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.

| Empty cell | **Outcomes** | **Enablers** | **Influential factors** |
| --- | --- | --- | --- |
| **A** | **Awareness of the need for change** | * Ready-access to information
* Customer Input
* Marketplace changes
* Management communications
 | * 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** | * 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
 | * 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
 |
| **K** | **Knowledge on how to change** | * Training and education
* Information access
* Examples
 | * 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** | * Practice applying new skills or using new processes and tools
* Coaching
* Mentoring
 | * 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** | **Reinforce-ment to sustain the change** | * Incentives and rewards
* Compensation changes
* Celebrations
* Personal recognition
 | * 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 |
| **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 |

**Reference:** Prosci Inc, ADKAR model, 2016, Accessed on 26 February 2016, https://www.prosci.com/adkar, and adapted from resources developed by the Department of State Growth, Tasmania, 2015.