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