



# When *Change* Takes Place

The ADKAR model helps us understand how individuals experience change. It comprises 5 elements, each building on the previous, that are necessary for change to be effective and sustainable.

## STAGE 1: AWARENESS

- Refers to what a person knows about the change that is happening.
- It is affected by the amount of information available and what is being done to communicate this information, etc.

## STAGE 2: DESIRE

- Refers to how willing a person is to participate, support and engage in a change.
- It is affected by level of awareness of the change/ need for change/impact of change, personal choice/ situation, motivating factors (intrinsic & extrinsic), etc.

## STAGE 3: KNOWLEDGE

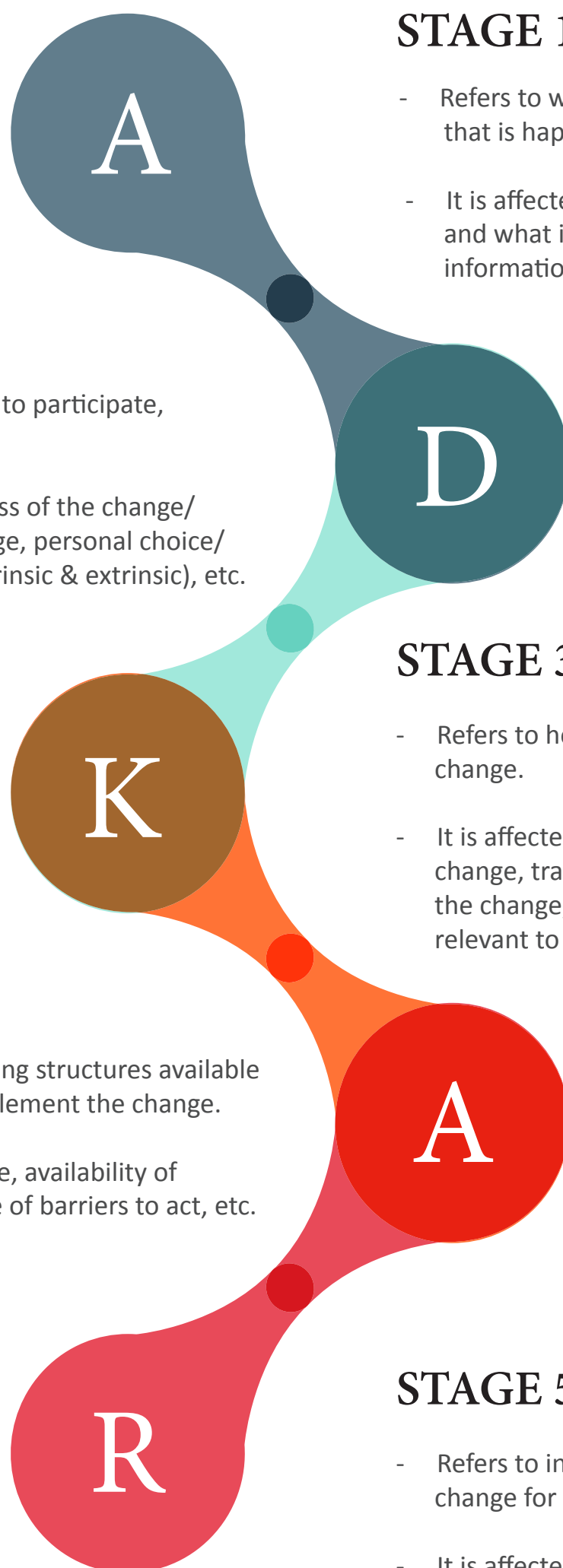
- Refers to how well-equipped a person is to be able to change.
- It is affected by availability of education on content of change, training needed for new skillsets essential for the change, personal readiness to pick up new skills relevant to what is needed to change, etc.

## STAGE 4: ABILITY

- Refers to the capacity and enabling structures available to the person who needs to implement the change.
- It is affected by personal aptitude, availability of support and resources, existence of barriers to act, etc.

## STAGE 5: REINFORCEMENT

- Refers to internal and external factors that sustain change for a person.
- It is affected by levels of personal satisfaction/ achievements experienced as part of the change, external reinforcements such as rewards and recognition systems tied to the realisation of the change, etc.



# THE ADKAR MODEL

Useful questions for managers to keep in mind when helping your team members to transit through change.



## AWARENESS

- 1. Is this person aware of the background and reasons leading to change, and the intended outcomes of the change?
- 2. Does this person understand how he/she will be impacted and what will be the expectations of him/her as a result of the change?
- 3. If not, who is the best person to communicate the above, and through what medium/mode?



## DESIRE

- 4. What is this person motivated by, and how does he/she feel about the change?
- 5. What might cause the person to be engaged (or dis-engaged) in the change?
- 6. What environmental factors may affect the person's perception/acceptance of the change?



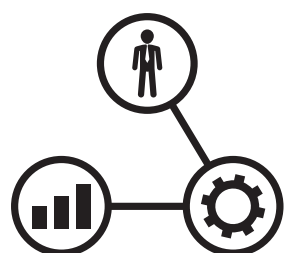
## KNOWLEDGE

- 7. What knowledge/skills does this person need in order to respond/contribute/participate in the change?
- 8. What structures and mechanisms are available to support the person in acquiring and applying these content/skills?
- 9. What support can you, as his/her supervisor, offer in this area?



## ABILITY

- 10. What limitations/barriers may the person face in contributing to the change?
- 11. What is required to help him/her overcome these barriers and create safety to engage in the change?
- 12. What support can you, as his/her supervisor, offer in this area?



## REINFORCEMENT

- 13. What can be done to celebrate 'small successes' of the person in the process of contributing to the change?
- 14. What reinforcement (e.g. rewards and progress tracking) structures and mechanisms are in place to support this?
- 15. What channels are available for this person to offer feedback to you and the organisation on the change process?