ADKAR change management approach

Use the ADKAR change management tool to assist in the development of effective communication and support activities to coach and lead employee through the change.

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| ADKAR | Objective | Tactics | Examples |
| Awareness  *of the need for change* | * Provide compelling reasons for the change and emphasize the risk of not changing * Explain why the change is necessary * Provide updates on project milestones and outcomes, as available | * Communicate through multiple channels * Use Executive Sponsor to communicate “why” * Equip Sponsors and Agents to communicate/affirm messages * Make information easily and readily accessible | * Face to face Meetings * Team Meetings * One-on-One Communications * Town Hall * Email * Newsletters * Intranet * Executive Presentations * Phone Conferences * Video Messaging * Poster/Banners * Video Messages * Demonstrations * Display Boards |
| Desire  *to participate in and support the change* | * Identify the specific benefit of changing to the individual * Anticipate and address the perceived losses to the individual as a result of the change * Provide opportunities for individuals to process and receive support for the change | * Assess impact and anticipated resistance * Establish incentives * Engage employees in the change process * Equip Sponsors & Agents to be change leaders | * Roundtable Meetings with Executive Sponsor * Update performance management system/process * Change Management Training * System Walkthroughs * User Acceptance Testing |
| Knowledge  *on how to change* | * Provided detailed information on how to perform a new process, tool or behavior * Clarify expectations for behavior and performance during and after the change * Provide training and education on the skills and behaviors needed to change | * Offer training and education programs * Create job-aids * Establish user groups and forums * Provide one-on-one coaching | * Job-Aids * Peer learning programs * FAQs * Webinars |
| Ability  *to demonstrate skills and behaviors* | * Provide opportunities to demonstrate ability to perform new process, tool or behavior * Identify and remove barriers that impact ability * Create a safe environment that allows employees to practice and make mistakes without retribution | * Provide access to Subject Matter Experts * Provide hands-on exercise during training * Equip Managers/Supervisors to monitor performance * Offer accommodations for physical and intellectual capabilities | * Office Hours * Q&A Sessions * Observation & Feedback Requests * Development Plans |
| Reinforcement  *to sustain the change* | * Celebrate short- and long-term successes * Monitor adoption and successes * Create opportunities for feedback that lead to continuous improvement * Effectively associate rewards and consequences to desired behavior or outcomes | * Establish meaningful rewards and recognition systems for accomplishments * Reduce unintended negative consequences * Perform audits * Communicate success and failure stories | * Individual Rewards * Team Rewards * Interviews * Focus Groups * Surveys |

Adapted from A Model for Change in Business, Government and Our Communities