Prosci's ADKAR Model of Change Management

ADKAR Element	What Does It Sounds Like?	Tactics for Building Each Element	Common Barriers
Awareness Of the need for change	• *I understand why change is happening.* • *I understand the risk of not changing.* • *I understand our leader's vision of change.*	• Use a variety of communication channels (email, team meetings, bulletin boards, town halls, etc.). • Surface and address rumors • Ready access to business information. • Coaching by managers.	• Misinformation • Fear • Uncertainty • Distractions & information overload • Lack of trust
Desire To participate and support the change	• *I believe in the case for this change.* • *I know what's in it for me.* • *I have made the decision to participate in this change.*	• Help staff identify benefits of change ("What's in it for me"). • Address negative history of change. • Engage staff in the change process at earliest stage. • Align incentives to support change. • Equip managers to be leaders, sponsors of change. • Acknowledge the losses and opportunities associated with change.	• Fear of unknown, job security • Disconnection from office & coworkers • Anxiety of new normal • Negative history of change.
Knowledge On how to change	• *I clearly understand the impact this change will have on my behaviors, processes, and workflows.* • *I have the knowledge I need to be successful during and after change is being implemented.*	• Ensure time and access to effective training and education programs. • Provide job aids. • Use user groups and forums.	• Lack of time • Overwhelming workload • Information overload • Lack of technology learning resources
Ability To implement required skills and behaviors	• *I have been able to practice new skills and behaviors.* • *I can implement the change to my behaviors, processes, and workflows.* • *I can access additional support when needed.*	• Day-to-day involvement of managers. • Access to subject matter experts. • Hands-on exercises during training. • Adoption and performance monitoring.	• Change saturation • Unmanageable workload • Technology or tool limitations
Reinforcement To sustain the change	• *The organization is committed to keeping change in place.* • *There are mechanisms in place to sustain the change.* • *My performance in the new way is evaluated.*	• Celebrations and recognition. • Rewards and sharing successes. • Feedback from employers. • Audits and performance management systems. • Accountability systems.	• Lack of recognition • Lack of budget, funds • No certainty or "finish line" • Lack of standardized work

Sources:

Prosci, Inc. (n.d.). *Applying ADKAR to Today's Change Challenges.* Available at https://empower.prosci.com/adkar-guides

Prosci, Inc. (n.d.). *The Prosci ADKAR Model.* Available at https://empower.prosci.com/en-us/the-prosci-adkar-model-ebook-bundle?hsCtaTracking=4035cedb-e332-4187-a6e0-ddfa9b334b3e%7Cf758d138-d395-4517-bc85-ffdf85b54dfb