How to be a Change Agent
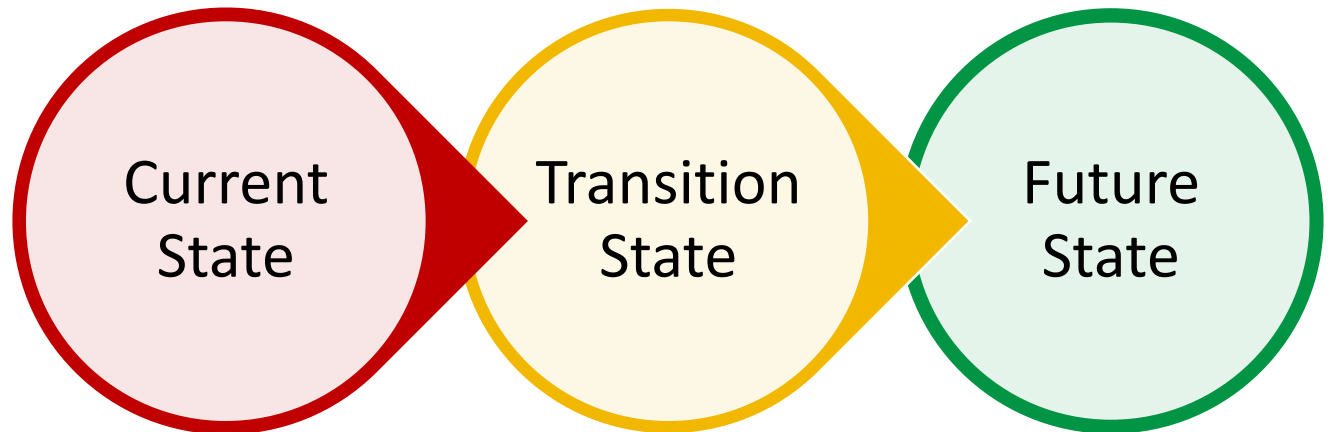
Part 2 of 3

November 2019

Agenda

Part 2
- Recap
- ADKAR

Part 3
- Managing Resistance

Change Management prepares and enables people to adopt new skills and behaviors

Current State

Transition State

Future State

The organization's future state is actually the collection of many individual future states

Individuals

Organization

Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State
Current State	Transition State	Future State

Future State

- Documented and Managed Processes
- New Operating Model
- Specialists in the Call Center
- Supplier Website Integrated into Supply Chain
- Merged Organization

ADKAR

A	**Awareness** of the need for change
D	**Desire** to support the change
K	**Knowledge** of how to change
A	**Ability** to demonstrate skills & behaviors
R	**Reinforcement** to make the change stick

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Sequential (downward arrow)

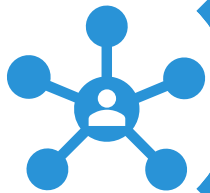|	
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A Model Based on Change Management Best Practices

Focus on Driving Individual Change

Allows leaders and change management teams to focus their activities on what will drive individual change and therefore achieve organizational results

Simple Framework

Provides a simple, easy-to-use framework for everyone involved in managing change.

Clear Goals

Delivers clear goals and measurable outcomes for change management activities

Common Change Language

Gives employees, managers and senior leaders alike a common language to describe and discuss change together

ADKAR – Awareness of the Need for Change

| Awareness | Desire | Knowledge | Ability | Reinforcement |

Awareness is not limited to knowing of the change. It also includes:

- Why is this change necessary?
- Why is this change needed now?
- What are the risks of not changing?

Tactics for building awareness:

- Clear and concise communications from a credible sponsor
- Communications from direct supervisors
- Transparency with business information
- Announce the change to employees well ahead of time
- Explain your reasoning behind the change, including current pain points and potential ROI

ADKAR – Desire to support the Change

| Awareness | **Desire** | Knowledge | Ability | Reinforcement |

Desire is difficult because it is ultimately a personal decision that is not under our direct control.

Tactics for building desire:
- WIIFM
- Win themes
- Active and visible primary sponsor
- Strong sponsorship coalition
- Personal engagement by coaches
- Proactive management of resistance
- Incentive programs aligned with the change

ADKAR - Knowledge of how to Change

| Awareness | Desire | **Knowledge** | Ability | Reinforcement |

Two distinct types:
- How to change (what is required of people in the transition), and
- How to perform work effectively in future state.

Tactics for building knowledge:
- Demos
- Formal training programs
- Engagement events
- Job aids
- User groups and forums
- Troubleshooting guidance

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ADKAR - Ability to demonstrate skills and behaviors

Awareness	Desire	Knowledge	**Ability**	Reinforcement

Oftentimes, there is a large gap between Knowledge and Ability. In addition to training, employees need practice, time, role-modeling, access to the right tools, and feedback.

Tactics for building ability:
- Real-time feedback and direct involvement of coaches
- Access to subject matter experts
- Performance monitoring
- Hands-on practice during training
- Availability of expert resources to help employees after Go-Live

ADKA<u>R</u> - <u>R</u>einforcement to make the change stick

| Awareness | Desire | Knowledge | Ability | Reinforcement |

It takes rigorous effort and time to ensure a change stays in place. Given the scarce resources that many organizations face, reinforcement efforts can often fall short. Reinforcement is key to ensure expected results over time.

Tactics for building reinforcement:

- Build a culture and competence around the change
- Celebrations
- Rewards and recognition
- Feedback
- Corrective actions
- Visible performance measurement
- Accountability mechanisms

Without ADKAR...

	ADKAR	Definition	What you hear:	Without it:
A	Awareness	...of the need for change	"I understand why..."	• Employees ask the same question over and over • Hoarding of information and resources
D	Desire	...to participate and support the change	"I have decided to..."	• Lower productivity • Increased turnover • Delays in implementation
K	Knowledge	...on how to change	"I know how to..."	• Lower utilization or incorrect usage of new systems • Sustained reduction in productivity
A	Ability	...to implement required skills and behaviors	"I am able to..."	• Employees worry whether they can be successful in the future • Greater impact on customers and partners
R	Reinforcement	...to sustain the change	"I will continue to..."	• Employees revert to old ways of doing work • Ultimate utilization is less than anticipated • The organization creates a history of poorly managed change

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