

Change Management Theories and Models – ADKAR

Various schools of thought are accepted about the nature of organisational change and how to most effectively achieve and sustain change. Consider the four change management models set out in each of the sample fact sheets.

ADKAR – Awareness, Desire, Knowledge, Ability and Reinforcement

The ADKAR model, developed by Jeff Hiatt of Prosci Research in 1998, operates on changes at an individual level, specifically the individual's needs motivating adoption of new processes. The model has applications in assessing resistance, assisting transition within change, facilitate personal and professional advancement and to develop a change management plan for employees.

Successful use is reliant on leaders understanding both the business and personal dimensions of change.

In the business dimension of change, typical project elements include:

- the business need or opportunity
- definition of the project in terms of scope and objectives
- the business solution's new processes, systems and organisation structure
- the development of new processes and systems
- the implementation of one or more solutions by the organisation.

In the personal dimension of change, the model emphasises management of five key goals forming the basis of the ADKAR model:

- **Awareness of the need for change** – staff understand why the desired change is needed and the result of the transition
- **Desire to participate and support the change** – staff are motivated to make the desired change
- **Knowledge of how to change and what the change will look like** – staff know how to make the desired change happen
- **Ability to implement the change on a day to day basis** – staff have been given the right information and training
- **Reinforcement to sustain the altered arrangement** – staff have strategies to encourage and sustain the change.