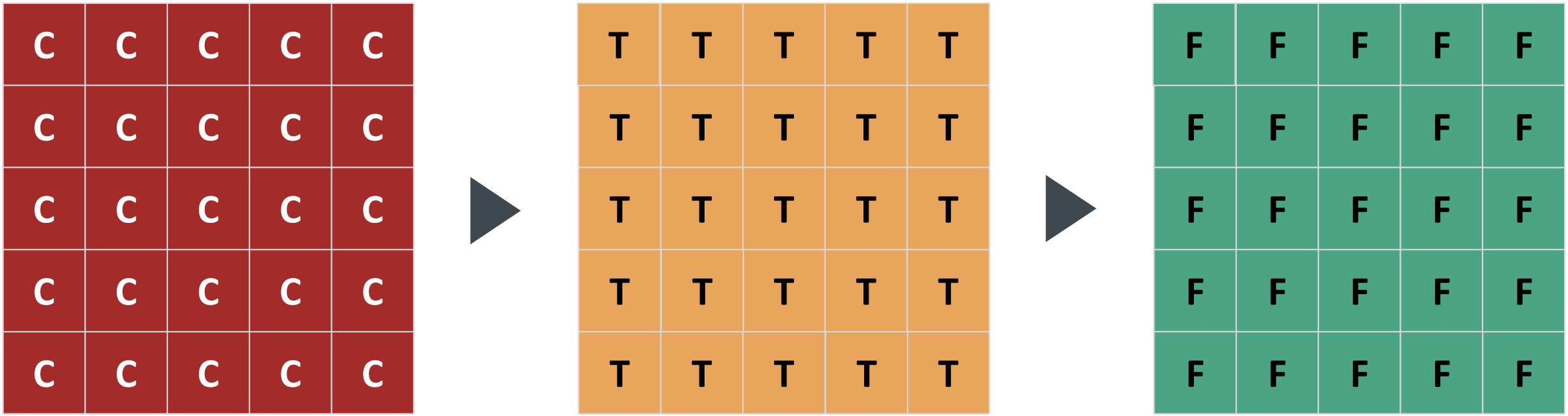
An organizational move to a future state

Ultimately requires individuals to move from their current to their future



© Prosci. All Rights Reserved.

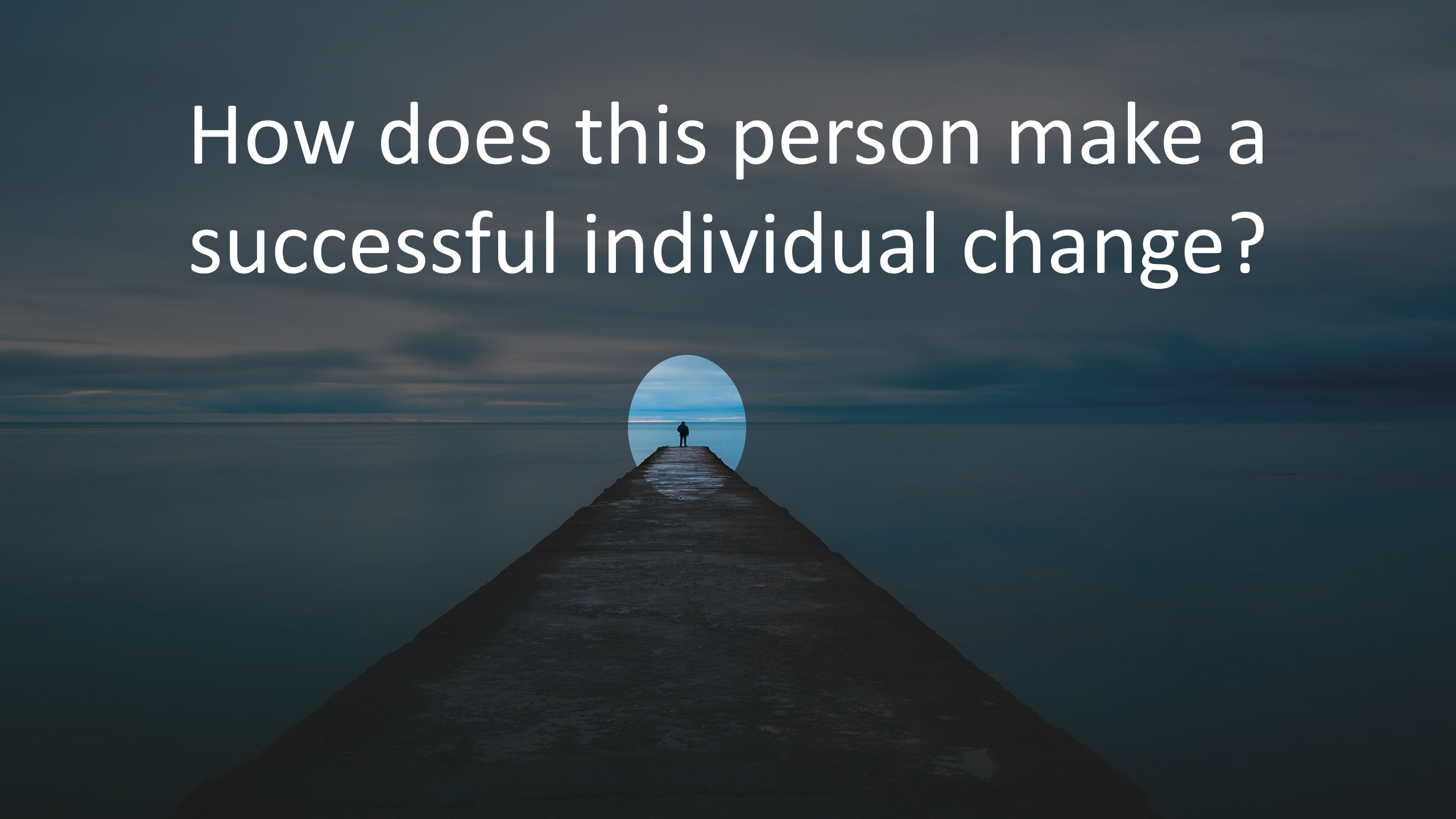
The True Unit of Change is the Individual



© Prosci, Inc. All Rights Reserved.

Organizations Don’t Change;
Individuals Do

How does this person make a successful individual change?



2 The Prosci ADKAR® Model

© Prosci. All Rights Reserved.

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change begins with understanding why

Awareness

What is the **nature** of the change?	Why is the change **needed**?	What is the **risk** of not changing?

© Prosci. All Rights Reserved.

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change involves personal decisions

Desire

What's in it for me **(WIIFM)**?	A **personal choice**	A decision to **engage and participate**

© Prosci. All Rights Reserved.

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change requires knowing how

Knowledge

Understanding how to change	**Training** on new processes and tools	**Learning** new skills

© Prosci. All Rights Reserved.

The 5 Elements of Successful Change

Awareness

Desire

Knowledge

Ability

Reinforcement

Change requires action in the right direction

Ability

The **demonstrated capability** to implement the change

Achievement of the desired change in **performance or behavior**

© Prosci. All Rights Reserved.

The 5 Elements of Successful Change

Awareness

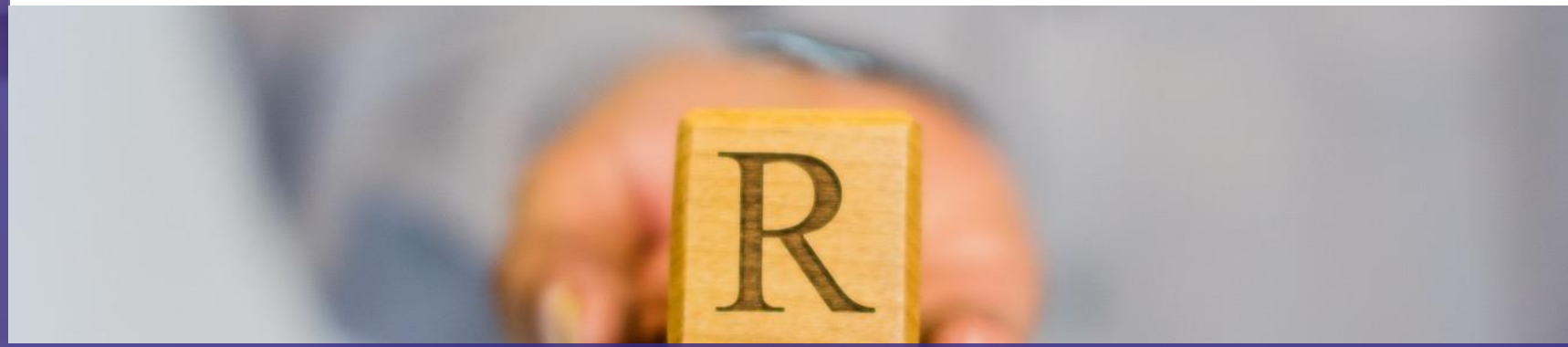
Desire

Knowledge

Ability

Reinforcement

Change must be reinforced to be sustained



Reinforcement

Actions that **increase the likelihood** that a change will be continued

Recognition and rewards that sustain the change

© Prosci. All Rights Reserved.

ADKAR in the Wild

SAVE OUR PLANET

Dear Guest,
Every day millions of gallons of water are used to wash towels that have only been used once.

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

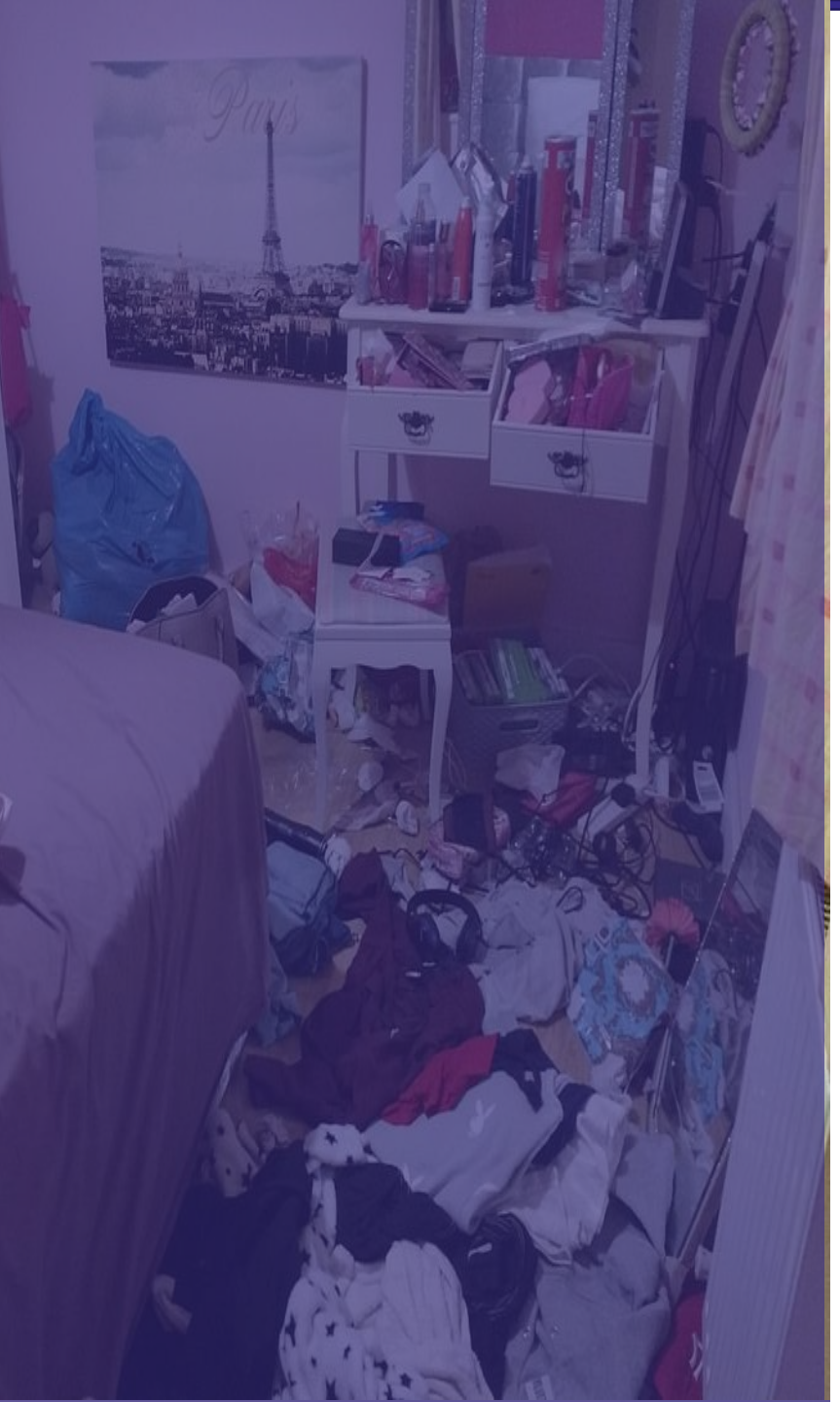
A towel on the floor means:
"Please replace."
Thank you for helping us conserve the Earth's vital resources.

- Nature of the change
- Why the change is needed
- Personal decision
- Knowing how to make the change
- Gratitude to make it stick

© Prosci. All Rights Reserved.

3 ADKAR for Personal and Workplace Change

© Prosci. All Rights Reserved.



A Personal ADKAR Story

ADKAR element:		What you hear:	Score (1-5)	
A	Awareness	“I understand why…”	5	
D	Desire	“I have decided to…”	2	Barrier point
K	Knowledge	“I know how to…”	4	
A	Ability	“I am able to…”	4	
R	Reinforcement	“I will continue to…”	2	

Back

When poll is active, respond at **PollEv.com/nexum2**

What is the Barrier Point for the Individual in Your Example?

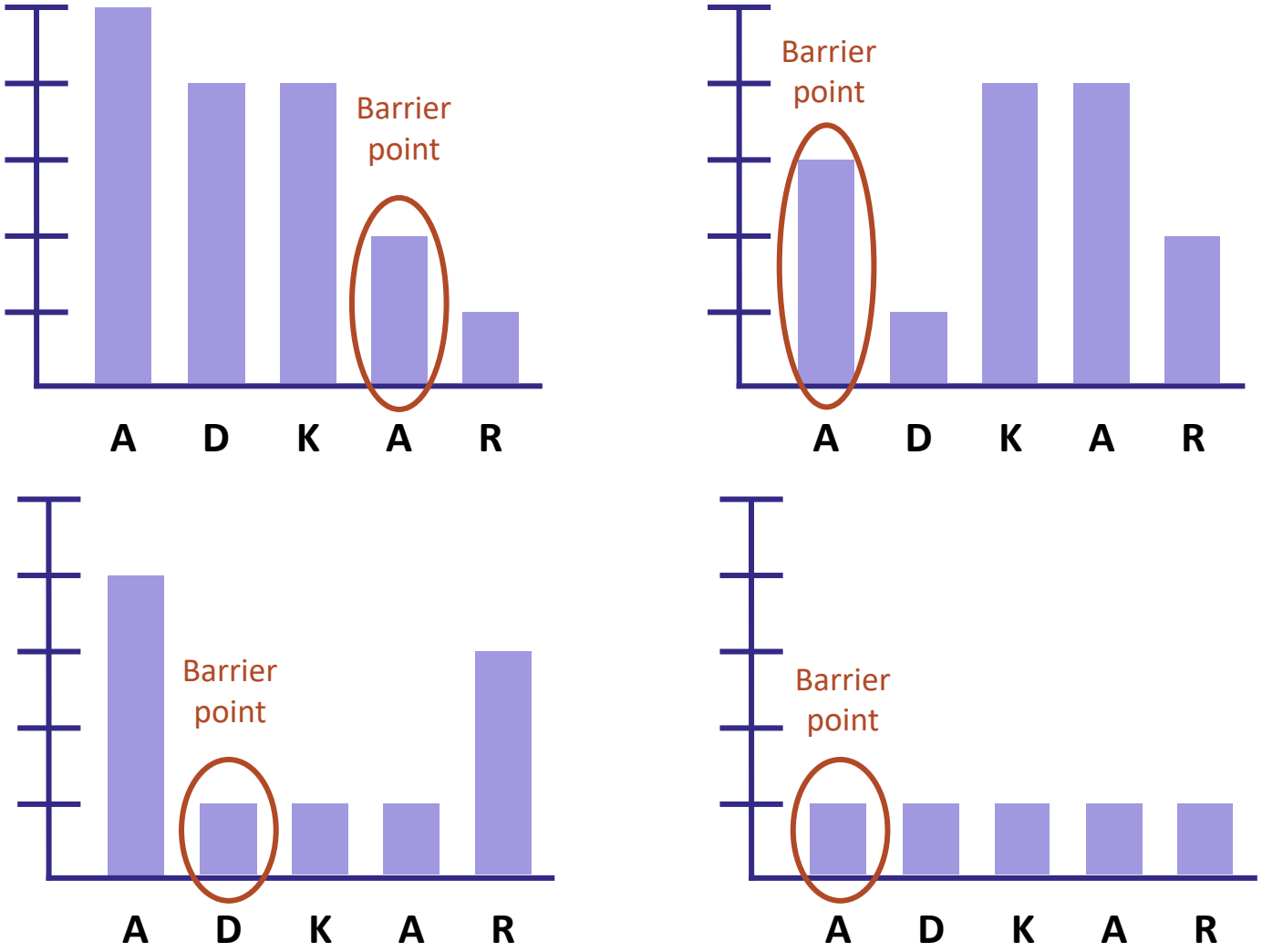
ADKAR Barrier Point

Defined as the first ADKAR element that is insufficient and impedes change progress.

The *barrier point* tells us where to focus our attention in order to make progress.

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

A score of “3” or feeling “neutral” is a barrier.



© Prosci. All Rights Reserved.

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

© Prosci. All Rights Reserved.

ADKAR in the workplace

"The results and outcomes of workplace changes are intrinsically and inextricably tied to individual employees doing their jobs differently."

Jeff Hiatt and Tim Creasey

Change Management: The People Side of Change

The ADKAR Model Defines Successful Change at Scale

Change with one person…

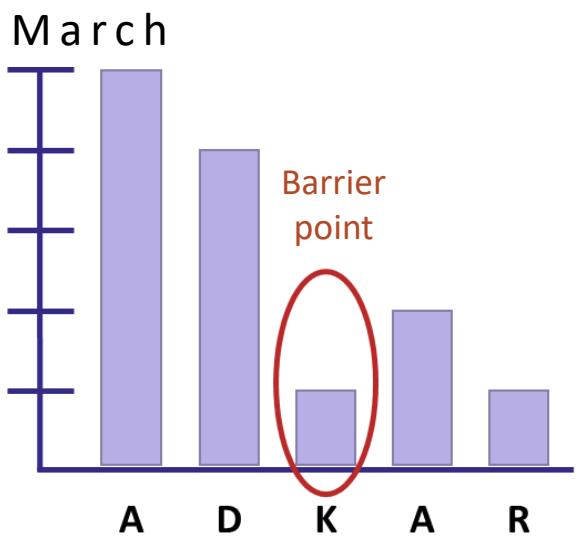
Or five people…

Or 20 people…

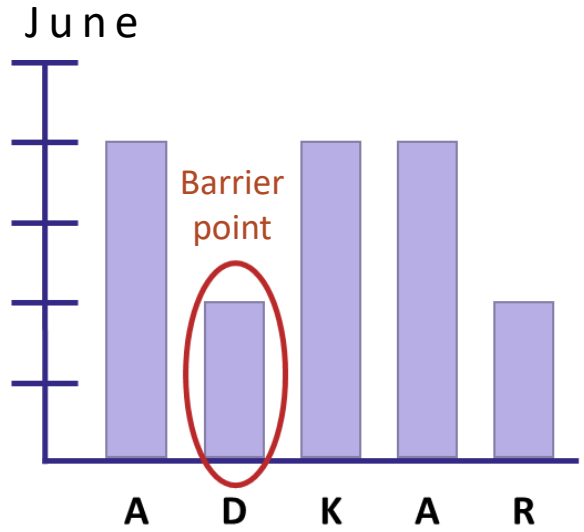
Or 1,000 people…

© Prosci. All Rights Reserved.

The ADKAR Model Is Sequential but Not Always Linear



People Can Move Forward and Backward



1

After early campaigns, employees score high on Awareness and Desire.

2

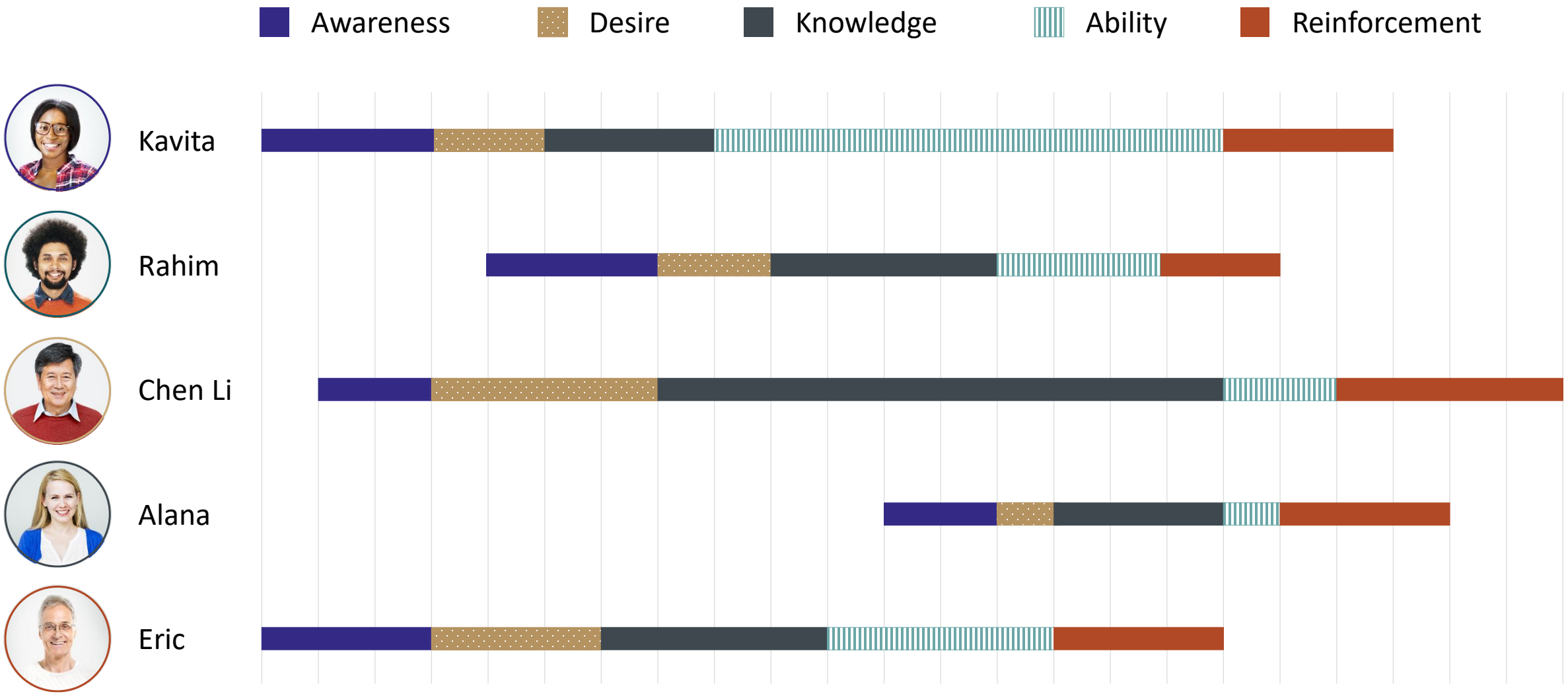
Employees attend training and learn more about what the change means to them.

3

After gaining Knowledge, employees have slipped back to a barrier point at Desire.

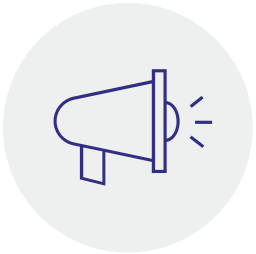
© Prosci. All Rights Reserved.

People Change at Different Paces



© Prosci. All Rights Reserved.

Consequences of Missing ADKAR Elements



Without Awareness and Desire you will see:

- Employees asking the same questions over and over
- Lower productivity and higher turnover
- Hoarding of resources and information
- Delays in implementation

Without Knowledge and Ability you will see:

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

Without Reinforcement you will see:

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

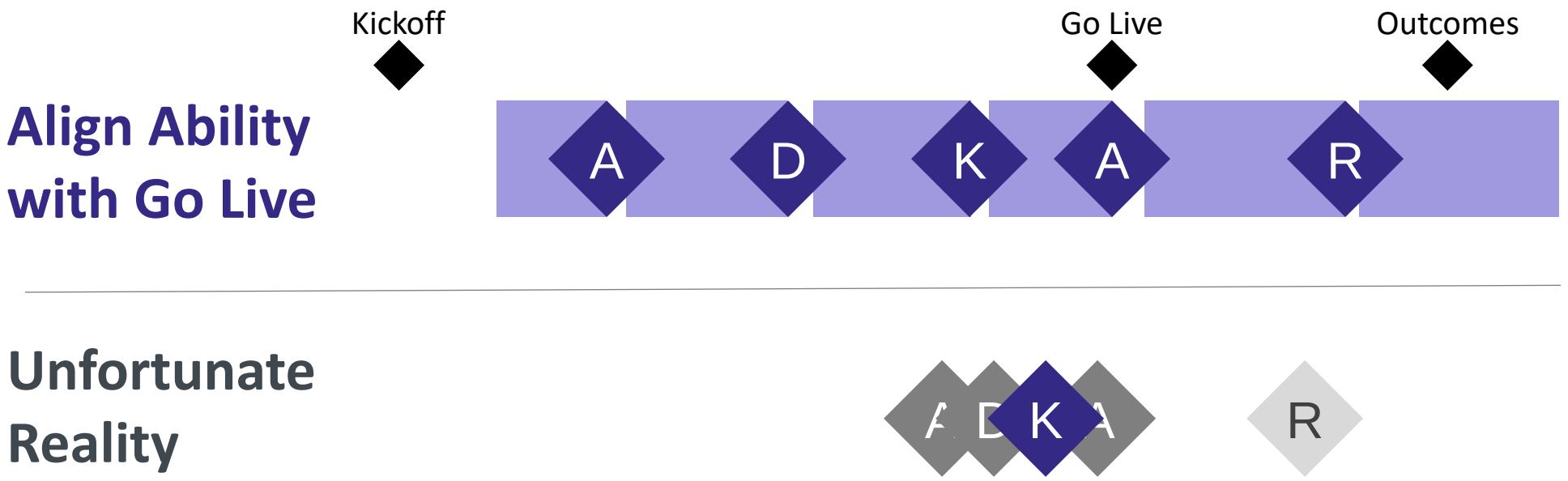
© Prosci. All Rights Reserved.

4 ADKAR for Project Milestones

© Prosci. All Rights Reserved.

Align Ability with Go Live to Drive Outcomes

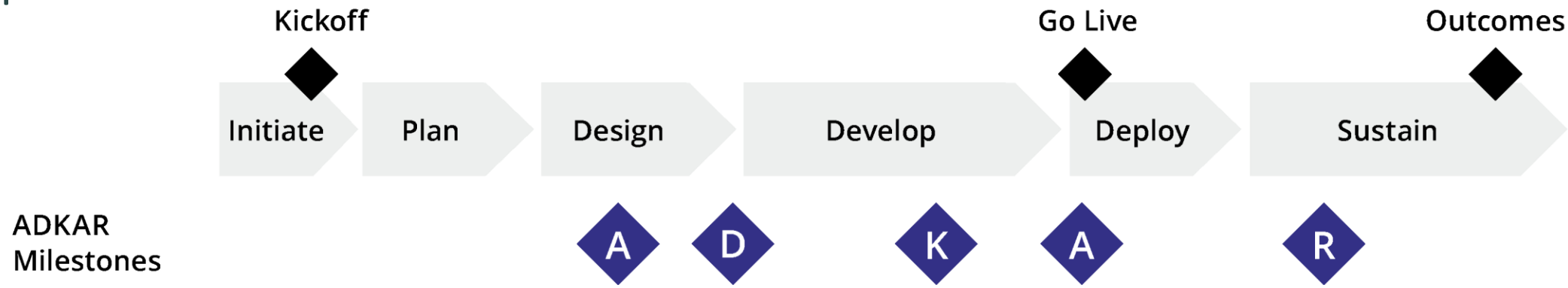
ADKAR milestones describe individual progress and need to align with the lifecycle of the initiative.



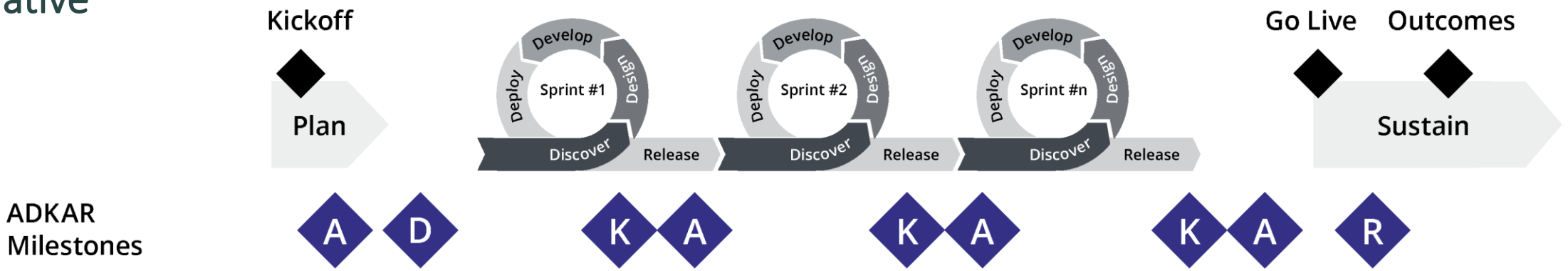
© Prosci. All Rights Reserved.

Aligning ADKAR Milestones with a Project or Initiative Lifecycle

Sequential



Iterative



© Prosci. All Rights Reserved.

ADKAR Blueprint

ADKAR Blueprint	Map Milestone Target Date	Gauge Gap	ART ADKAR		
			Activity:	Roles:	Timeline:
Awareness					
Desire					
Knowledge					
Ability					
Reinforcement					

The ADKAR Blueprint is the **backbone of change management**.

Each ADKAR element becomes a milestone, with a target date and an anticipated gap.

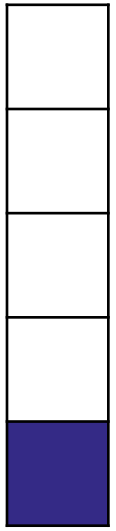
Adding **Activity**, **Roles** and **Timeline** for each element turns the model into specific activities to execute.

© Prosci. All Rights Reserved.

ADKAR Blueprint

Gauge gap is different than barrier point

The ADKAR barrier point informs where someone is not progressing.



Gauge gap is an evaluation of expected effort to build each of the ADKAR elements for a particular change.

Smaller gap (less effort)

Awareness:
"It's about time!"

Knowledge:
New toolset very similar to what people use currently

Reinforcement:
Outcomes highly visible

Larger gap (more effort)

Awareness:
"If it's not broken, don't fix it."

Knowledge:
Very different toolset from what people have used

Reinforcement:
Outcomes not visible

© Prosci. All Rights Reserved.

ADKAR Tactics: Employees

Awareness	Desire	Knowledge	Ability 'Go Live'	Reinforcement

© Prosci. All Rights Reserved.

5 ADKAR to Activate Key Roles

© Prosci. All Rights Reserved.

Fulfilling a Role in Change Management Takes ADKAR

A	Awareness	Of the need for **change management**
D	Desire	To participate and support **change management**
K	Knowledge	On how to fulfill the specific **change management role**
A	Ability	To fulfill the **change management role**
R	Reinforcement	To continue fulfilling the **change management role**

© Prosci, Inc. All Rights Reserved.

Sponsor Role in Change: Fulfill the ABCs to Drive Success

It’s not just signing checks and charters

Actively and visibly participate throughout the project

Build a coalition of sponsorship with peers and managers

Communicate directly with employees

© 2020 Prosci Inc., *Best Practices in Change Management*

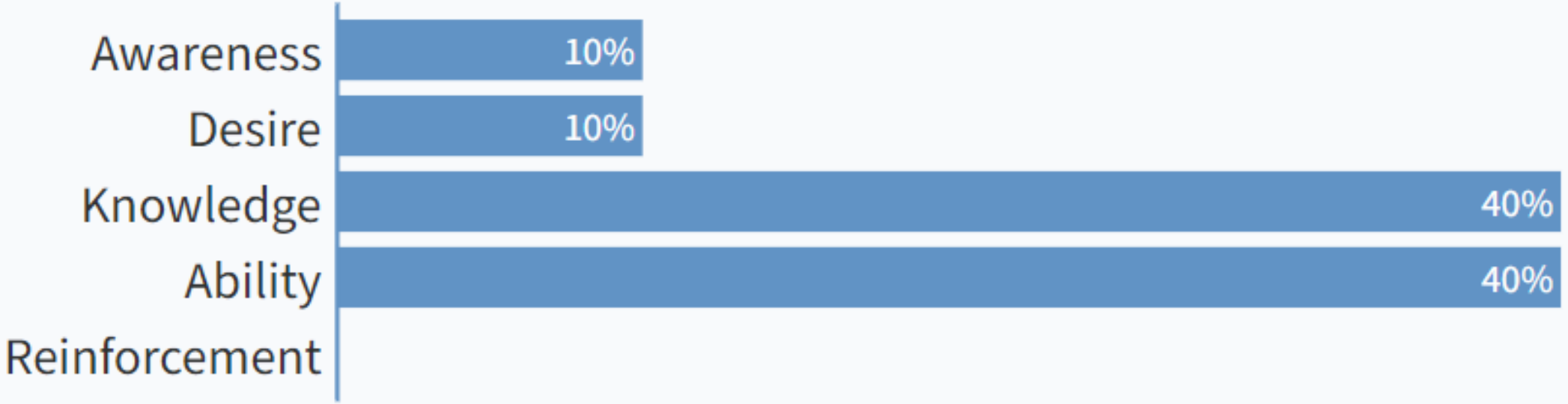
© Prosci. All Rights Reserved.

Back

When poll is active, respond at **PollEv.com/nexum2**

Text **NEXUM2** to **+32 460 20 00 56** once to join

What is the Barrier Point for your "Role Fulfillment ADKAR Assessment" on your primary sponsor?

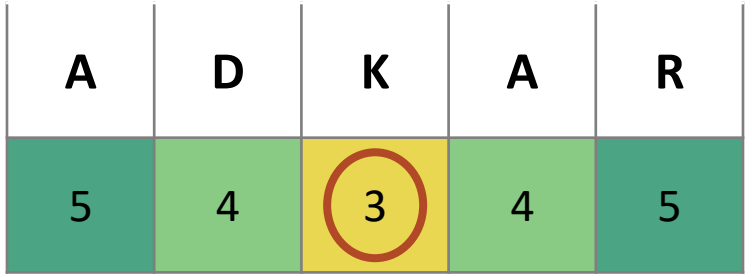


Common ADKAR Barrier to Sponsor Role Fulfillment

No knowledge of the specific ABCs of Sponsorship

"You know which teams got the best sponsorship from me? The ones that told me exactly what they needed me to do."

Former Executive,
Fortune 20 Telecommunications



Example tactics for building sponsor Knowledge:

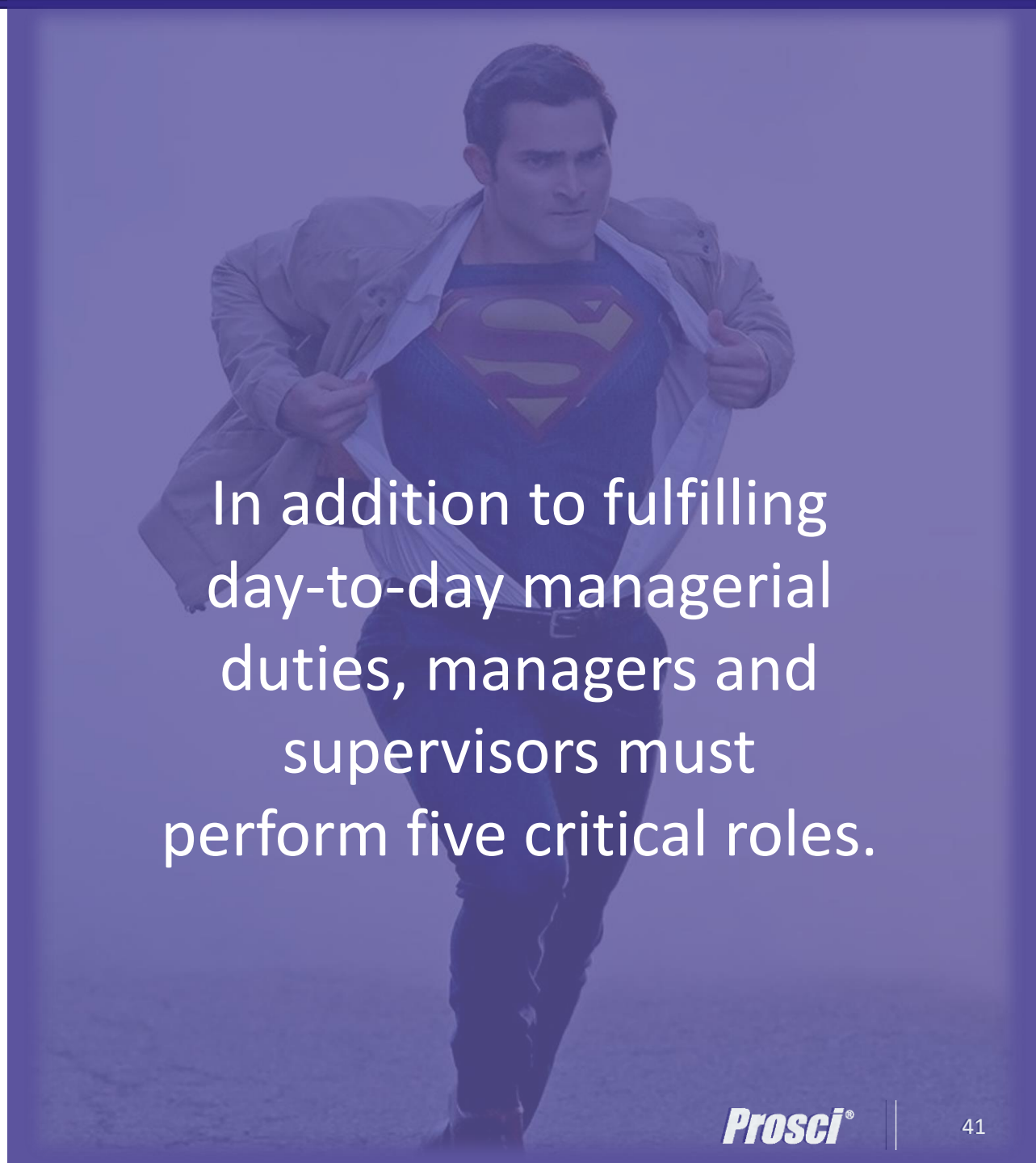
- Change Management Sponsor Briefing
- Excerpts from the research
- Sponsor Plan
- Examples of good sponsorship

© Prosci, Inc. All Rights Reserved.

People Manager Roles During Change

Research indicates five roles: CLARC

- **C**ommunicator
- **L**iaison
- **A**dvocate
- **R**esistance Manager
- **C**oach



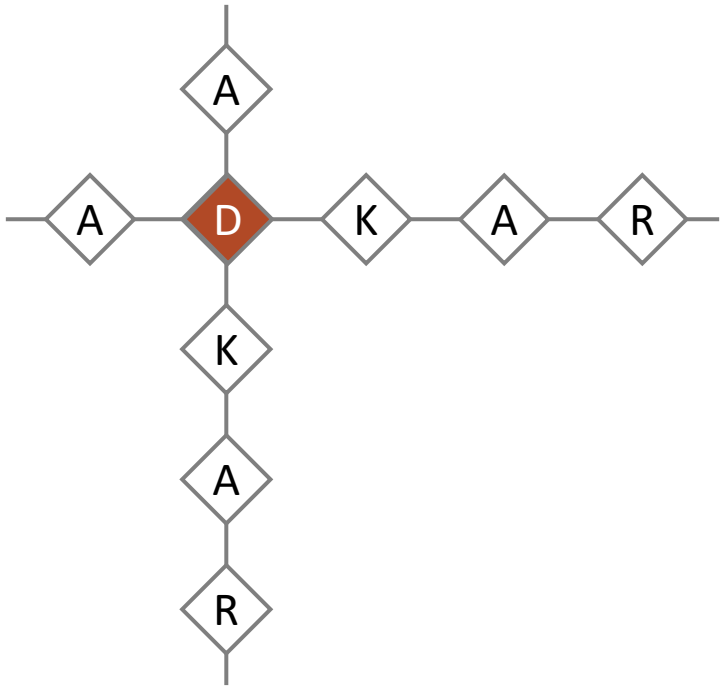
© Prosci. All Rights Reserved.

Common ADKAR Barrier to People Manager Role Fulfillment

No desire for the change itself before engaging direct reports

Effectively fulfilling the role of people manager (CLARC) for the change

Engaging in the particular change



A	D	K	A	R
4	2	3	3	4

Example tactics for building people manager Desire:

- Answering WIIFM
- Leveraging leadership
- Engaging early

© Prosci, Inc. All Rights Reserved.

Role Activation: Linking to the Role Roster

Illustration of the Role Roster

Core roles	Initials	A	D	K	A	R	Barrier point	Activation tactics
Primary Sponsor	*MH*							
People Managers	*CC*							
	CS							
	MD							
	EC							
Project Manager	*LK*							
Change Practitioner	*DM*							
Extend roles	Initials							
Sponsor coalition members	*SM*							
	TC							
	MD							
Other role…	…							

© Prosci, Inc. All Rights Reserved.

Webinar Agenda

1. Context: Individual Change
2. The Prosci ADKAR® Model
3. ADKAR for Personal and Workplace Change
4. ADKAR for Project Milestones
5. ADKAR to Activate Key Roles

© Prosci, Inc. All Rights Reserved.

Any questions?

Thank you

Morten Kamp Andersen
Mail: mka@nexum.eu
Mobile: +45 25 53 27 39

Renaud de Lombaert
Mail: rdl@nexum.eu
Mobile: +32 475 61 48 88

Nexum
The future is change