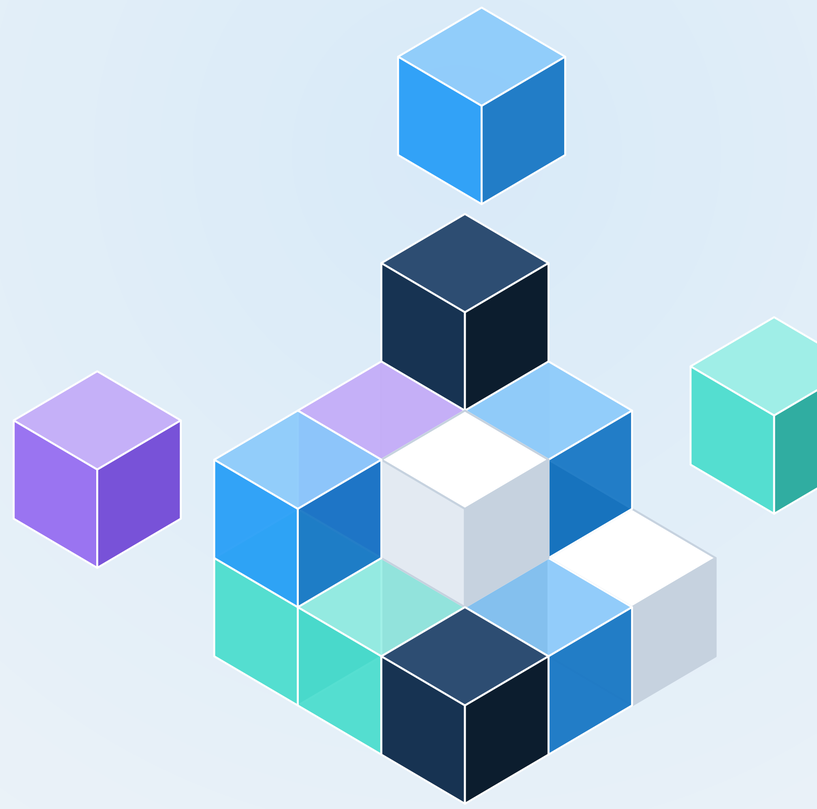
CHANGE & TRANSFORMATION

ADKAR Change Management

ADKAR is a model of individual change: a person needs Awareness, Desire, Knowledge, Ability and Reinforcement, in that order, for a change to stick.



01 THE CORE MODEL

ADOPTION FUNNEL · FIVE STEPS PER PERSON

01 A — Awareness
of why the change is needed

→

02 D — Desire
to support and take part

→

03 K — Knowledge
of how to change

→

04 A — Ability
to apply new skills and behaviors

→

05 R — Reinforcement
to sustain the change

Individual focus

Organizations change one person at a time; ADKAR tracks each person's progress.

Barrier point

The first element in the sequence that is weak for a person or group.

Sequence

Each element builds on the one before; training does not fix missing desire.

02 DIAGNOSING RESISTANCE

Find the first weak element and work there, not further along.

GENERIC PLAN — TARGETED

ONE-SIZE CHANGE PLAN

- Training for people who see no need
- The same message repeated, no change
- Resistance labeled, not understood

ADKAR-BASED PLAN

+ Each group assessed on all five
+ Action at the barrier point
+ Reinforcement once ability is there

03 WORKED EXAMPLE

NEW DIGITAL SHIFT HANDOVER · ASSESSING ONE TEAM

AWARENESS — High
reasons understood

→

DESIRE — Low
barrier: feels like extra work

→

ACTION — Co-design the form
with the team

→

NEXT — Then training
knowledge and ability

04 MANAGEMENT TAKEAWAYS

01 — Assess before you act
Score each group on all five elements.

02 — Fix the first gap
Work on the barrier point before moving further.

03 — Plan reinforcement
Recognition, metrics and follow-up keep the change alive.

05 COMMON MISTAKE

LIMITATION — Starting with training
Training builds knowledge, but without awareness and desire it changes little.