

The Process of Implementing Change

Begin by identifying a change you are having difficulty accomplishing with another person (friend, family member, colleague). Be sure you select a change you have been trying to make happen that is not working regardless of your efforts.

Complete the worksheets to the best of your ability, rate each area on a scale of 1-5. Answer and assign a score for the following questions.

Exercise

The change: briefly discuss the personal change you are trying to implement with a friend, family member or colleague:

1. Awareness: List the reasons you believe the change you are trying to implement needs to occur.
2. Desire: List the factors or consequences (good or bad) for this person to create a desire to change. Consider the motivating factors, including the person's conviction in these factors and the associated consequences. Rate his/her desire to change on a scale of 1-5.
3. Knowledge: List the skills and knowledge needed to support the change, including if the person has a clear picture of what the change looks like. Rate this person's knowledge or level of training in these areas on a scale of 1 to 5.
4. Ability: Considering the skills and knowledge identified in the previous question, evaluate the person's ability to perform these skills or act on this knowledge. Rate this person's ability to implement the new skills, knowledge and behaviours to support the change on a scale of 1 to 5.
5. Reinforcement: List the reinforcements that will help retain the change. Are incentives in place to reinforce the change and make it stick? Rate the reinforcements on a scale of 1 to 5.

Transfer your scores to the table below. Take a moment to review your scores. Highlight those areas that scored 3 or below and identify (using the order listed on the score sheet) which was the first area to score less than 3.

Factor	Score
Brief description of the change:	
1. Awareness of the need to change? Notes:	
2. Desire to make the change happen? Notes:	
3. Knowledge about how to change? Notes:	
4. Ability to change? Notes:	
5. Reinforcement to retain the change? Notes:	

Now consider the first area in which your score was 3 or below. You must address this area before anything else is done. For example, if you identified awareness as the area with a low score, then working on desire, knowledge or skill development will not help you make the change happen.

On the other hand, if you identified desire, then continually repeating your reasons for change is not adequate to move this person forward. Once they know these reasons, you must address their inherent desire to change. Desire may stem from negative or positive consequences. The negative consequences have to be great enough to overcome their personal threshold to resist change (same for the positive consequences).

If knowledge was the area you identified, then you want to be careful not to dwell on the reasons for change and the motivating factors. This could be discouraging for someone already at this phase. What is needed is education and training for the skills and behaviors that are needed for change.

If ability was the area selected with the low score, then several steps are required to move forward. The person will need time to develop new skills and behaviors. Just like learning a new sport or any new skill, time is required to develop new abilities.

The person will need ongoing coaching and support. No one-time training event or educational program will substitute for ongoing coaching and mentoring. Outside intervention or support may be required.

Finally, if reinforcement was the area identified, then you will need to investigate if the necessary elements are present to keep the person from reverting to old behaviors. Address the incentives or consequences for not continuing to act in the new way.

Now that you have completed the ADKAR model for a personal change, you can follow the same process for the change happening at work. This process should give you insight as to where you are in the change process, and what steps you can take to not only survive change, but advance professionally in a changing business environment.

Taken from the ADKAR website: <http://www.change-management.com/>