Session Description

- Unlocking Value Realization Using ADKAR and Force Field Analysis

- Have you ever mapped the value stream perfectly and still struggled to get engagement from the organization? Have you ever run a high impact 5S event only to return 30 days later to total mess? Have you ever improved the flow of a key process where employees returned to the old way of doing things after you left? In the end, a solution that isn't engaged, adopted and used by our people does not deliver the value of our Lean Transformation Initiative. But, we do not need to leave the people side of change to chance. Change management emerged as a discipline to provide a structured and intentional approach to elevating adoption challenges, encouraging empathy, engaging participation and empowering people to take charge of their change journeys. In this session, learn how to combine the Prosci ADKAR model of individual change with Kurt Lewin's Force Field Analysis to deliver more value by surfacing and removing people side change obstacles. You will learn and apply a powerfully practical approach for amplifying the driving forces of successful change and reducing the restraining forces at each adoption milestone.
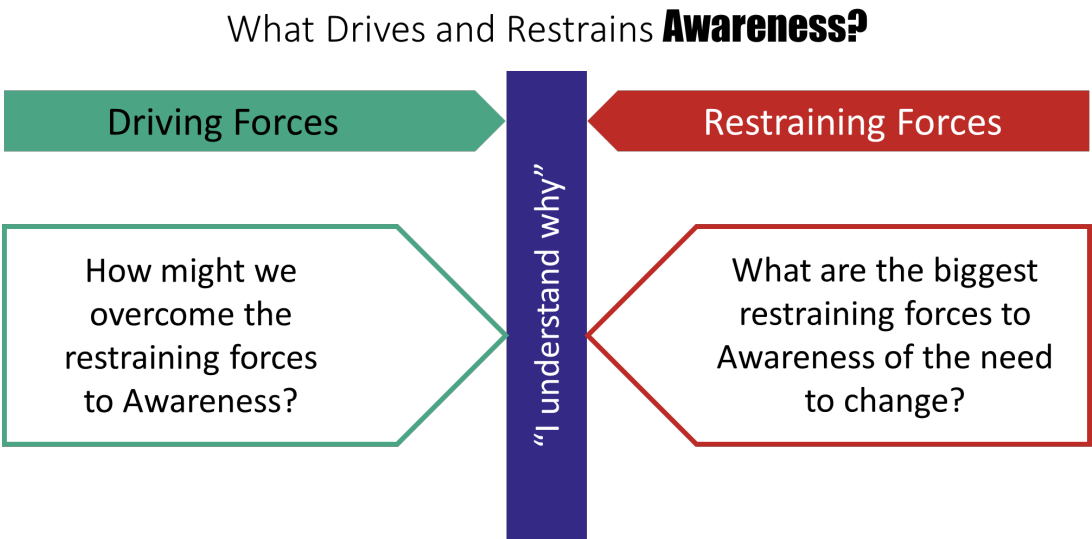
Agenda

Two Sides of the Change Coin for Value Realization

Using ADKAR and Force Field Analysis to Drive Adoption and Overcome Obstacles
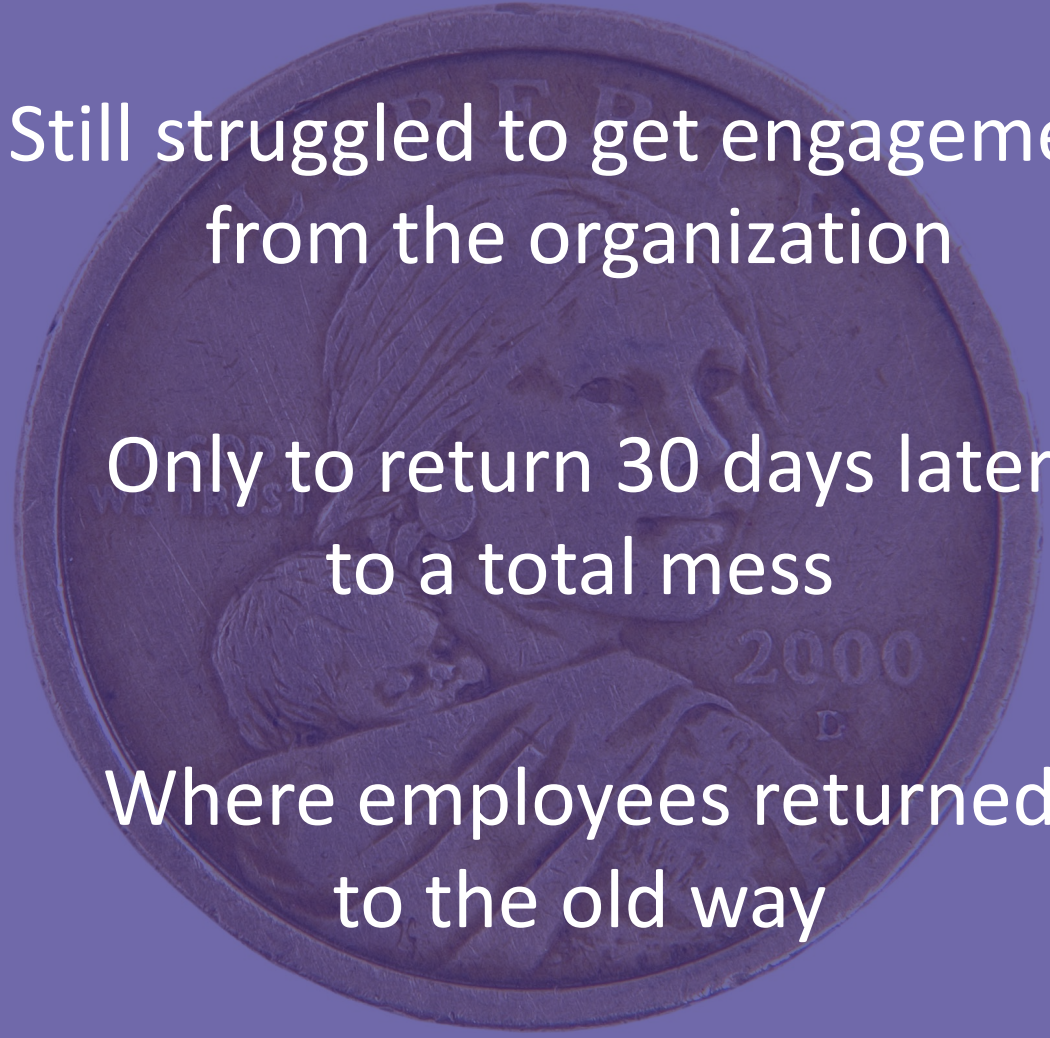
Two Sides of Change

Two Sides of Change

Mapped the value stream perfectly

Run a high impact 5S event

Improved the flow of a key process

Still struggled to get engagement from the organization

Only to return 30 days later to a total mess
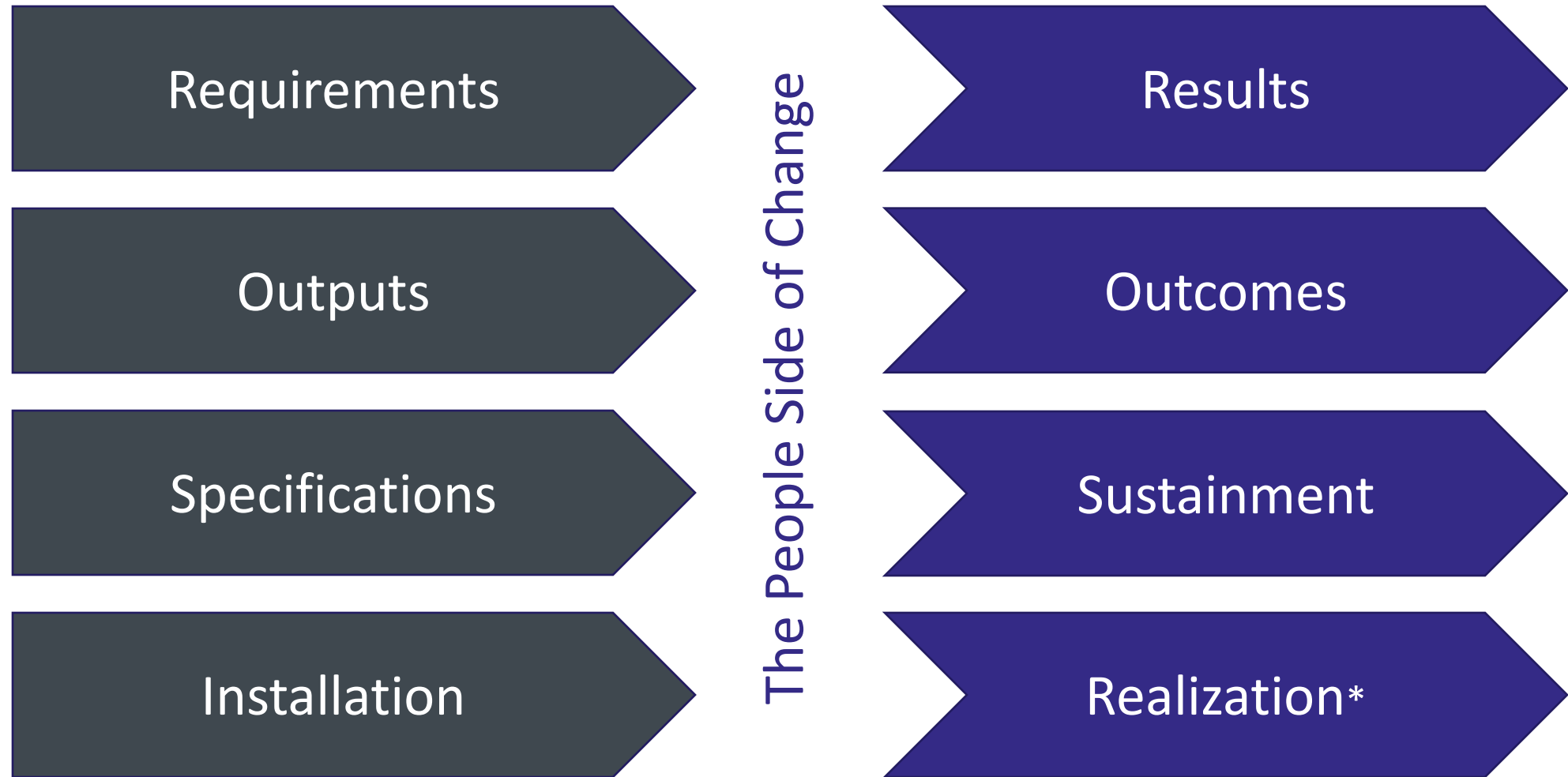
Where employees returned to the old way

Q x A = E

Quality   Acceptance   Effectiveness

Results and Outcomes Are Achieved Through People

Requirements		Results
Outputs	The People Side of Change	Outcomes
Specifications		Sustainment
Installation		Realization*

*The Leader's Challenge: Installation or Realization, Conner Partners, 2004
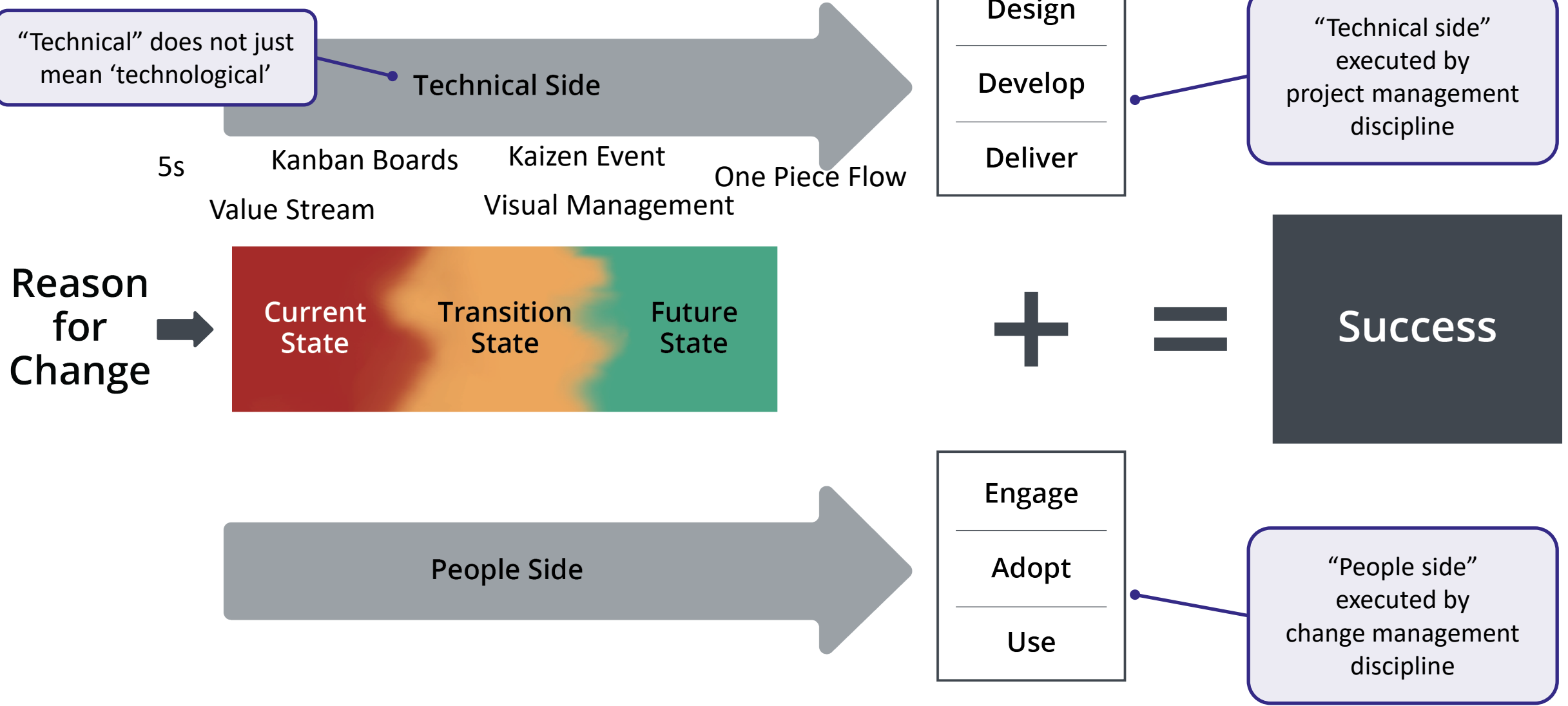
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"The achievements of an organization are the results of the combined effort of each individual."
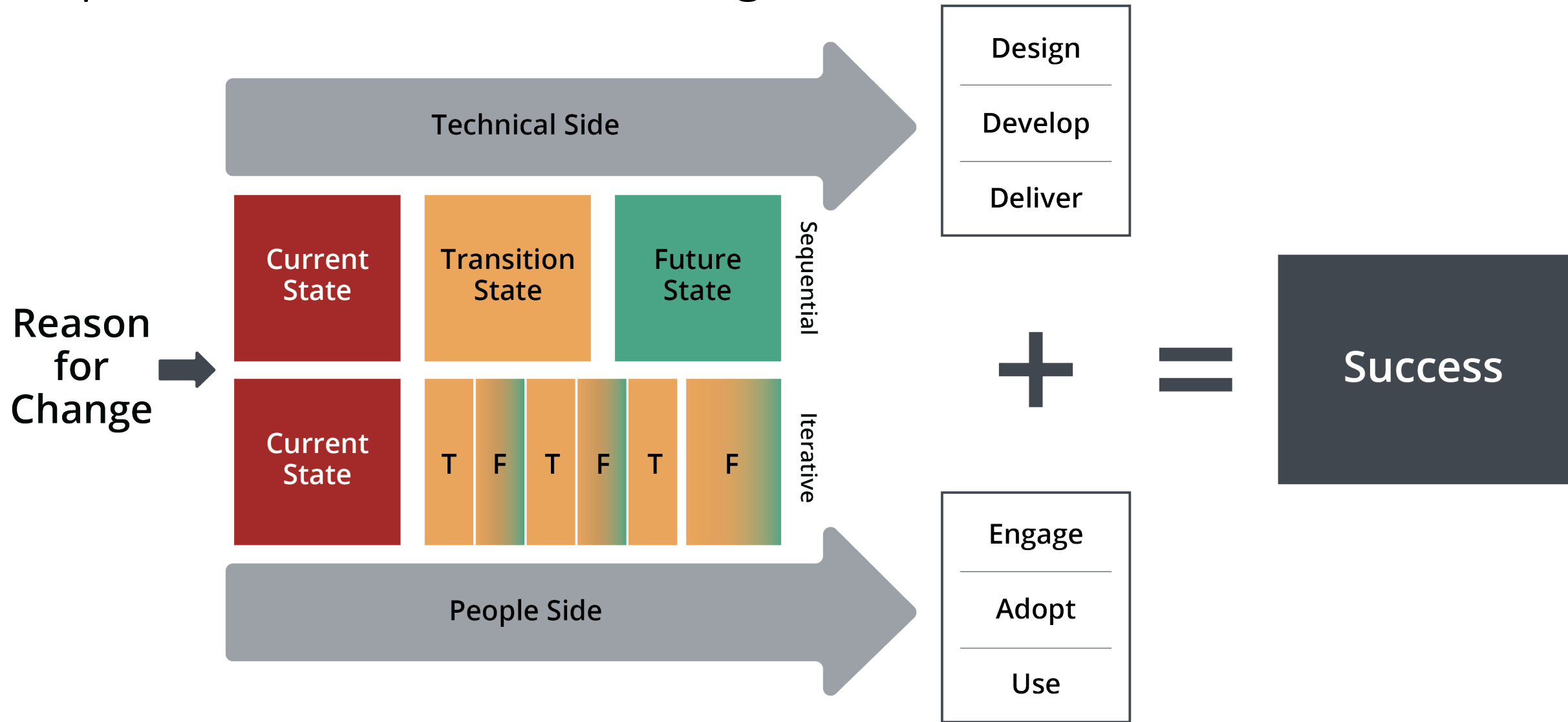
Vince Lombardi

Legendary head coach and general manager of the American football Green Bay Packers
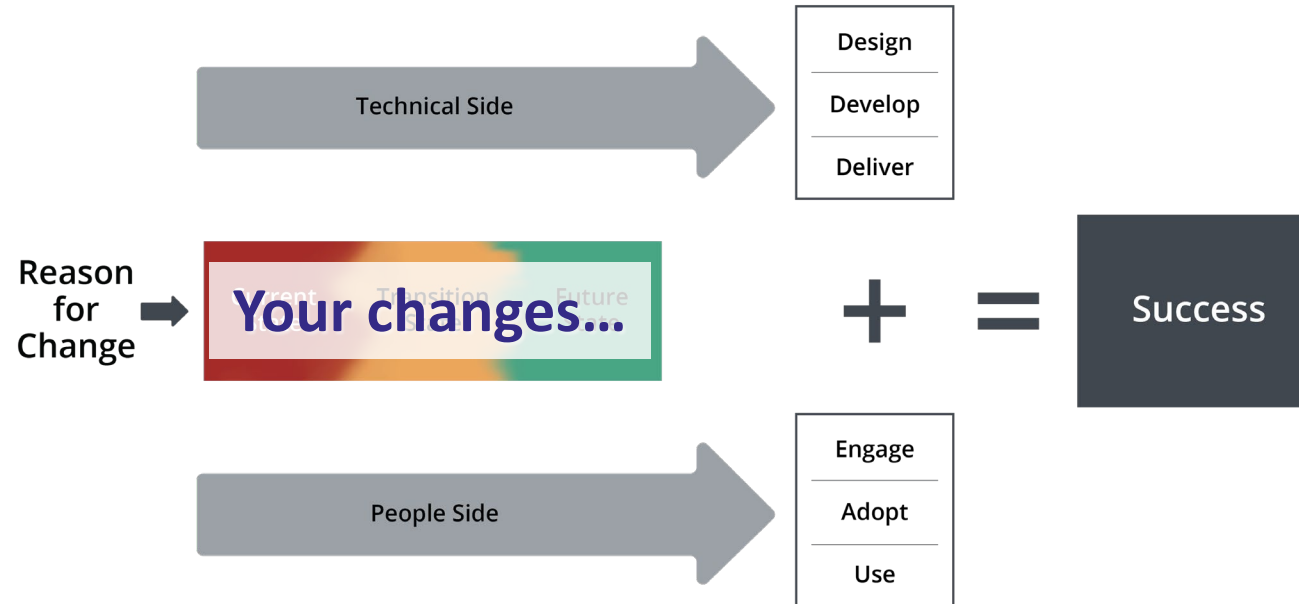
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Unified Value Proposition

"Technical" does not just mean 'technological'

Technical Side

5s   Kanban Boards   Kaizen Event   One Piece Flow

Value Stream   Visual Management

| Design |
| Develop |
| Deliver |

"Technical side" executed by project management discipline

Reason for Change →

| Current State | Transition State | Future State |

+ = Success

People Side

| Engage |
| Adopt |
| Use |

"People side" executed by change management discipline

Sequential and Iterative Change

Reason for Change

Internal/External

Current/Future

Why

Why now?

What if we don't?

Why this instead of that?

Technical Side

Design, Develop, Deliver

People Side

Engage, Adopt, Use

Success

Organizational Benefits

Project Objectives

How are we effectively designing, developing and delivering the solution to meet a real and identified problem or opportunity?

What are the objectives of the effort – what the effort achieves?

What are the reasons (internal and external, current and future) for this change?

Technical Side

Design
Develop
Deliver

Reason for Change

Your changes...

+ = Success

What are the benefits of the solution – what the organization gains?

People Side

Engage
Adopt
Use

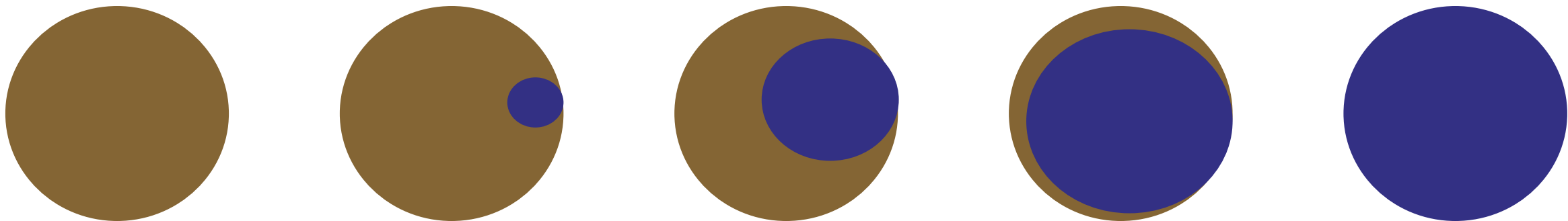How will we know if we are successful?

What are we doing to engage people and support the sufficient adoption and proficient usage of the solution?

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The ROI of CM is the People-Dependent Project ROI

Project ROI

CM ROI

VS

Project ROI

People Dependent Project ROI (CMROI)
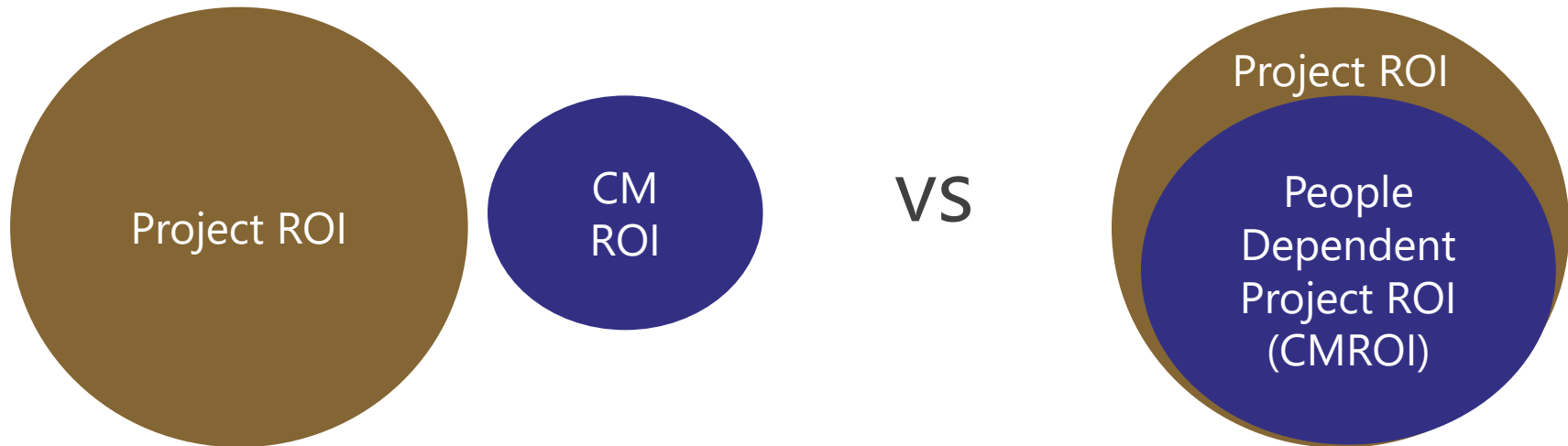
Different projects have different people-dependent ROI

Costs and risks of poor adoption and usage

- abandoning of service/tool
- abandonment of truly good change
- additional project costs
- additional time
- additional training
- additional travel
- alienation of team members
- ambiguity
- anger
- attrition
- audit failures
- audit findings
- bad attitudes
- bad data
- bad decisions
- budget cuts affecting project support staff
- buying new technology - over and over
- canceled project
- cash flow
- change calendars
- change overload
- change requests
- changing requirements
- changing timelines
- complications
- conflict
- confusion
- contractual penalties
- cost of a new technology tool
- customer dissatisfaction
- cycle of project failures
- cynical employees

- cynicism
- declining morale
- decreased confidence in management
- delayed implementation
- delayed results
- delayed rollout
- delayed timeline
- delays
- dissatisfied customers
- distrust in leaders
- domino effects on other projects
- duplication
- egg on leader's face
- employee disengagement
- employee experience
- employee frustration
- employee loss
- employee resistance
- excess time spent on task
- extended contracts
- extended project schedules
- extended utilization post implementation
- failed efforts
- failed project results
- failed projects
- failure to deploy a major implementation
- failure to provide accurate details
- fear of new systems
- fines
- frustration
- further organizational 'scar tissue'
- going back to the drawing board

- go-live delay
- halting project
- "here we go again"
- high turnover
- hyper-care costs
- impact to customer
- inconsistent ways of working
- incorrect information
- initiative failure
- lack of adoption
- lack of comprehension of roles and responsibilities
- lack of transparency
- lack of trust from end users of tool
- lengthened time to ROI
- less delivered for more money
- longer delivery to market
- losing excellent employees
- losing key team members
- losing resources
- losing the audience of change
- loss of clients
- loss of credibility
- loss of customers
- loss of efficiency
- loss of high performing talent
- loss of institutional knowledge
- loss of key accounts
- loss of key talent
- loss of market value
- loss of money
- loss of moral
- loss of productivity
- loss of staff
- loss of time
- loss of trust
- low adoption
- low morale

- miscommunication
- mis-integration
- missed implementation dates
- missed requirements
- missed target ROI
- missing key milestone dates
- missing revenue goals
- morale degradation
- morale issues
- more hand holding
- more training
- negative comments
- negative customer impacts
- negative employee morale
- negative impact to reputation of the project and sponsors
- negative impacts to future change
- negative impressions of program
- new system not used
- no results
- no usage
- over budget
- overtime costs
- plummeting service levels
- poor customer experience
- poor customer service
- poor marketing
- poor results
- poor service offering
- productivity drops
- project delays
- project failure
- pull out part of functionality
- pulling in consultants to help post-change
- reboot
- re-communicate

- re-design
- re-development
- redo
- reduced confidence in future
- reduced trust in process and project team
- re-engineer
- re-explaining
- regret
- regulatory impacts
- re-implementation
- re-launch
- remediation
- re-organization
- repeated training
- replace resources
- replace the entire software with a new one
- replace with new system
- re-planning
- reputational risk
- re-scope
- resentment
- resignation
- resistance
- resistance to future change
- resistance when it didn't exist initially
- resources
- resources undesignated
- re-start of projects
- re-train
- re-training
- reverting
- rework
- rogue solutions and shadow systems
- ruined relationships
- rumors

- salary costs
- schedule change
- scope change
- scope creep
- shadow systems and all maintenance costs for those
- silos between teams
- silos within integrator team
- skepticism
- staff dissatisfaction
- staff turnover
- stagnant workers
- stakeholders not available
- starting from square one again
- terminations
- time away from work to deal with system errors
- travel
- trust issues with leaders
- turnover
- uncertainty
- underdeveloped requirements
- unfilled vacancies
- unhappy leaders
- unnecessary processing
- unnecessary software development
- unorganized training
- unrealistic deadlines
- unused systems
- using incorrect success measures
- wasted man hours
- wasted production time
- weak sponsorship
- "we've had enough"
- work disruption/stoppage

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"The results and outcomes of workplace changes are intrinsically and inextricably tied to individual employees doing their jobs differently."

Jeff Hiatt and Tim Creasey

Change Management: The People Side of Change

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Change Management:

Elevating adoption challenges

Encouraging empathy

Engaging participation

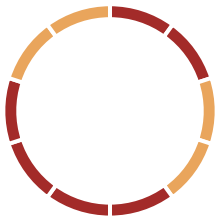Empowering people

" What is the nature of the change *for you?*

Defining Impact Brings Change Into Focus

We're implementing a new CRM system.

Which will have a "medium" impact on your job.

Aspects of a Person's Job You Can Impact

10 Aspects of Change Impact

Aspects of a Person's Job You Can Impact

Start

Yesterday-Tomorrow Analysis for 10 Aspects of Change Impact

Yesterday (before the change)	Aspect	Tomorrow (after the change)	Degree (0-5)
	Processes		
	Systems		
	Tools		
	Job Roles		
	Critical Behaviors		
	Mindset/Attitudes/Beliefs		
	Reporting Structure		
	Performance Reviews		
	Compensation		
	Location		

" What are the milestones of success on the people side of the change coin?

"The secret to successful change lies beyond the visible and busy activities that surround change.
Successful change, at its core, is rooted in something much simpler: how to facilitate change with **one** person."

Jeff Hiatt

Prosci founder
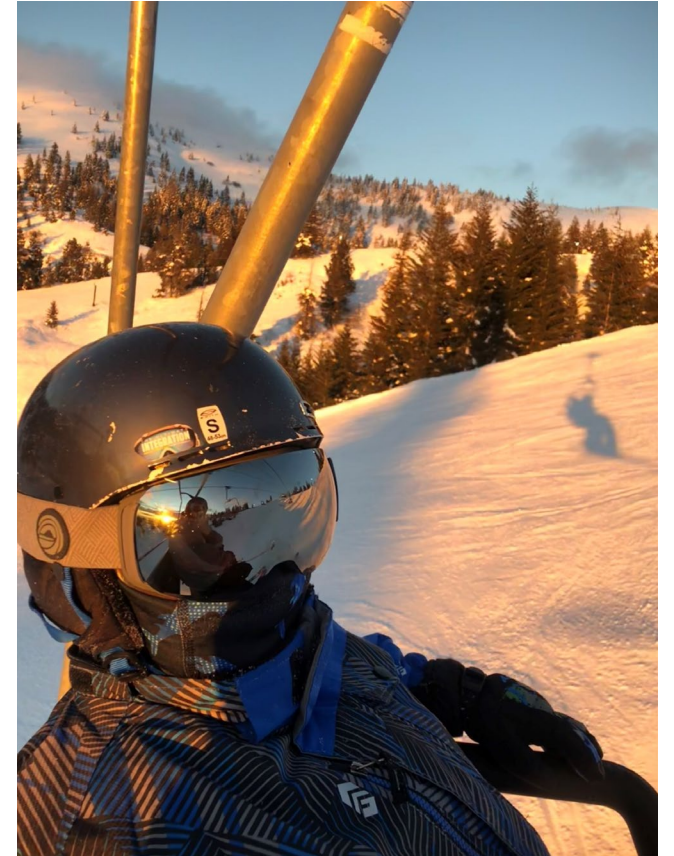*Creator of ADKAR*

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"I understand why"

Awareness

Change begins with understanding why

What is nature of change?

Why? Why now?

What if we don't?

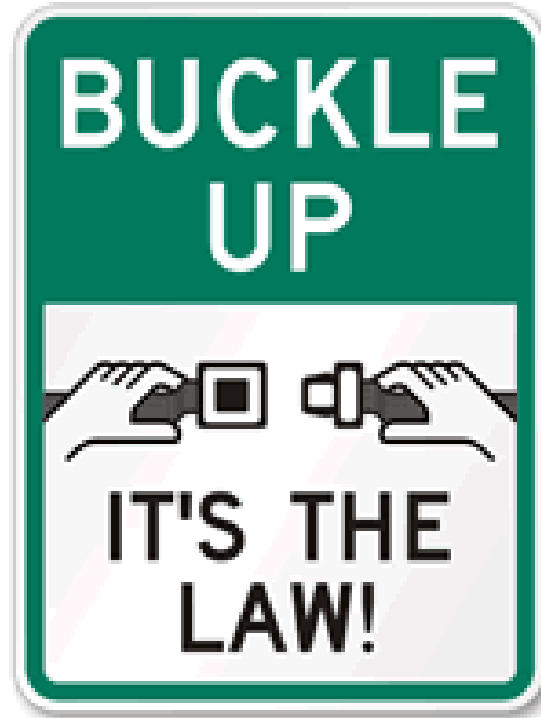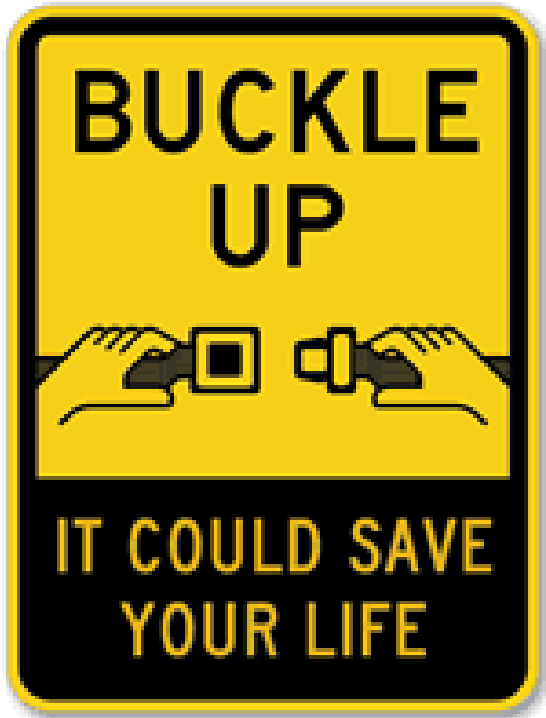# ADKAR in the wild – Awareness sparks safety

"I have decided to"

Desire
Change involves personal decisions

WIIFM

Personal motivators

Organizational motivators

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ADKAR in the wild – same change; different Desire

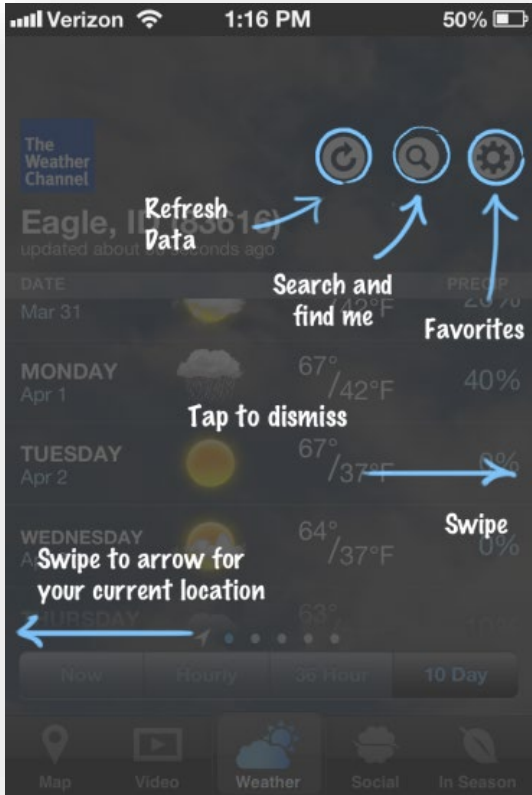*"I know how to"*

Knowledge

Change requires knowing how to

Need to know *during*

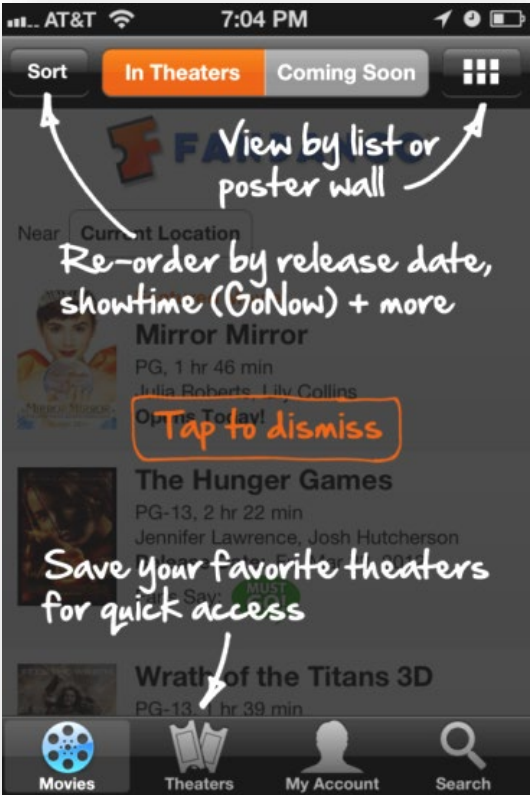Need to know *after*

After A & D

ADKAR in the wild – early app Knowledge screens

The Weather Channel

Pulse

Fandango

"I am able to"

Ability
Change requires action in the right direction

K-A Gap

Barriers/Capacity

Practice/Coaching

ADKAR in the wild – a true Knowledge-Ability gap

"I will continue to"

Reinforcement

Change must be reinforced to be sustained

Mechanisms

Measurement

Sustainment

ADKAR in the wild – real Reinforcement using "change"

Building Blocks of Individual Change – ADKAR

ADKAR element:	Definition:	What you hear:	Triggers for building:
A Awareness	Of the need for change	"I understand why…"	Why? Why now? What if we don't?
D Desire	To participate and support the change	"I have decided to…"	WIIFM Personal motivators Organizational motivators
K Knowledge	On how to change	"I know how to…"	Within context (after A&D) Need to know *during* Need to know *after*
A Ability	To implement required skills and behaviors	"I am able to…"	Size of the K-A gaps Barriers/capacity Practice/coaching
R Reinforcement	To sustain the change	"I will continue to…"	Mechanisms Measurements Sustainment

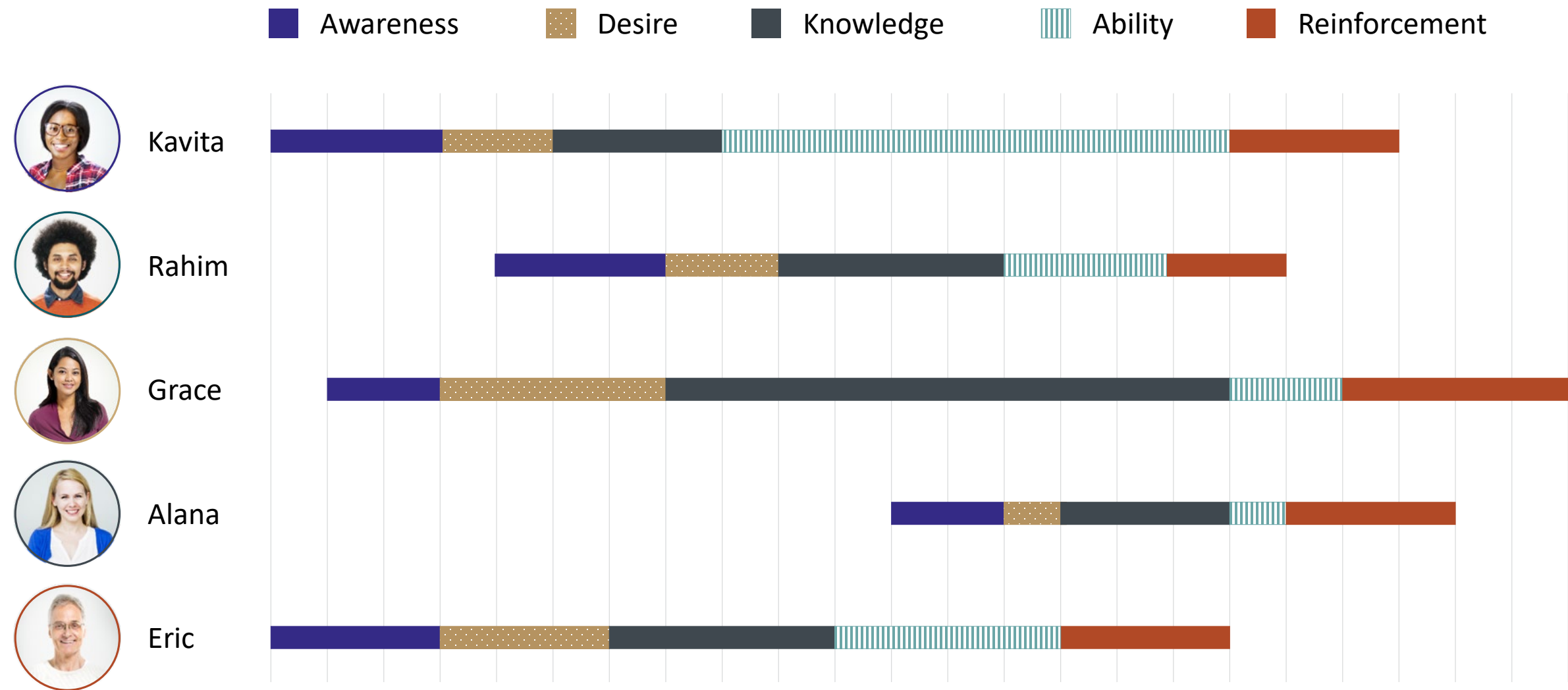# ADKAR Defines Success at Scale

Change with one person...

Or 1,000 people...

Or five people...

Or 20 people...

ADKAR Journeys are Individual

ADKAR Aligns Milestones For Success
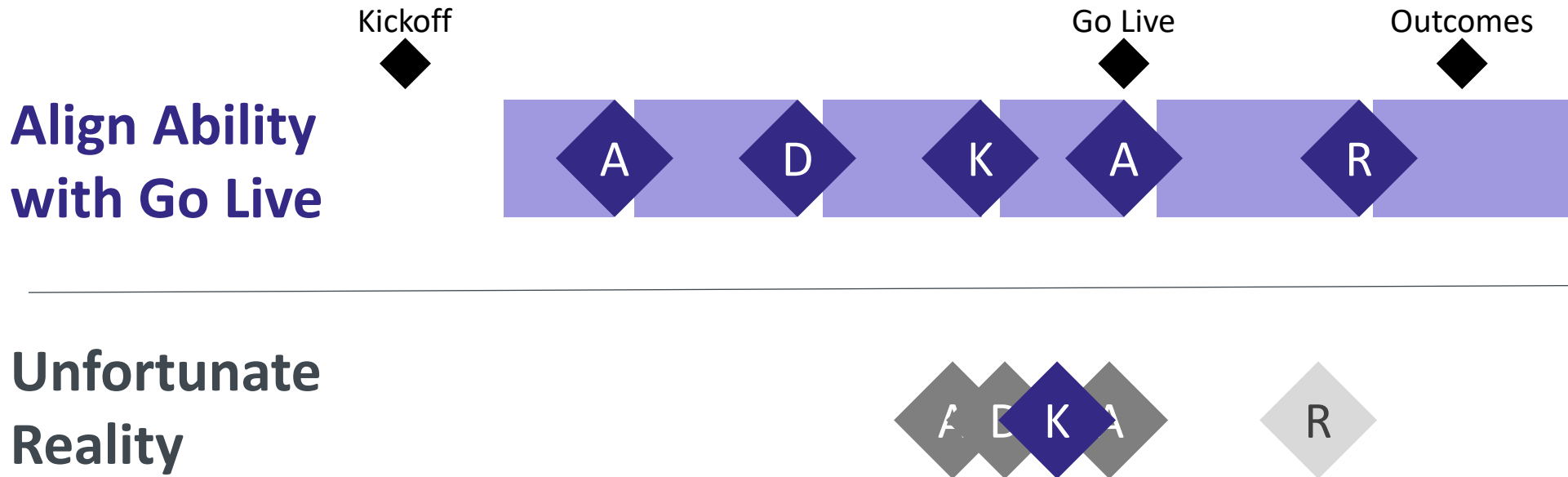
Aligning Technical and People Side Milestone Dates

Sequential

Key Project Milestones	Date
Kickoff	
Go Live	
Outcomes	

ADKAR Milestones	Date
Awareness	
Desire	
Knowledge	
Ability	
Reinforcement	
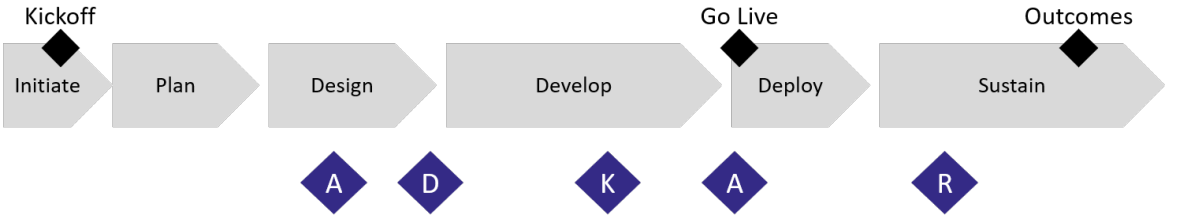
Iterative

Key Initiative Milestones	Date
Kickoff	
Release 1	
Release 2	
Release n	
Go Live	
Outcomes	

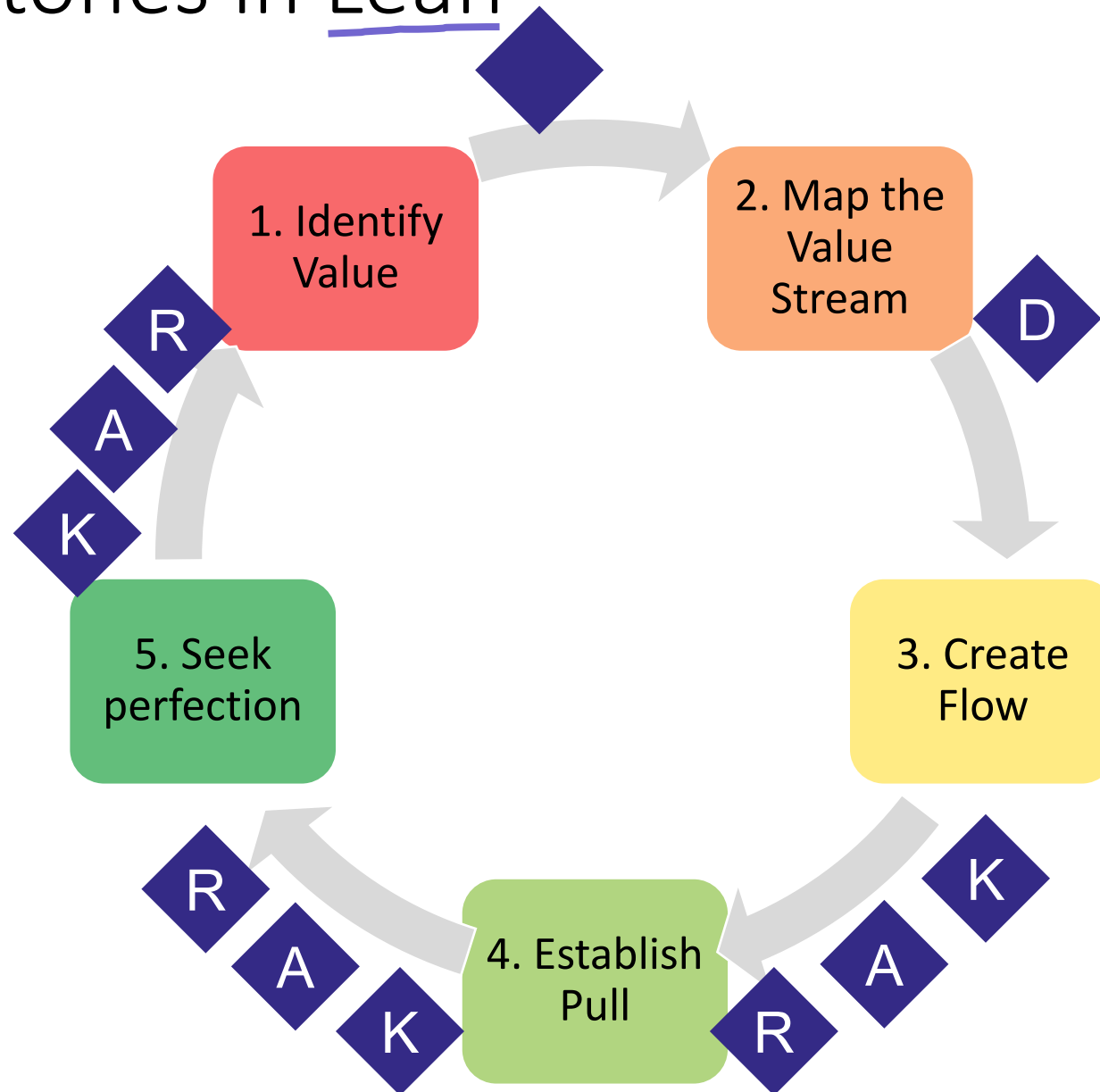| ADKAR Milestones	Date	Rel. 1	Rel. n
Awareness			
Desire			
Knowledge			
Ability			
Reinforcement			

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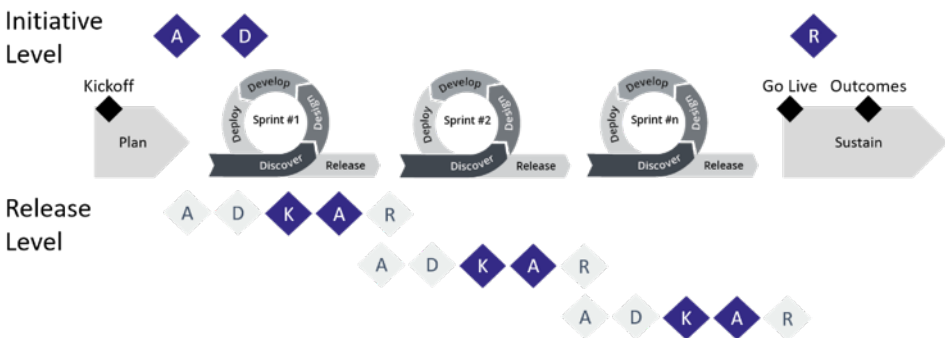
ADKAR Milestones in Continuous Improvement (PDCA)
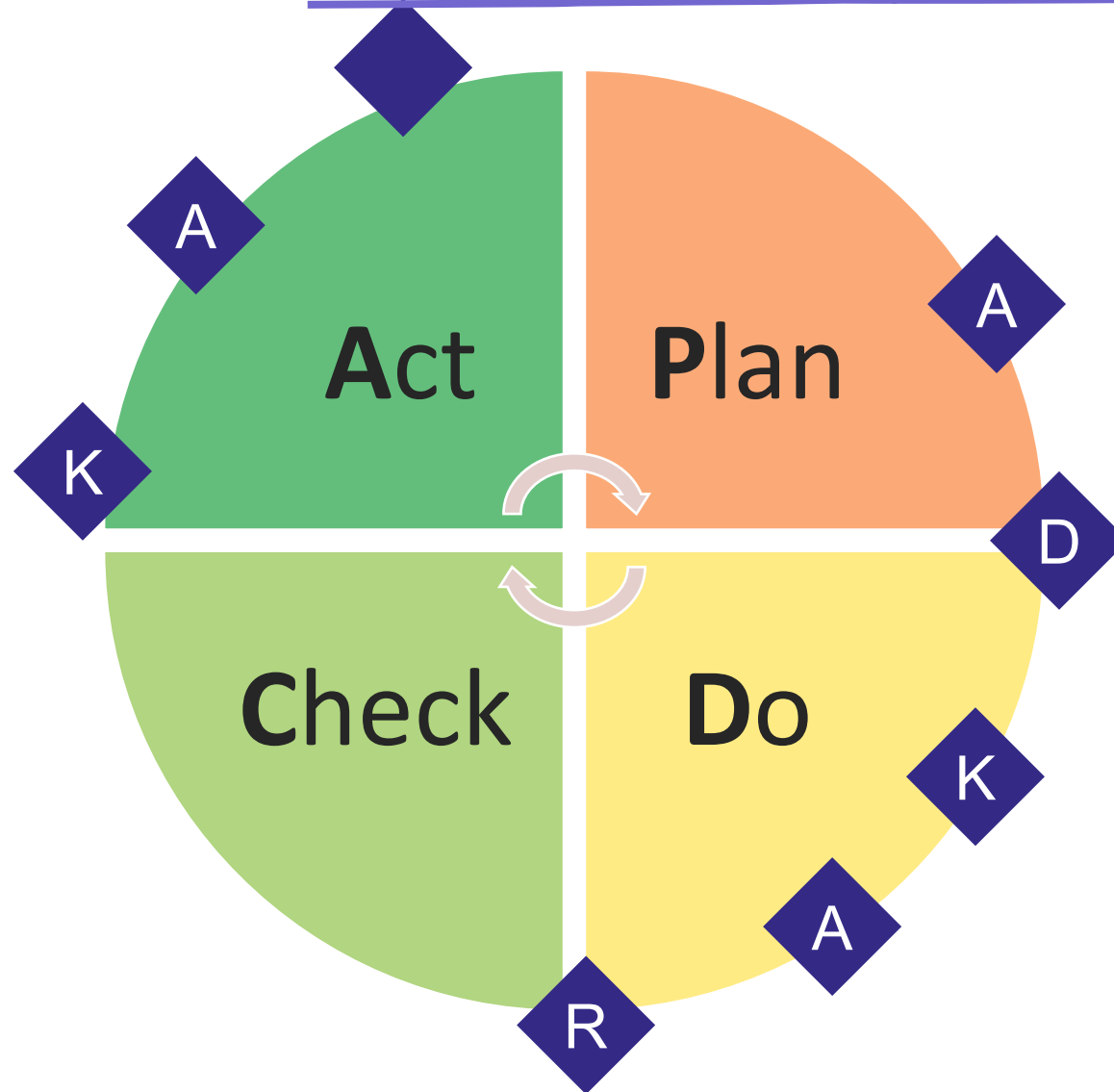
ADKAR Milestones in Six Sigma

ADKAR Milestones in Lean
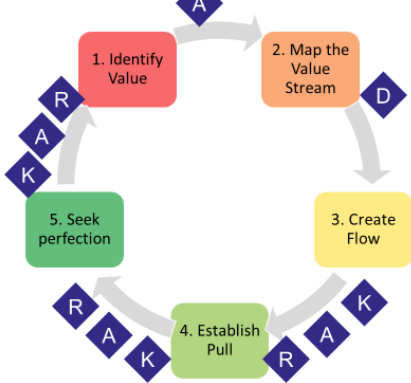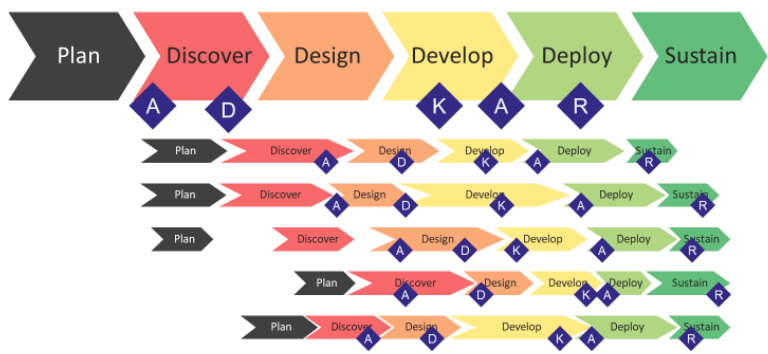
" How can I enable change by amplifying drivers and reducing restraints?

Driving Forces

Restraining Forces

ADKAR
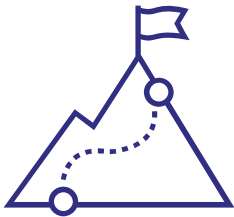
Driving forces are forces that make **change easier**.

These forces help people to engage and participate actively in the change.

Restraining forces are forces that make **change more difficult**.

These forces counteract driving forces and lead to avoidance or resistance of the change.

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Quick-Start Guide for Applying ADKAR® to Today's Change Challenges

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PEOPLE. CHANGE. RESULTS.™

The adoption challenge: to help your employees

excel as remote contributors

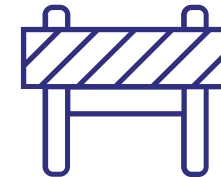|	A	D	K	A	R
What are the biggest restraining forces you anticipate?	**"This is temporary… why should I put so much effort into it?"** 1. Misinformation 2. Distractions and information overload 3. Uncertainty of change and duration 4. Fear – loss of job, loss of influence 5. Lack of trust in leadership	**"Concern over job security"** 1. Fear of unknown future state – loss of salary/job, isolation, the unknown 2. Disruptive home environment – kids, spouse, caregiver, etc. 3. Disconnection from coworkers and office 4. Anxiety around 'new normal'	**"Not trained in online tools and resources to complete online work"** 1. Lack of technology learning resources 2. No time to learn technology 3. Inadequate technology solution 4. Overwhelming workload 5. Information overload	**"Not having resources at home that they have in the office"** 1. Disruptive environment at home 2. Network connection/ bandwidth 3. Technology or tool limitations 4. Change saturation and unmanageable workload	**"No recognition for hard work since they are not 'seen'"** 1. Lack of recognition 2. Lack of visibility of accomplishments 3. Lack of budget or funds 4. No certainty of 'finish line' 5. Lack of standardized work/routine
How might we overcome these restraining forces?	**"Frequent communication from trusted executives"** 1. Effective and consistent leadership communication 2. Regular individual and team check-ins 3. Consistent cadence of consolidated/aligned information 4. Transparent thinking/plans shared conversationally	**"Reiterate what is known and give them a sense of control and stability in the workplace"** 1. Deliver more frequent communications 2. Increase number of connections – preferably face-to-face video 3. Enable flexibility of work hours, tasks, or methods 4. Establish mechanism to frequently review and adapt 5. Recognize individuals in new ways	**"Share 'work-remote' tips and tricks with coworkers/teams"** 1. Virtual training 2. Resource library for just-in-time learning 3. Access to 1:1 support or coaching 4. Practical guidance 5. Prioritized time for learning	**"Converge and focus on few but impactful targets"** 1. Add structure through to-do lists and task planning 2. Set a routine and plan your day 3. Practice patience, empathy and understanding 4. Provide coaching on technology	**"Recognize positive contribution"** 1. Share success stories 2. Offer recognition and appreciation – by peers and leadership 3. Increase 1:1 connections 4. Provide virtual rewards

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DRIVING → ← RESTRAINING

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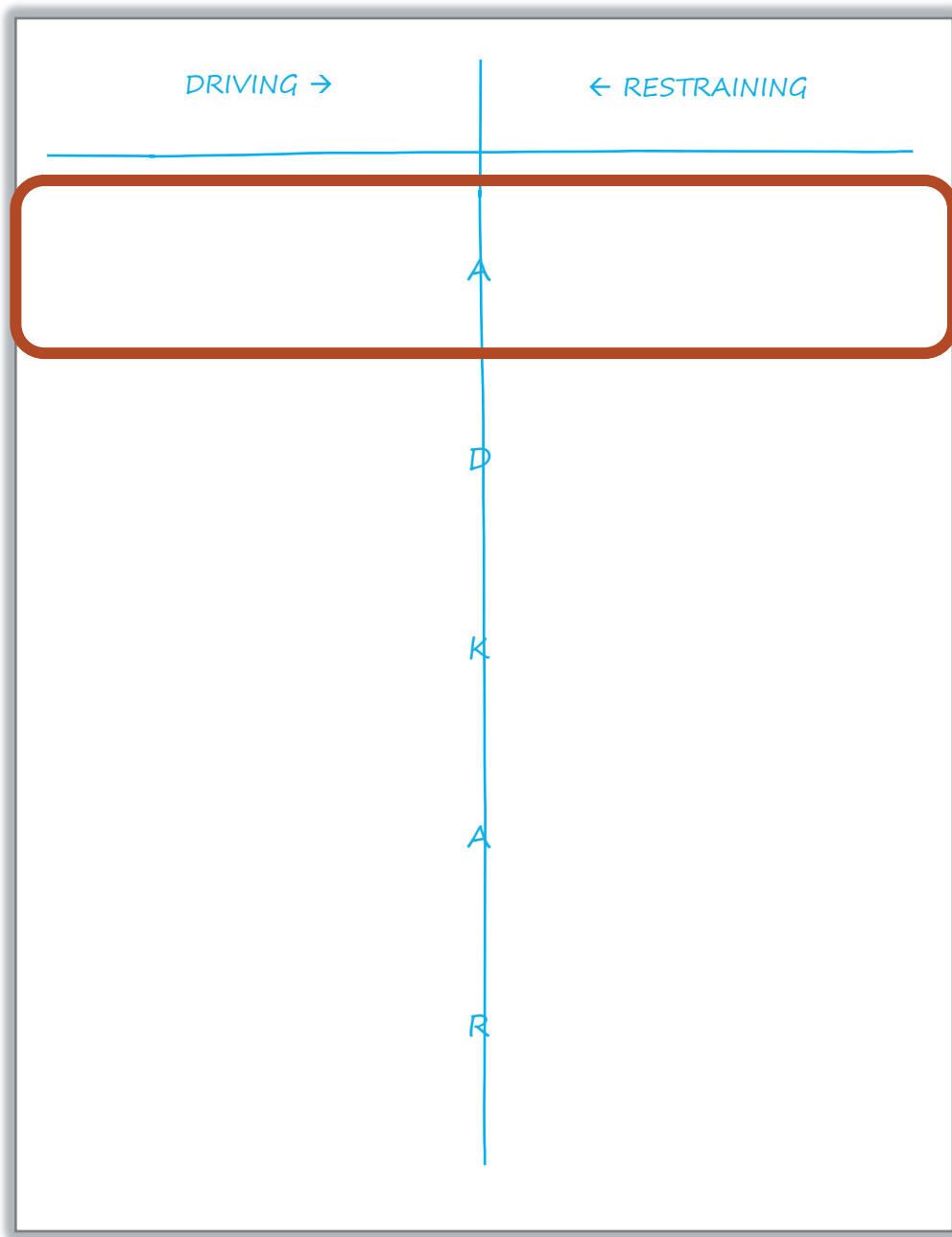
What Drives and Restrains **Awareness?**

Driving Forces

Restraining Forces

"I understand why"

Communications and access
to information

Events like town halls

Observable conditions

Personal/internal vision
or aspiration

Credibility of the source
or sender of reason why

Debate over the reasons for change

Denial that the reasons are valid

Rumors or misinformation

How might we overcome the
restraining forces to Awareness?

What are the biggest restraining forces to
Awareness of the need to change?

DRIVING → ← RESTRAINING

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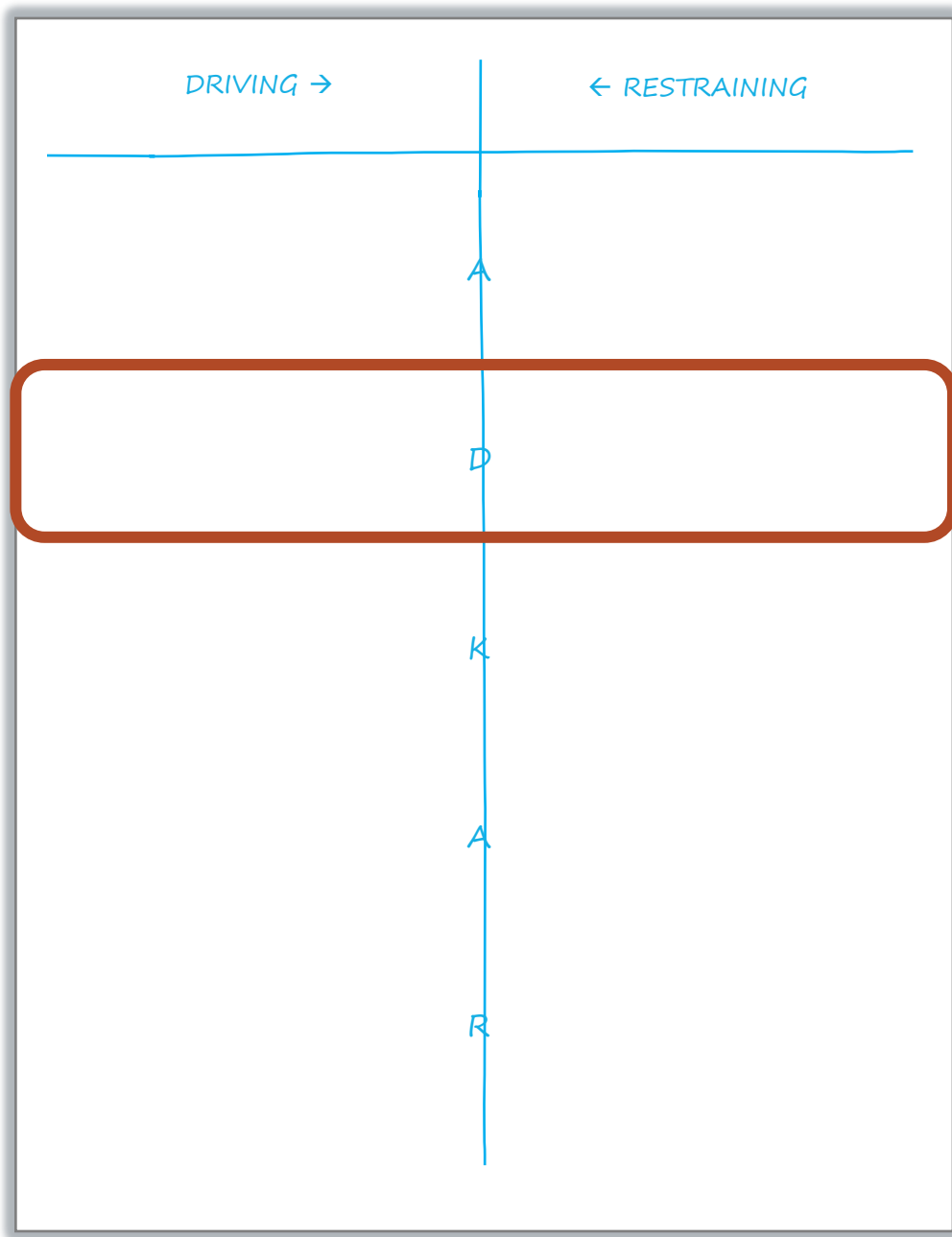
What Drives and Restrains **Desire?**

Driving Forces

Restraining Forces

"I have decided to"

Likelihood of gain or achievement (incentive)

Fear of consequence (risk or penalty of not changing)

Desire to be part of something (to belong)

Alternative is worse

Ownership of the solution

Comfort or security with how things are now or fear of the unknown

Change not aligned with self-interest or values

Negative history with change (low confidence of success)

An individual's personal situation

Change resistant culture

How might we overcome the restraining forces to Desire?

What are the biggest restraining forces to Desire to support the change?

DRIVING →   ← RESTRAINING

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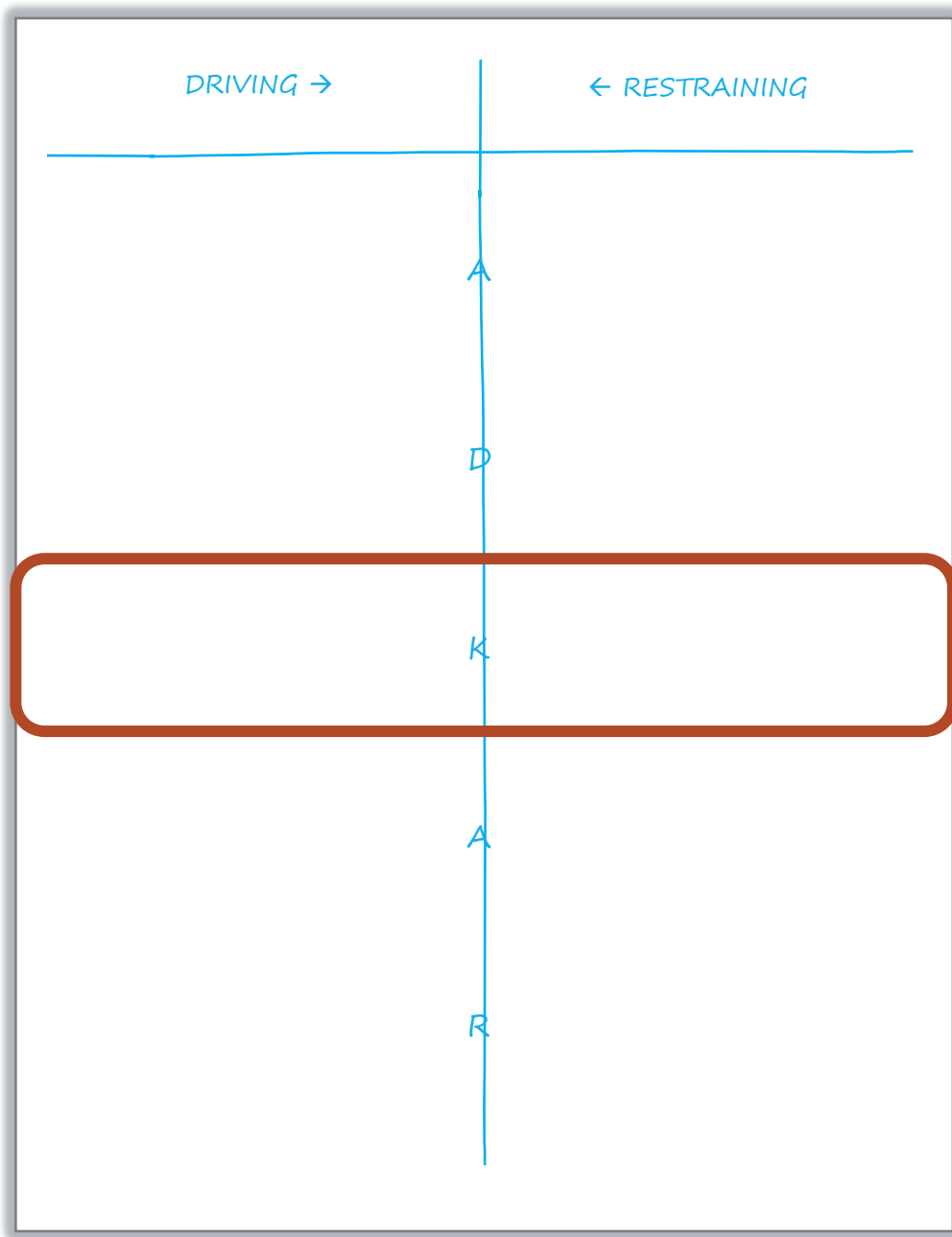
What Drives and Restrains **Knowledge?**

Driving Forces	"I know how to"	Restraining Forces
Training and education		Insufficient time
Experience		Inability to learn or remember
Access to information		Inadequate resources, including money or budget
Mentor		No access to needed information

How might we overcome the restraining forces to Knowledge?

What are the biggest restraining forces to Knowledge of how to change?
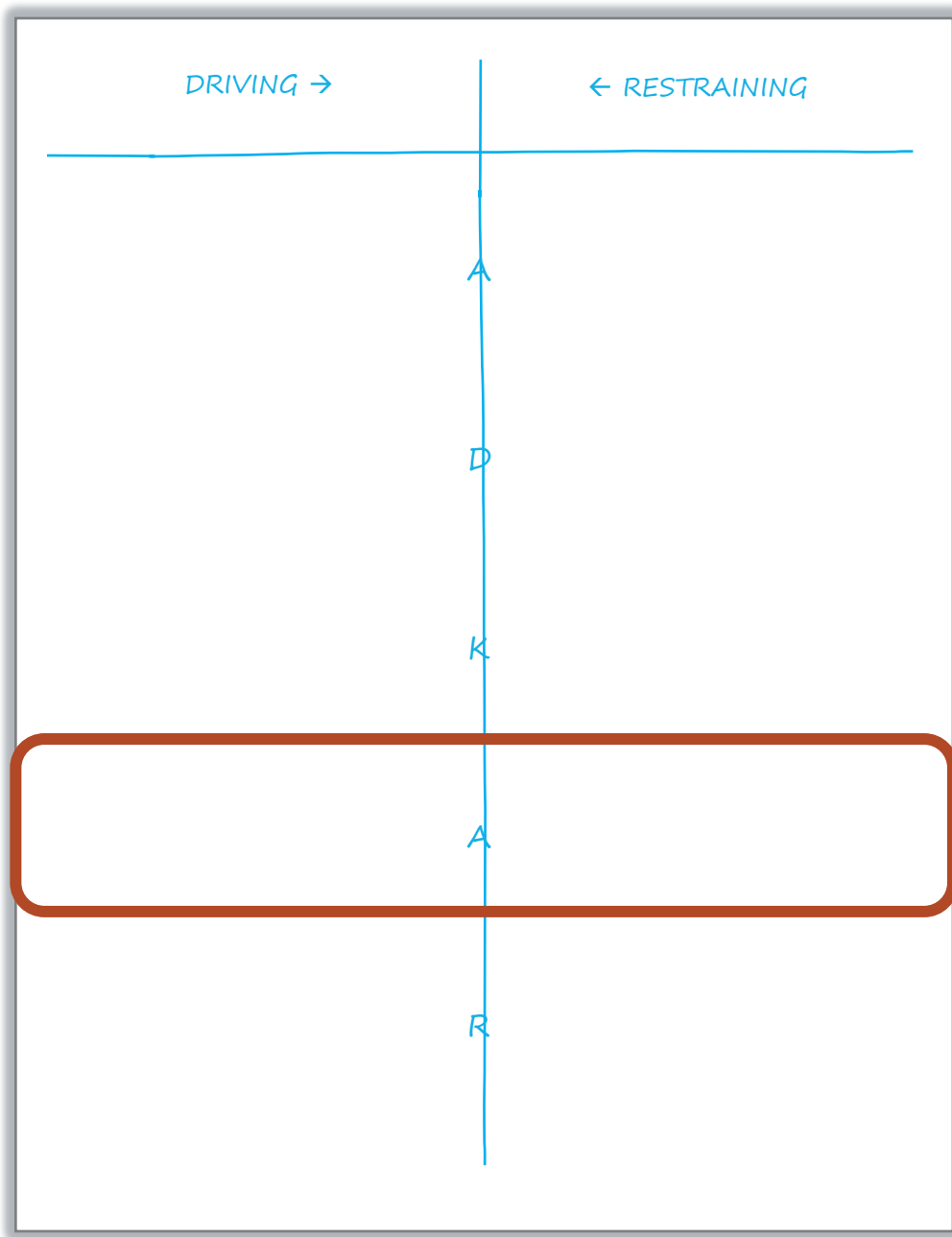
What Drives and Restrains **Ability?**

Driving Forces

Restraining Forces

"I am able to"

Driving Forces:
- Practice
- Examples or role models
- Access to the right tools
- Feedback and measurements
- Time

Restraining Forces:
- Psychological blocks
- Limitations in physical abilities
- Intellectual capability
- Time available to develop skills
- Availability of support resources
- Existing habits

How might we overcome the restraining forces to Ability?

What are the biggest restraining forces to Ability to implement the change?
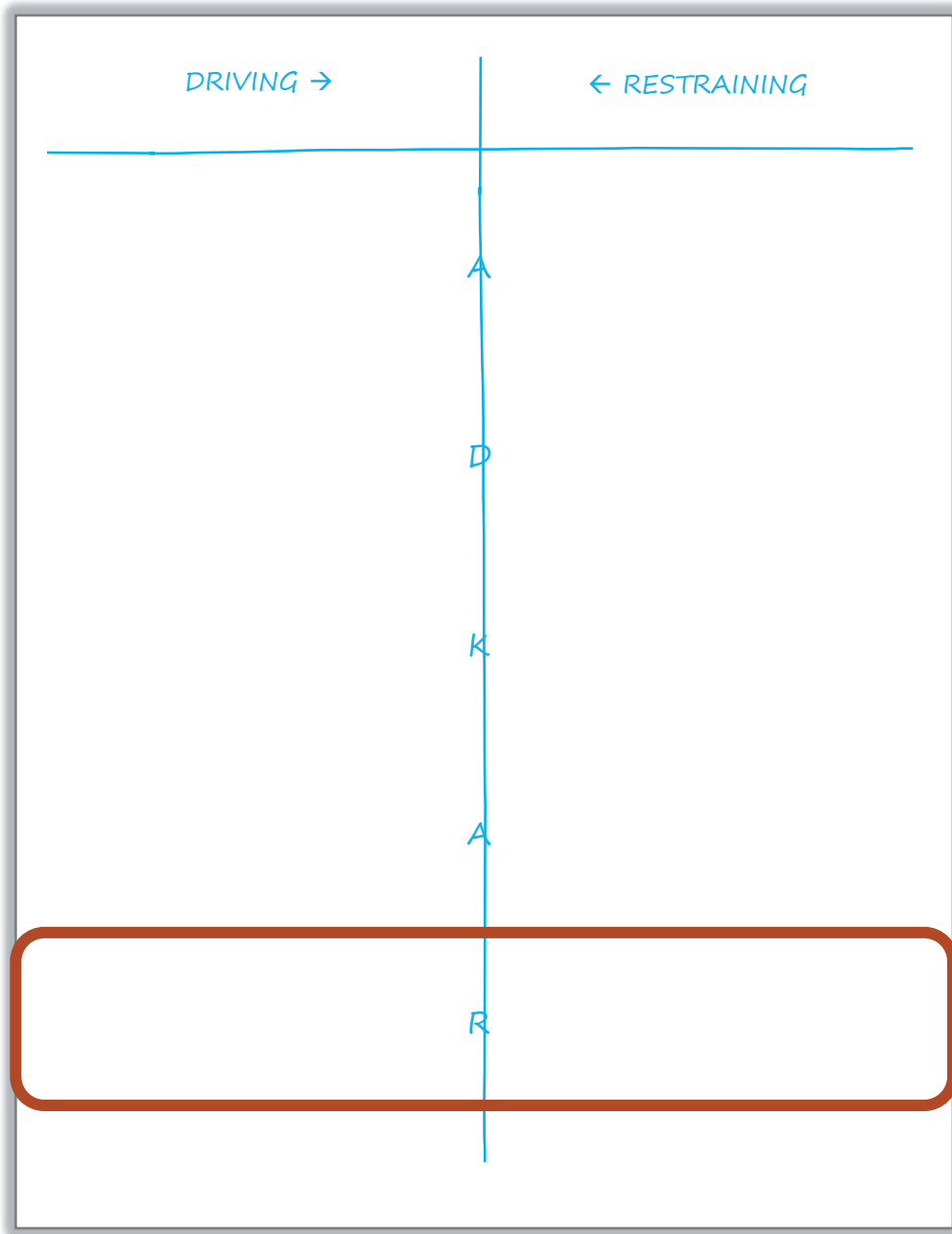
What Drives and Restrains **Reinforcement?**

Driving Forces

Restraining Forces

"I will continue to"

Driving Forces:
- Celebrations
- Rewards and recognition
- Feedback
- Visible performance measurement
- Accountability mechanisms in place

Restraining Forces:
- Rewards not meaningful or not associated with achievement
- Absence of reinforcement for accomplishments
- Negative consequences including peer pressure opposing desired behavior

How might we overcome the restraining forces to Reinforcement?

What are the biggest restraining forces to Reinforcement to sustain the change?

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Driving Forces	ADKAR Organizational Application	Restraining Forces
How might we overcome the restraining forces to Awareness?	**Awareness**	What are the biggest restraining forces to Awareness of the need to change?
How might we overcome the restraining forces to Desire?	**Desire**	What are the biggest restraining forces to Desire to support the change?
How might we overcome the restraining forces to Knowledge?	**Knowledge**	What are the biggest restraining forces to Knowledge of how to change?
How might we overcome the restraining forces to Ability?	**Ability**	What are the biggest restraining forces to Ability to implement the change?
How might we overcome the restraining forces to Reinforcement?	**Reinforcement**	What are the biggest restraining forces to Reinforcement to sustain the change?

Driving Forces	ADKAR Individual Application	Restraining Forces
What do I need to be able to say, "I understand why"?	**Awareness**	What is keeping me from saying, "I understand why"?
What do I need to be able to say, "I have decided to"?	**Desire**	What is keeping me from saying, "I have decided to"?
What do I need to be able to say, "I know how to"?	**Knowledge**	What is keeping me from saying, "I know how to"?
What do I need to be able to say, "I am able to"?	**Ability**	What is keeping me from saying, "I am able to"?
What do I need to be able to say, "I will continue to"?	**Reinforcement**	What is keeping me from saying, "I will continue to"?

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Blank Sheet ADKAR Canvas
ADKAR + Force Field Analysis

ADKAR® Canvas for Business Change

Adoption Challenge:

	Awareness of the need for change	Desire to participate and support the change	Knowledge of how to change	Ability to implement required skills and behaviors	Reinforcement to sustain the change
What are the biggest restraining forces you anticipate?					
How might we overcome these restraining forces?					

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Driving →   ← Retraining

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Change Management:

Elevating adoption challenges
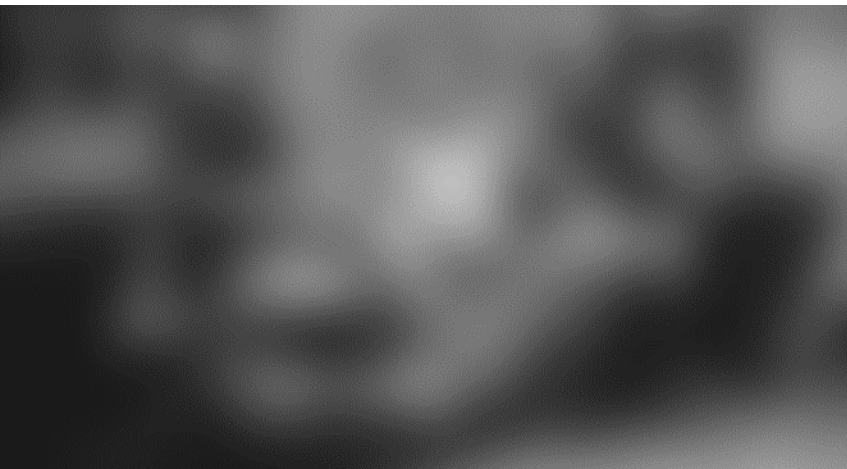
Encouraging empathy

Engaging participation

Empowering people

What is the nature of the change ***for you?***

What are the milestones of success on the people side of the change coin?

How can I enable change by amplifying drivers and reducing restraints?

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We're implementing
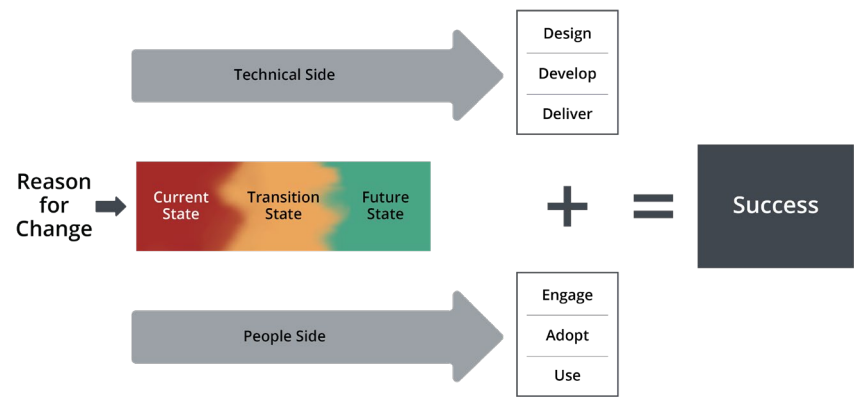a new CRM system.

Which will have a "medium"
impact on your job.

We will help Debbie shift from
a transactional to relational
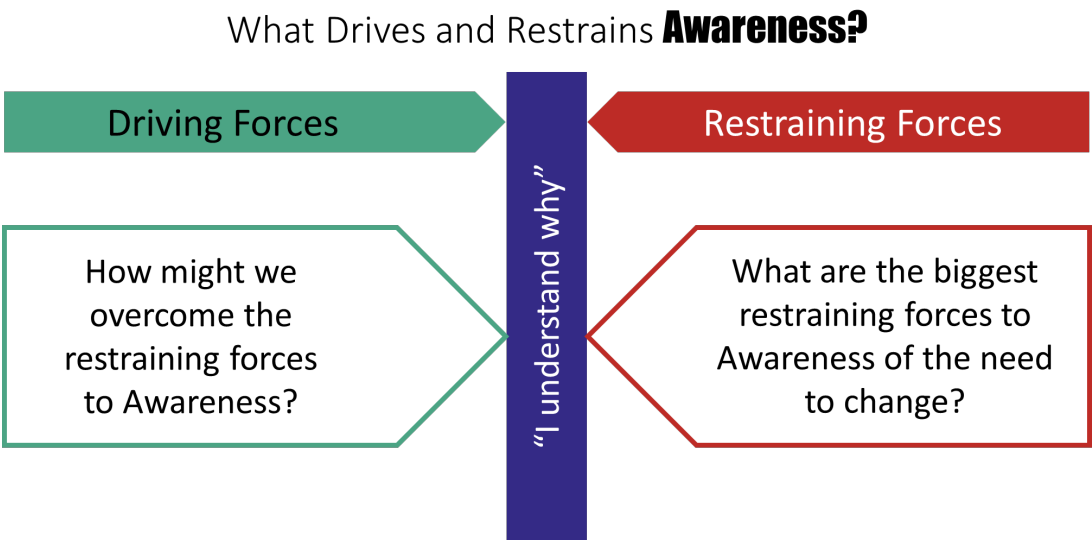mindset with customers.

Agenda

Two Sides of the Change Coin for Value Realization

Using ADKAR and Force Field Analysis to Drive Adoption and Overcome Obstacles

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