

---

# ADKAR<sup>®</sup> Worksheet

## Business change management



**Awareness**

**Desire**

**Knowledge**

**Ability**

**Reinforcement**

The ADKAR model for change management is a results-oriented approach used to:

- manage personal transition
- focus conversations about change
- diagnose gaps
- identify corrective actions

The goal of ADKAR is to give each individual the knowledge and tools to be successful in change.

This worksheet will help you understand and apply ADKAR.

Using the ADKAR model to analyze a change at your workplace will give you insight as to where you are in the change process and what steps you can take to survive change and advance professionally in a changing business environment. Complete the worksheet to the best of your ability, rating each element on a scale of 1 (e.g. no awareness) to 5 (e.g. complete awareness).

Briefly describe the change that is being implemented at your workplace. Summarize the key elements of the change.

---



---



---



---



---



---



---



---



---



---

A	A W A R E N E S S	<p>Describe your <i>awareness</i> of the need to change. What are the business, customer or competitor issues that have created a need to change?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>Review these reasons and ask yourself the degree to which you are aware of and understand all the business reasons for this change. Rank on a 1 to 5 scale.</p> <p style="text-align: center;">Awareness Rank</p> <div style="border: 1px solid black; width: 100px; height: 40px; margin: 0 auto;"></div>
---	---	---	---

D	D E S I R E	<p>List the motivating factors or consequences (good and bad) related to this change that impact your <i>desire</i> to change, including compelling reasons to support the change and specific objections to the change.</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>Consider these motivating factors and potential objections. Assess your desire to change. Rank on a 1 to 5 scale.</p> <p style="text-align: center;">Desire Rank</p> <div style="border: 1px solid black; width: 100px; height: 40px; margin: 0 auto;"></div>
---	----------------------------	--	--

K	K N O W L E D G E	<p>List the skills and <i>knowledge</i> you need to support this change, both during and after the transition.</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>Do you have a clear understanding of the required skills and knowledge? Have you received training or education in these areas? Rank on a 1 to 5 scale.</p> <p style="text-align: center;">Knowledge Rank</p> <div style="border: 2px solid black; width: 100px; height: 40px; margin: 0 auto;"></div>
---	---	--	---

A	A B I L I T Y	<p>Considering the skills and knowledge from above, assess your overall ability to implement this change. What challenges do you foresee?</p> <hr/> <hr/> <hr/> <hr/>	<p>To what extent do you have the <i>ability</i> to implement the new skills, knowledge and behaviors associated with this change? Rank on a 1 to 5 scale.</p> <p style="text-align: center;">Ability Rank</p> <div style="border: 2px solid black; width: 100px; height: 40px; margin: 0 auto;"></div>
		<p>What are the barriers inhibiting the organization's ability to realize this change?</p> <hr/> <hr/> <hr/>	

R	R E I N F O R C E M E N T	<p>List the <i>reinforcements</i> in your organization that will help you sustain the change. What incentives are in place to make the change stick? What incentives do not support the change?</p> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/> <hr/>	<p>To what degree are reinforcements in place to support and maintain the change? Rank on a 1 to 5 scale.</p> <p style="text-align: center;">Reinforcement Rank</p> <div style="border: 2px solid black; width: 100px; height: 40px; margin: 0 auto;"></div>
---	---	---	--

Notes:

---

---

---

---

---

---

# ADKAR Assessment

Transfer your scores from each ADKAR stage to the table below. Take a moment to review your scores. Highlight those areas that scored 3 or less and identify which is the first area with a score of 3 or less. This first area will be your primary focus. Create a bar graph below showing your ADKAR change profile.

Brief description of the change: _____ _____ _____	Score from ADKAR worksheets
1. <i>Awareness</i> of the need to change? Notes: _____	
2. <i>Desire</i> to make the change happen? Notes: _____	
3. <i>Knowledge</i> about how to change? Notes: _____	
4. <i>Ability</i> to change? Notes: _____	
5. <i>Reinforcement</i> to maintain change? Notes: _____	

To create an ADKAR profile bar graph, mark your score for each element and shade the area below the mark to create each "bar." The example below is of a profile with A=4, D=5, K=2, A=1, R=4.

Example profile:

