Taking the Mystery out of Change
Today’s Session Will Be Interactive

• Using interactive polling technology to co-create insights together with you as active participants

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the first word that comes to mind when you hear the word "change"?

Start the presentation to activate live content
If you see this message in presentation mode, install the add-in or get help at PollEv.com/app
Goals for Today

• Better understand the change process
• Better understand what is necessary to achieve more personal and professional change success
• Better understand how we can pinpoint our own barriers to change success
• Take some of the *mystery* out of change
Change Is a Process

Current state

Transition state

Future state

Where you are today

Where you want to be
Change is a Process

Unfreeze
Ensures that employees are ready for change

Change
Execute the intended change

Refreeze
Ensures that the change becomes permanent

Kurt Lewin
1947
Change is a Process

Kubler-Ross 1969
Change is a Process

William Bridges
1991
Change is a process

Current state

Transition state

Future state

Current state

Transition state

Future state
The Three States of Change

Typically, we are comfortable with and prefer the current state.
Understanding change

The power of the current state

The current state defines **who we are**.

The current state is where we have been **successful**.

The current state is **comfortable**.
Understanding change

Our view of the current state strongly impacts our emotional reactions to change.

**Comfortable or invested with the current state**

**Neutral or objective toward the current state**

**Dissatisfied or opposed to the current state**

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comfortable with the current state, what emotion are you most likely to feel when a change is introduced?
Are dissatisfied or opposed to the current state of things are you most likely to feel when a change is introduced?
The Three States of Change

The transition state creates stress and anxiety; can be ambiguous.
Understanding change

The transition state is:

Messy

Disorganized

Less productive

Emotionally charged
What we want for the transition
What we actually experience
The Three States of Change

The future state is unknown or not well understood.

- **Current state**
- **Transition state**
- **Future state**
Understanding change

The uncertainty of the future state

The future state is usually **not fully defined**.

The future state can be **worrisome**.

The future state may not match my personal and professional goals.
Understanding Change

Our emotional reaction to change is normal part of the process and is based on:

- **Our view of the current state**
- **Other events** occurring in our lives
- **Our history** with past changes
- **The background conversation** (what others are saying or feeling about the change)
Resistance is a natural human reaction to change.

Resistance to change is normal.
Understanding Change

Exercise
Prosci® ADKAR® Model

5
elements

ADKAR represents the five elements of change that must be achieved for the change to be a success.

change
patterns

ADKAR was developed by Prosci® after studying the change patterns of more than 700 organizations.

individual and
organizational
levels

ADKAR is an effective tool for managing change at an individual level and guides activities at an organizational level.
<table>
<thead>
<tr>
<th>Awareness</th>
<th>The Five Building Blocks for Successful Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Desire</td>
<td></td>
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<tr>
<td>Knowledge</td>
<td></td>
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<tr>
<td>Ability</td>
<td></td>
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<tr>
<td>Reinforcement®</td>
<td></td>
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<tr>
<td>Awareness</td>
<td>Change begins with understanding WHY</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Desire</td>
<td>Why is this change needed?</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Why is this change needed now?</td>
</tr>
<tr>
<td>Ability</td>
<td>What is the risk of not changing?</td>
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</tbody>
</table>

Reinforcement®
Perform a Little Experiment
Bed
Rest
Awake
Night
Dream
Eat
Snooze
Nap
Relax
Sound
Slumber
Snore
Bed
Rest
Awake
Night
Dream
Eat
Snooze
Nap
Relax
Sound
Slumber
Snore
In the absence of information, we jump to the worst conclusions.

~ Myra Kassim
Understanding Change

- Influencing factors on what we hear:
  - Career or educational plans
  - Situation at home
  - Experience with other changes at work
  - What we have heard from others
  - How satisfied we are with work
  - Whether we trust the sender
  - Our understanding of the business need to change
Change begins with understanding **WHY**

**Awareness**

- Desire
- Knowledge
- Ability

**Reinforcement®**

Why is this change needed?
Why is this change needed now?
What is the risk of not changing?
Change involves personal decisions

What’s in it for me (WIIFM)?
A personal choice
A decision to engage and participate
<table>
<thead>
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<th>Awareness</th>
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<th>Ability</th>
<th>Reinforcement®</th>
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Change requires knowing how

Understanding how to change
Training on new processes and tools
Learning new skills
Previous learning can have an impact on our ability to learn and make changes
Z-Y-X-W-V-U-T  
S-R-Q , then comes P  
O-N-M......L-K-J  
I-H-G-F E.D.C.B.A  

Now I know my C-B-A's, but you can't sing them this way.
<table>
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<th>Awareness</th>
<th>Change requires new proficiency</th>
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<td>Knowledge</td>
<td></td>
</tr>
<tr>
<td>Ability</td>
<td>The demonstrated capability to implement the desired change</td>
</tr>
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Reinforcement®
Change must be reinforced to be sustained

Actions and measures increase the likelihood a change will be continued
SAVE OUR PLANET

Dear Guest,
Every day millions of gallons of water are used to wash towels that have only been used once.

YOU MAKE THE CHOICE:
A towel on the rack means “I will use again.”
A towel on the floor means: “Please replace.”
Real Life Example

Same Change, Addressed Different Motivations/Desires
## ADKAR Analysis: A Personal Change

<table>
<thead>
<tr>
<th>Brief description of the change:</th>
<th>Score for each element (1 to 5 scale)</th>
</tr>
</thead>
<tbody>
<tr>
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<tr>
<td><strong>A</strong></td>
<td>Awareness notes:</td>
</tr>
<tr>
<td><strong>D</strong></td>
<td>Desire notes:</td>
</tr>
<tr>
<td><strong>K</strong></td>
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<td>Ability notes:</td>
</tr>
<tr>
<td><strong>R</strong></td>
<td>Reinforcement notes:</td>
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Barrier point to change

A D K A R
| Without Awareness and Desire you will see: | • Hearing the **same questions** over and over  
• Lower **productivity** & higher **turnover**  
• **Hoarding** of resources and information  
• **Delays** in implementation |
| Without Knowledge and Ability you will see: | • **Lower utilization** or **incorrect usage** of new systems  
• **Worry** about future success  
• Greater impact on **customers** and partners  
• Sustained reduction in **productivity** |
| Without Reinforcement you will see: | • **Reverting** back to old ways of doing work  
• **Ultimate utilization** is less than anticipated  
• The organization creates a **history** of poorly managed change |
ADKAR and "Awareness, Desire, Knowledge, Ability, Reinforcement" are registered trademarks of Prosci.
Individual Change Management Milestones

You Know When You Hear:

**Awareness**
“I understand why…”

**Desire**
“I have decided to…”

**Knowledge**
“I know how to…”

**Ability**
“I am able to…”

**Reinforcement**
“I will continue to…”

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## Action Steps for Each ADKAR Building Block

<table>
<thead>
<tr>
<th>Building Block</th>
<th>Action Steps</th>
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</table>
| To Build Awareness   | • Effective and targeted communications  
                       • Senior leaders sharing the WHY and the vision  
                       • Ready access to information |
| To Create Desire     | • Senior leader commitment  
                       • Manager and supervisor advocacy  
                       • Employee participation and involvement |
| To Develop Knowledge | • Effective training with the proper context  
                       • Education for during and after the change  
                       • Job aides and real-life application |
Action Steps for Each ADKAR Building Block

<table>
<thead>
<tr>
<th>To Foster Ability</th>
<th>To Reinforce Change</th>
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</table>
| • Coaching by managers, supervisors, and SMEs  
  • Hands-on exercises, practice and time  
  • Elimination of any potential barriers | • Celebrations of successes, individually and as a group  
  • Rewards and recognition that are meaningful  
  • Feedback on performance and accountability |
Practical Uses of ADKAR:

• Making sense of change
• Guiding change management plans
• Measuring progress
• Diagnosing resistance
• Developing responsive actions
• Enabling managers and supervisors
What, if anything, is your barrier point to the change?
What might you do in the next week to address the point?
Understanding Change

Exercise
Take the Chance Out of Change
Use your understanding of change and tools like ADKAR® to help take the mystery out of change.
Look for more information about change management

- Additional training for multiple constituent groups
- Tools
- Templates
- Guides
- Assessments

Later this year...
“Our very survival depends on our ability... to adjust to new ideas, to remain vigilant and to face the challenge of change.”

-Martin Luther King Jr.
Thank you!

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