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.

ADKAR	Outcome	Enablers and Influential Factors
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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ADKAR.	Outcome.	Enablers and Influential Factors.
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?
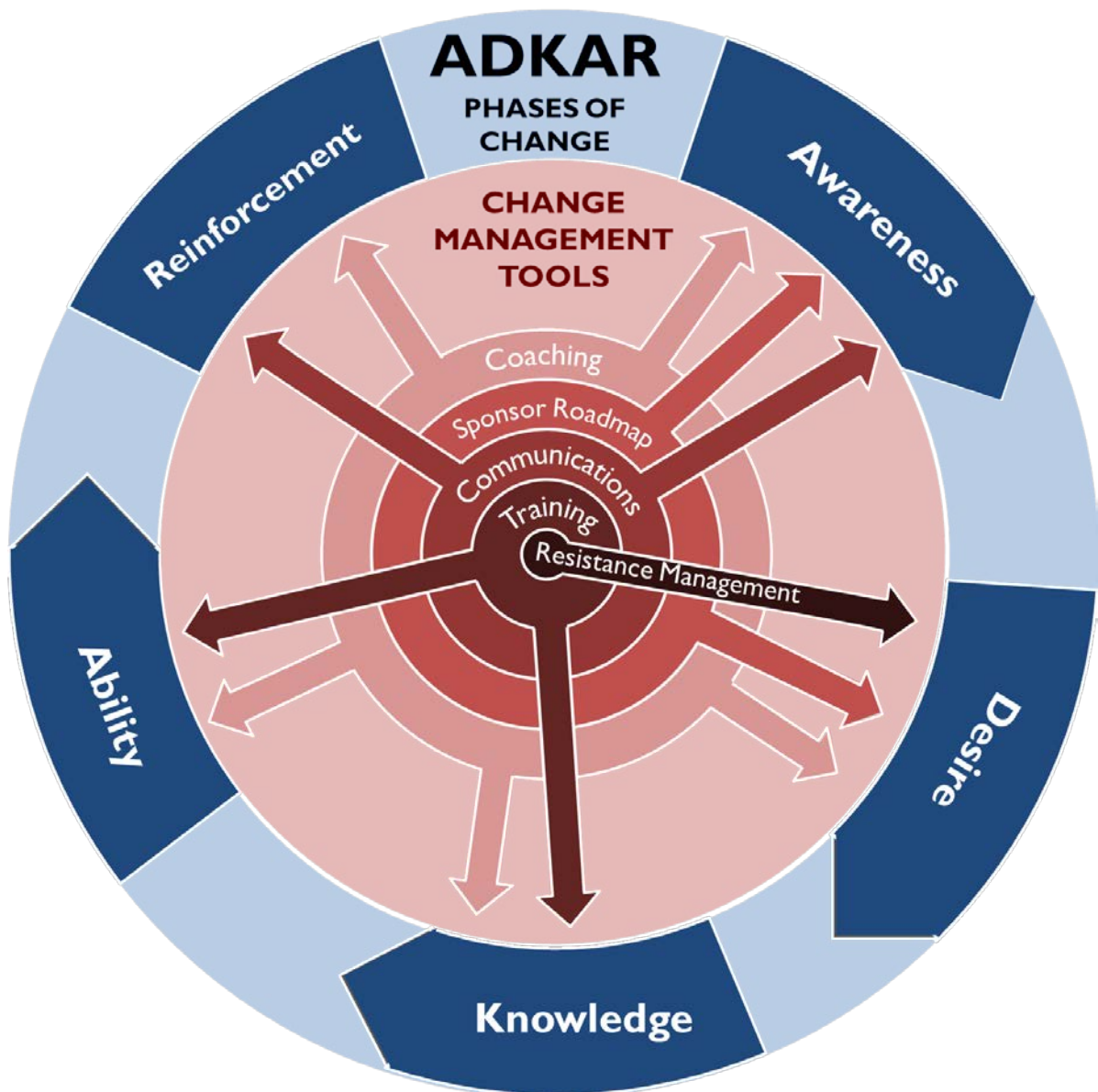- What barriers may inhibit this group from implementing this change?

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?

ADKAR elements (Outcomes)	WHO (The most influential players)	HOW (The most influential change management plans)
Awareness of why the change is needed	Primary sponsors (business leaders), Direct Supervisors	Communications, Sponsorship (leadership), Coaching
Desire to support and participate in the change	Primary Sponsor, Sponsor coalition (working group), Direct Supervisors	Sponsorship, Coaching, Resistance Management
Knowledge of how to change	Project Team, Training Team, HR	Training, Coaching

ADKAR elements (Outcomes)	WHO (The most influential players)	HOW (The most influential change management plans)
Ability to implement the change	Direct Supervisors, Project team, HR, Training Team	Coaching, Training
Reinforcement to sustain the change	Primary Sponsor, Direct Supervisor	Sponsorship, Coaching, Communications

Figure 1: ADKAR and change management tools