CITY OF **MADISON**
Change Management Learning Resource

Before you begin working through this learning resource, reach out to Organizational Development to receive a copy of Jeffery M. Hiatt's *"Employee's Survival Guide to Change"* workbook (via Inter-D) and a digital copy of an ADKAR Change Evaluation Worksheet to more easily apply the concepts you'll learn about in this resource to real-world experiences.

Why Should I Care About Change Management?

Did you know the failure rate of change initiatives is 70 percent? *(Harvard Business Review & Forbes)* Change is a necessary force in all organizations, it's what makes a business grow and succeed. Unfortunately, change often comes with some degree of uncertainty, push-back, confusion, and a potential loss of employees (hence the large failure rate!). *How can we manage change in a way that will succeed?* You guessed it: Change Management**.** Change management is what prepares, equips and supports the individuals who make up an organization. It allows folks to successfully change **how** they do their jobs, understand **why** those changes are necessary, develop a **commitment** to the shift and **effectively** work through it.

The Change Management model that the City of Madison is utilizing is the ADKAR Model. ADKAR was developed in 2003 by Prosci, Inc and its founder, Jeff Hiatt. Through 25+ years of research in more than 700 organizations, ADKAR has proven to be a successful framework for the people side of change. ADKAR is action oriented, accessible and built on evidence-based practices.

Introduction to the ADKAR Model:

The word "ADKAR" is an acronym for the five building blocks of change which helps an individual understand and successfully adopt the change. The letters stand for the following:

- **A – Awareness** of the need for change.
- **D – Desire** to participate and support the change.
- **K – Knowledge** on how to change.
- **A – Ability** to implement desired skills & behaviors.
- **R – Reinforcement** to sustain the change.

Interested in seeing the model in action? Watch this real life example of ADKAR *(1:49 minutes)* or peruse Prosci Success Stories.

> ***Additional ADKAR Resources:***
> - *You can also access free ADKAR Model Resources on Prosci's website.*
> - *Scroll down to "Featured ADKAR Model Resources", "Downloads".*
> - *There are also 6 Free ADKAR Model e-Books. Select "Download All Six" to access.*

Resource Videos:

The following is a list of resource videos for you to watch. This collection of videos introduces the Prosci ADKAR Change Management Model introduced above, and offers examples for you to try some of these tactics in your teams and departments.
Tip: *The videos will make the most sense if you watch them in the order listed below.*

- ☐ **What is the ADKAR Model?** – What sets ADKAR apart in empowering us as change practitioners? *(1:02 minutes)*
- ☐ **ADKAR Model Overview** – An introduction to the components of ADKAR. *(1:13 minutes)*
  - ☐ **Awareness** – Change begins with understanding why. *(2:59 minutes)*
  - ☐ **Desire** – Change involves personal desire. *(3:11 minutes)*
  - ☐ **Knowledge** – Knowledge is necessary both during and after a change occurs. *(2:07 minutes)*
  - ☐ **Ability** – Demonstrating the capability to change. *(3:24 minutes)*
  - ☐ **Reinforcement** – Change must be reinforced to be sustained. *(2:20 minutes)*
- ☐ **Real-World Example of ADKAR** – ADKAR in action in a hotel room. *(1:55 minutes)*
- ☐ **ADKAR in Organizational Context** – People change at different paces. *(1:53 minutes)*
- ☐ **Symptoms of Missing the ADKAR Building Blocks** – What missing elements of ADKAR looks and sounds like. *(1:15 minutes)*
- ☐ **Diagnosing Individual Barriers to Change with ADKAR** – Understanding barrier points and what they tell us. *(2:09 minutes)*
  - ☐ Read Prosci's blogpost about what to do about Barrier Points.
- ☐ Optional: **Tim Talk: The Prosci ADKAR Model** - An additional overview of ADKAR in a conversational setting. *(4:18 minutes)*
- ☐ Optional: **The Why, When, and Who of the Prosci ADKAR Model** – An additional overview of ADKAR. *(0:57 minutes)*

Source: Prosci, Inc.

Still unsure about Change Management?

We understand that learning about something as large as Change Management can be overwhelming!
Get in touch with us at OrganizationalDevelopment@cityofmadison.com.