

ADKAR assessment¹



ADKAR is an acronym for Awareness/Desire/Knowledge/Ability/Reinforcement

Current state		Future state
Stage of change management (see over page for more detail)		Give a present state score 1-5 (1 being the lowest)
		Comments
A= Awareness for the need for change		
D= Desire to participate in and support the change		
K= Knowledge and skills needed for such a change to happen		
A= Ability to implement – time & support required to put in place the change		
R= Reinforcement to sustain the change		

Take a moment to review your scores. Highlight those areas that scored a 3 or below and identify which was the first area to score 3 or below. You must address this area before anything else is done. For example, if you identified **awareness** as the first area with a low score, then working on desire, knowledge or skill development will not help you easily make the change happen.

¹ Jacob Hallencreutz, Dawn-Marie Turner, (2011) "Exploring organizational change best practice: are there any clear-cut models and definitions?", International Journal of Quality and Service Sciences, Vol. 3 Iss: 1, pp.60 – 68.

Gilley, Ann; Thompson, Joyce; Gilley, Jerry W. **Journal of Applied Management and Entrepreneurship** 17.1 (Jan 2012): 69-83.

The ADKAR change process²

If you are a worker in an organisation undergoing change, your reaction to the change and how you embrace it will be directly affected by each of the five elements in the ADKAR model.

<p>Awareness for the need for change</p>	<p>An awareness for the need to change. If the change is implemented and you believe it was not needed (i.e., you were not aware that any changes were required), then your reaction might be:</p> <p>“This is a waste of time”</p> <p>“Why change if it was working fine before?”</p> <p>“If it ain’t broke. Don’t fix it”</p> <p>“They never tells us what’s going on!”</p> <p>Our natural reaction to change, even in the best circumstances, is to resist. Awareness means clearly explaining the drivers or opportunities that have resulted in the need for change. It also means addressing why a change is needed now and explaining the risk of not changing. Awareness of the need to change is a critical ingredient of any change and must come first.</p>
<p>Desire to participate in and support the change</p>	<p>More and more and more awareness does not result in desire. While there are certainly ways to try and influence a person’s decision to embrace a change, in the end individuals must make this decision themselves. People need to know how they are to be supported through the change and what their role is. As with awareness, desire is only achieved when the individual says to us, “I will be part of this change.” Tactics for building desire include:</p> <ul style="list-style-type: none"> • Active and visible leadership and ‘experts’ support • Personal engagement by colleague/ champion / sponsor / line manager • Proactive management of resistance • Strong worker involvement in creating the needed solution • Incentive programs aligned with the change <p>Awareness and desire are two critical components of any change model</p>
<p>Knowledge needed, such as skills and behaviour change information</p>	<p>From a change management perspective, there are two distinct types of knowledge. The first is knowledge on how to change (what to do during the transition), and the second is knowledge on what the ideal practice looks like (knowledge on the ultimate skills and behaviours needed to support the change). In practice, both of these types of knowledge may be integrated and addressed with a single plan, but as you are planning and developing training requirements it is important to consider both of these aspects.</p>
<p>Ability to implement required skills and behaviours</p>	<p>There is often a large gap between knowledge and ability. Few people can change practice immediately; it is an ongoing process requiring them to develop new skills and habits. They need time to develop the ability to practice in a new way. Ensure that in addition to training to impart knowledge, everyone is given sufficient tools for building their own ability. This includes hands-on practice, support and feedback from mentors, and the availability to network and work with others who have made the change successfully. Also includes having the right working systems.</p>
<p>Reinforcement to sustain the change</p>	<p>It is a natural tendency to revert back to what we know. While making a change is difficult, sustaining a change can be even more difficult. This is why reinforcement is such a critical component of successful change. It encompasses the mechanisms and approaches so that the new way stays in place. This may be in the form of positive encouragement and acknowledgement, celebrations, feedback, corrective actions, visible performance measurement, and accountability mechanisms.</p>

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