## Factsheet
### The ADKAR Model: Overview

Prosci’s ADKAR model for change provides a solid foundation for change management activities. The ADKAR model has 5 elements, each of which must be in place for a change to be realised.

<table>
<thead>
<tr>
<th>ADKAR</th>
<th>Outcome</th>
<th>Enablers and Influential Factors</th>
</tr>
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</table>
| A     | Awareness of the need for change. | **Enablers:**  
  • Ready-access to information.  
  • Customer Input.  
  • Marketplace changes.  
  • Management communications.  
  **Influential factors:**  
  • A person’s view of the current state.  
  • How a person perceives problems.  
  • The credibility of the sender.  
  • Circulation of misinformation or rumours.  
  • Contestability of the reasons for change. |
| D     | Desire to participate and support change. | **Enablers:**  
  • Discontent with current state.  
  • Imminent negative consequences.  
  • Enhanced job security.  
  • Affiliation and sense of belonging.  
  • Career Advancement.  
  • Acquisition of power or position.  
  • Incentive or compensation.  
  • Trust and respect for leadership.  
  • Hope in future state.  
  **Influential factors:**  
  • The nature of the change and the WIIFM (what’s in it for me).  
  • The organisational or environmental context for the change and history.  
  • An individual’s personal situation.  
  • What motivates them / intrinsic motivators. |
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| K     | Knowledge on how to change. | **Enablers:**  
  - Training and education.  
  - Information access.  
  - Examples.  
**Influential factors:**  
  - A person’s current knowledge base.  
  - The capacity or capability of the person to gain additional knowledge.  
  - The resources available for education and training.  
  - Access to or existence of the required knowledge. |
| A     | Ability to implement required skills and behaviours. | **Enablers:**  
  - Practice applying new skills or using new processes and tools.  
  - Coaching.  
  - Mentoring.  
**Influential factors:**  
  - Psychological blocks.  
  - Physical abilities.  
  - Intellectual capability.  
  - The time available to develop the needed skills.  
  - The availability of resources to support the development of new abilities. |
| R     | Reinforcement to sustain the change. | **Enablers:**  
  - Incentives and rewards.  
  - Compensation changes.  
  - Celebrations.  
  - Personal recognition.  
**Influential factors:**  
  - The degree to which reinforcement is meaningful to the person impacted by the change.  
  - The association of the reinforcement with actual demonstrated progress or accomplishment.  
  - The absence of negation consequences.  
  - Accountability systems to reinforce the change. |
## ADKAR Model Analysis

### Awareness
- What is the level of awareness of the need for this change with this impacted group?
- Will building awareness of the need for change with this group be easy or difficult? Why?

### Desire
- What are the motivating factors in support of this change (what would cause someone in this group to support this change)?
- What are the opposing forces to this change (what would cause someone in this group to object to this change)?
- Do you anticipate support or resistance to this change from this group? Why?

### Knowledge
- List the knowledge, skills and behaviours needed to support this change with this impacted group
- Is the gap in knowledge, skills and behaviours as compared to today large or small?

### Ability
- Considering the skills and knowledge need from above, what potential challenges do you see for employees in this group successfully implementing this change?
- What barriers may inhibit this group from implementing this change?

### Reinforcement
- What reinforcements would be necessary to sustain the change in this group?
- What characteristics of the group may cause the change not to be sustained?

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<th>ADKAR elements (Outcomes)</th>
<th>WHO (The most influential players)</th>
<th>HOW (The most influential change management plans)</th>
</tr>
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<tbody>
<tr>
<td>Awareness of why the change is needed</td>
<td>Primary sponsors (business leaders), Direct Supervisors</td>
<td>Communications, Sponsorship (leadership), Coaching</td>
</tr>
<tr>
<td>Desire to support and participate in the change</td>
<td>Primary Sponsor, Sponsor coalition (working group), Direct Supervisors</td>
<td>Sponsorship, Coaching, Resistance Management</td>
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<td>Knowledge of how to change</td>
<td>Project Team, Training Team, HR</td>
<td>Training, Coaching</td>
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<td><strong>Ability to implement the change</strong></td>
<td>Direct Supervisors, Project team, HR, Training Team</td>
<td>Coaching, Training</td>
</tr>
<tr>
<td><strong>Reinforcement to sustain the change</strong></td>
<td>Primary Sponsor, Direct Supervisor</td>
<td>Sponsorship, Coaching, Communications</td>
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Figure 1: ADKAR and change management tools

**Acknowledgement:** Adapted from resources developed by the Department of State Growth, Tasmania, 2015.