Personal Change Worksheet (15 minutes)

Overview

ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change. The model has its origins in aligning traditional change management activities to a given result or goal.

The ADKAR model has the ability to identify why changes are not working and help you take the necessary steps to make the change successful. You will be able to break down the change into parts, understand where the change is failing and address that impact point.

Directions

The best way to understand the usefulness of the ADKAR model is to apply it to a personal situation. Using a situation you are close to will help separate the key elements or stages of the ADKAR model.

Step 1 - Begin by identifying a change you would like to see happen in a friend, family member or work associate, but currently that change is not working.

Step 2 - Complete the worksheet to the best of your ability, rating each element on a scale of 1 (e.g. no awareness) to 5 (e.g. complete awareness). Be sure you select a change you have been trying to make happen that is not working regardless of your continued efforts.

Briefly describe a personal change in behavior you are trying to facilitate with a friend, family member, neighbor or work associate that is failing.

ADKAR Exercise

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Awareness List the reasons you believe this change is necessary.	Review these reasons and ask yourself the degree to which the person you are trying to change is aware of these reasons.
	Awareness rank (1 to 5 scale) _____

Desire List the factors or consequences (good and bad) for this person that create a *desire* to change.	Consider these motivating factors, including the person's conviction in these areas. Assess the desire to change.
	Desire rank (1 to 5 scale) _____

Knowledge List the skills and *knowledge* needed for the change, both during and after the transition.	Rate this person's knowledge or training in these areas.
	Knowledge rank (1 to 5 scale) _____

Ability Considering the skills and knowledge from above, evaluate the person's *ability* to perform or act in the new way. Are there any barriers inhibiting the person's ability?	To what extent does the person have the ability to implement the new skills, knowledge and behaviors.
	Ability rank (1 to 5 scale) _____

Reinforcement List the *reinforcement* that will help to retain the change. Are incentives in place to make the change stick? Are there incentives to not change?	To what degree are reinforcements in place to support and maintain the change.
	Reinforcement rank (1 to 5 scale) _____

Notes:

ADKAR Assessment

Transfer your scores from each ADKAR stage to the table below. Take a moment to review your scores. Highlight those areas that scored 3 or less and identify which is the first area with a score of 3 or less. This first area will be your primary focus (also known as you barrier point). Create a bar graph below showing your ADKAR change profile.

| Brief description of the change:	Score from ADKAR worksheets
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 maintain change? Notes:	

To create an ADKAR profile bar graph, mark your score for each element and shade the area below the mark to create each "bar."
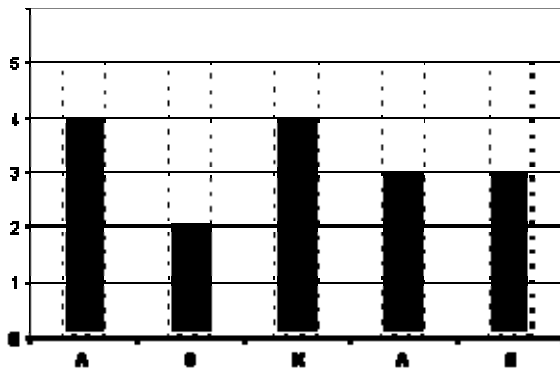
Personal change ADKAR profile
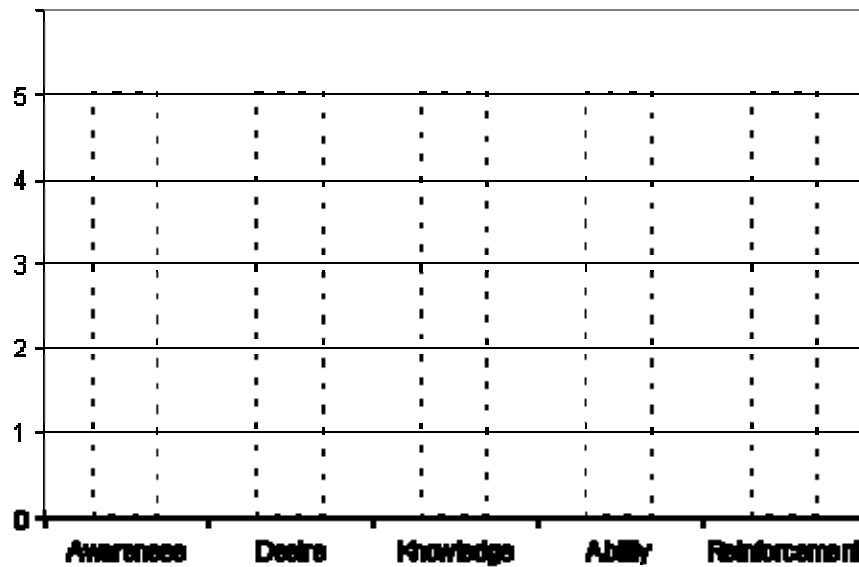
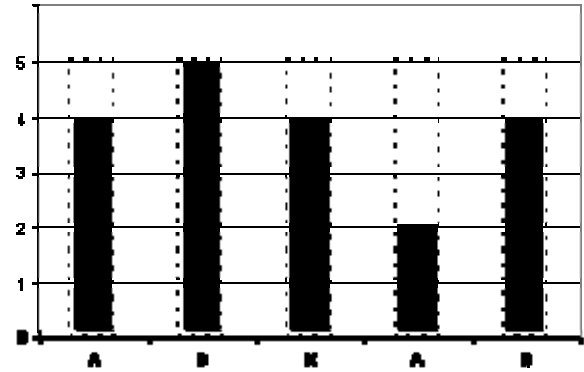

Below are two example profiles.

ADKAR Exercise
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A=4, D=2, K=4, A=3, R=3

A=4, D=5, K=4, A=3, R=4

 The ADKAR profile you create is a valuable tool for several reasons. First, it gives insight into where the person is having difficulties making the change. Many teams resort to trying to 'train away' resistance, focusing on knowledge when awareness or desire are the barrier points. The ADKAR profile focuses resistance and allows you to have conversations that are directed at the specific step. Second, the model prevents you from focusing on an issue that the person has already completed. Individuals may become frustrated and even more resistant, for example, if they have moved to the knowledge step and you are focusing on building awareness of the need for change. Third, the model is easy to understand and can be shared with individuals who are going through change so they can create their own profile and use the tool to personally manage the change.