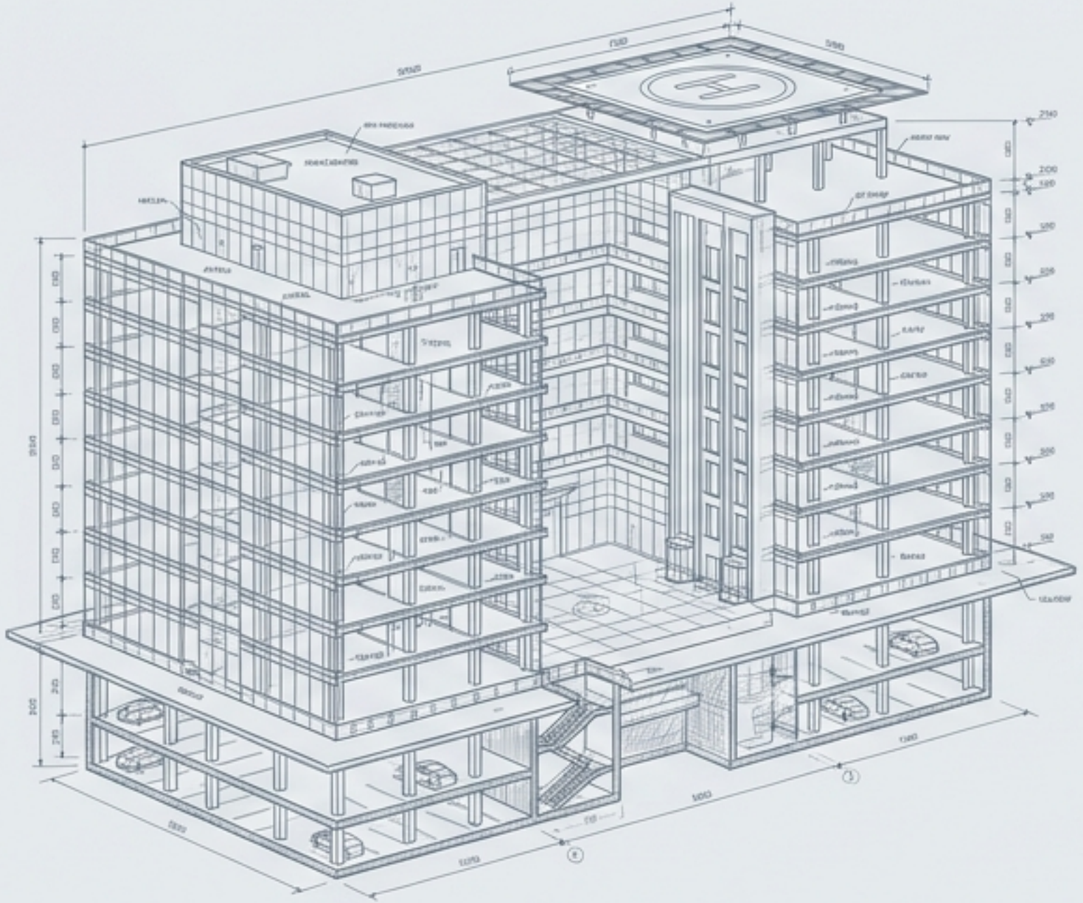
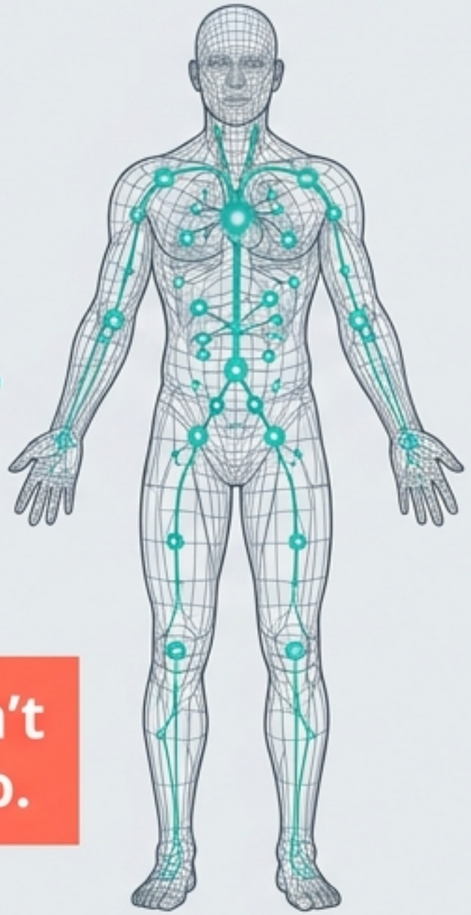
ADKAR
The Blueprint for Organizational Change
A Diagnostic Playbook and Critical Evaluation



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The Core Premise





Organizations don’t change. People do.

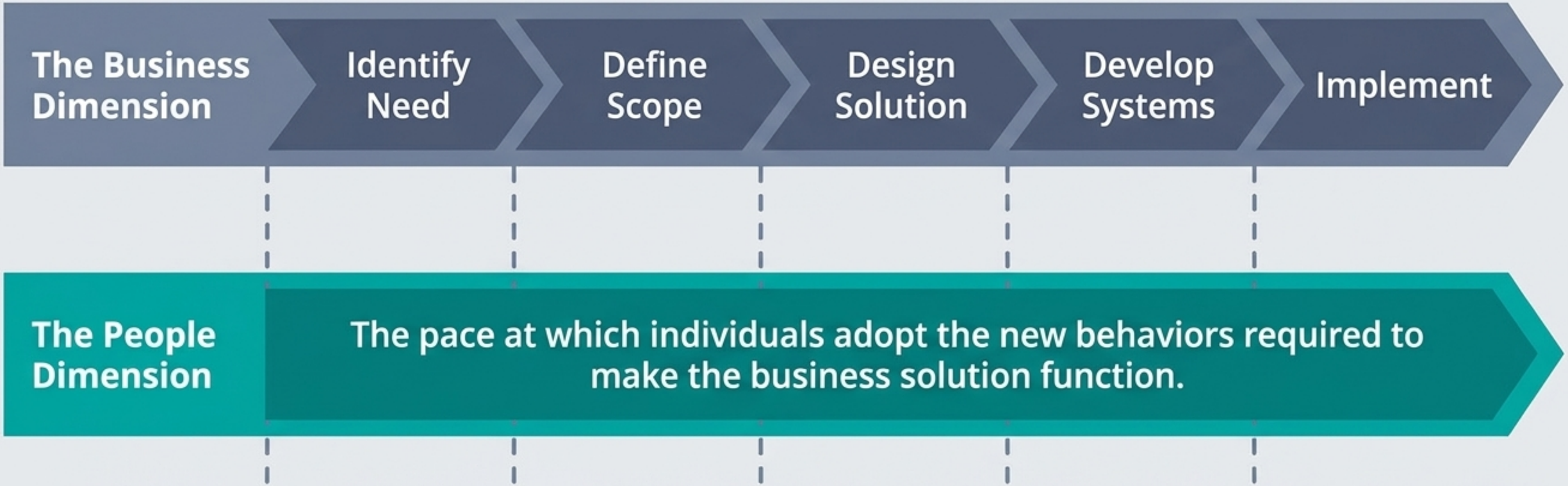
Origins: Developed by Prosci in 1998 based on 10+ years of research across 900+ organizations.

DNA: Rooted in an engineering and Business Process Reengineering (BPR) mindset.

Core Rule: Organizational success occurs only when each individual transitions successfully.

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The Two Dimensions of Change



Insight: The most commonly cited reason for project failure is problems with the people side of change. Investing heavily in technical solutions while ignoring human transition guarantees a stalled project.

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The 5 Building Blocks of Change

Awareness: of the need for change.

Desire: to support and participate.

Knowledge: of how to change.

Ability: to implement skills/behaviors.

Reinforcement: to sustain the change.



The Rule of Sequence: Elements are strictly cumulative. You cannot skip a step.

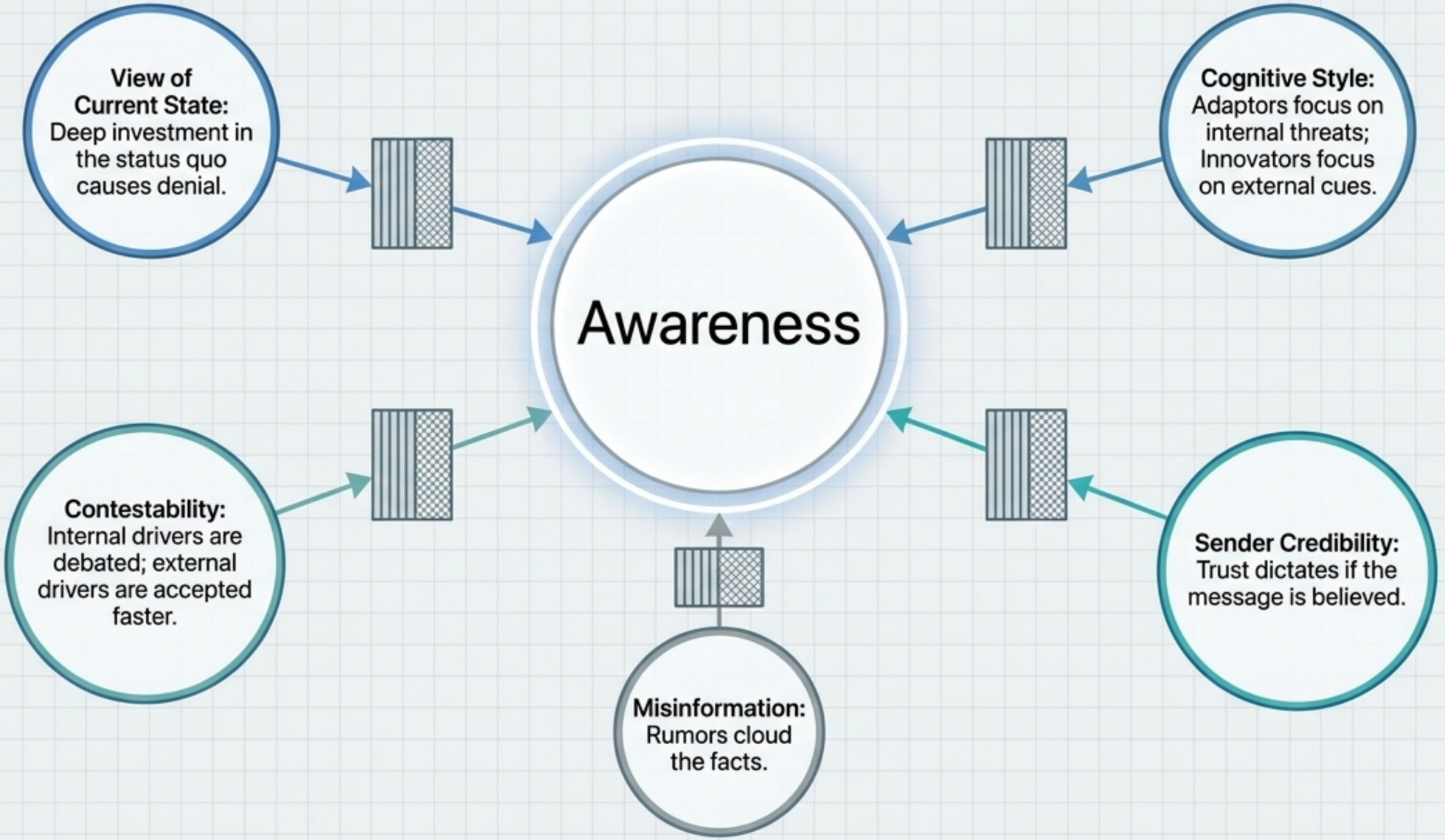
You cannot build Knowledge (How) if Desire (Motivation) is missing.

You cannot reinforce a behavior that has not yet reached Ability.

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A - Awareness: The Need to Know "Why"

Awareness is not just communications; it is the human need to understand the risk of not changing.



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D - Desire: The Anatomy of Choice

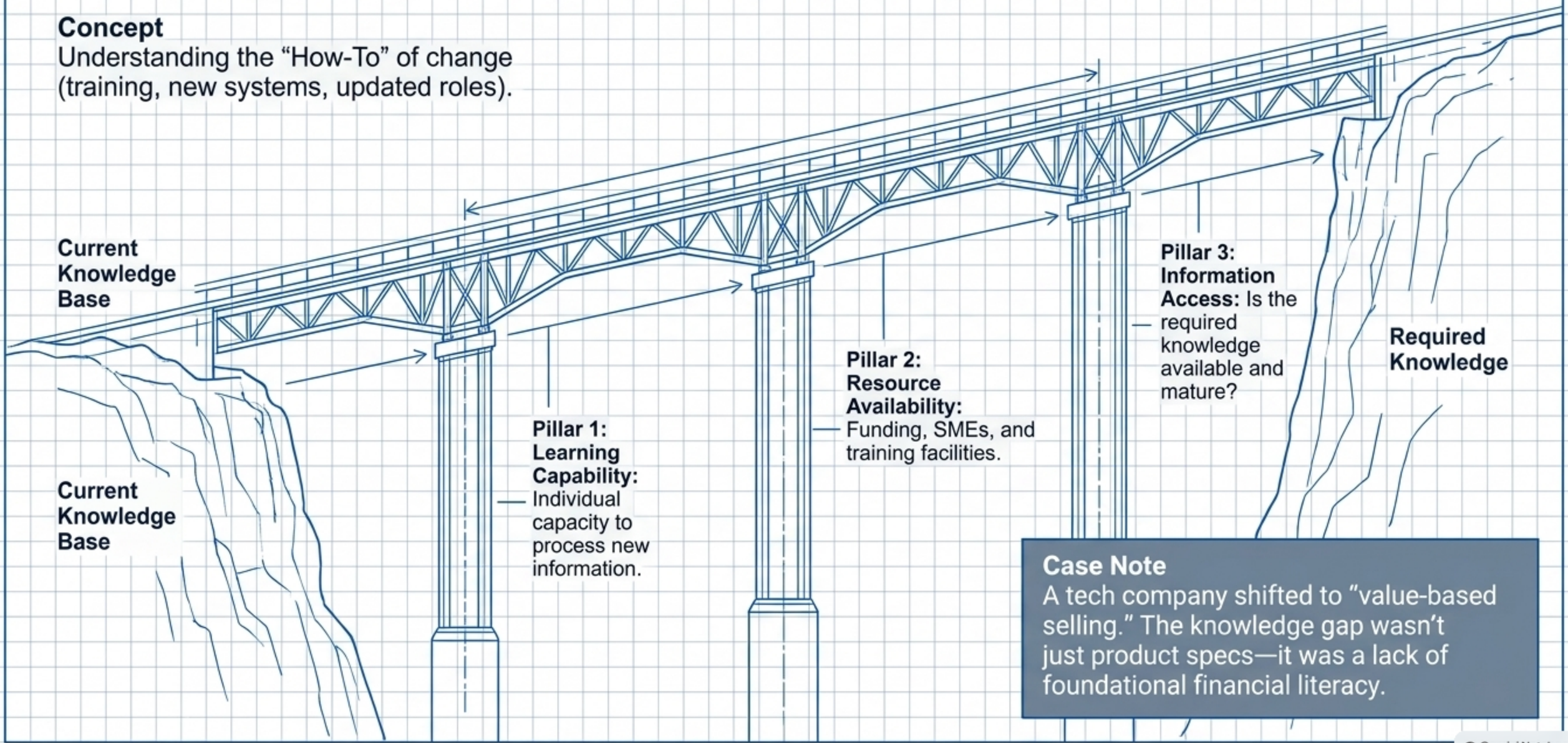
Building awareness does not automatically create desire. Desire remains an elusive personal choice influenced by four distinct forces.

	Internal	External
Personal	**Intrinsic Motivators:** The unique drives of the individual (e.g., seeking victory despite immense physical cost).	**WIIFM (What's In It For Me):** How the nature of the change directly impacts daily life and perceived equity.
Environmental	**Personal Situation:** Family status, financial security, health, mobility.	**Organizational Context:** The company's track record with past changes and current culture.

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K - Knowledge: Bridging the Capability Gap

Concept
Understanding the “How-To” of change (training, new systems, updated roles).



Case Note
A tech company shifted to “value-based selling.” The knowledge gap wasn’t just product specs—it was a lack of foundational financial literacy.

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A - Ability: The Execution Threshold

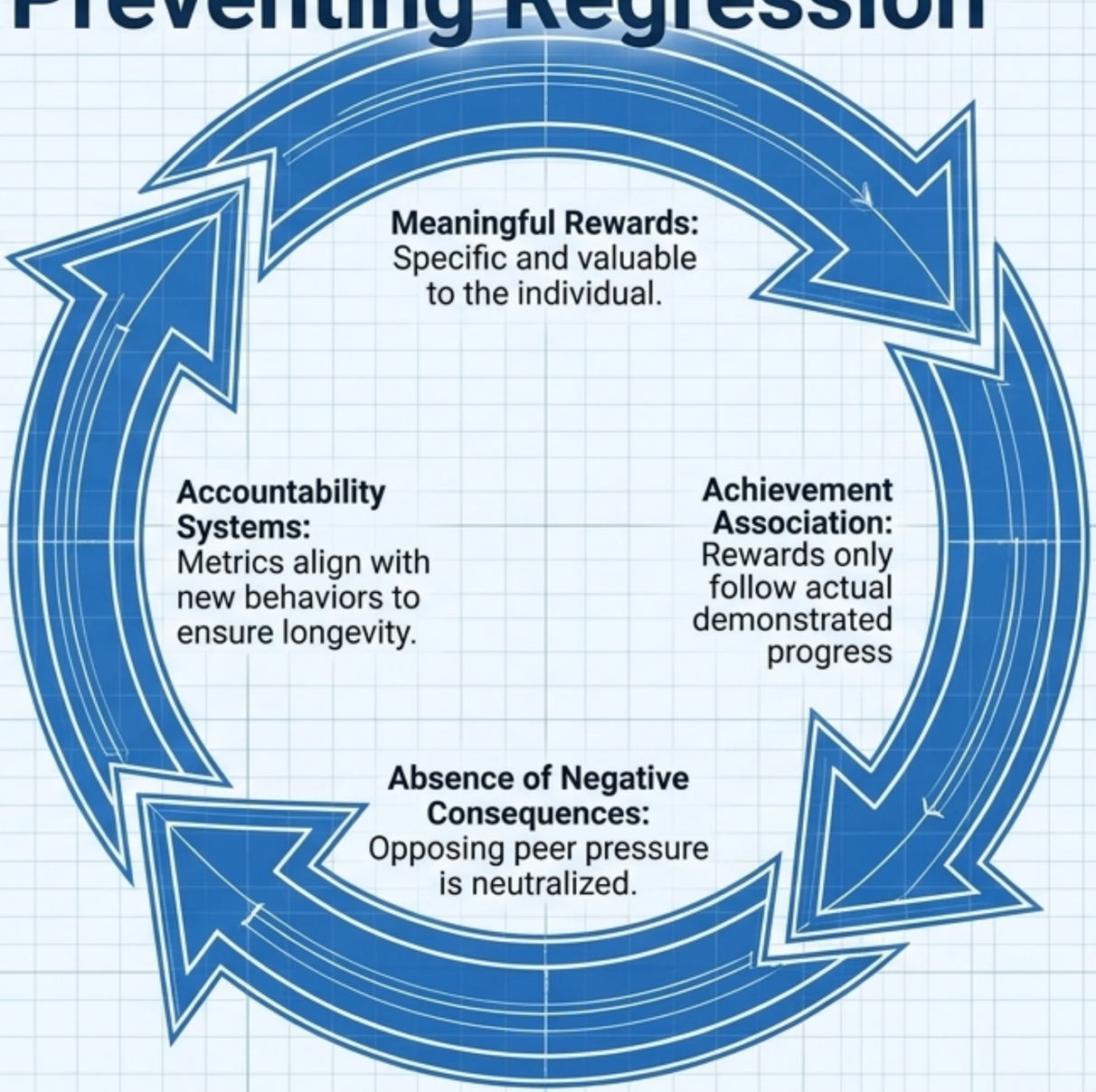
Concept: Knowing how to do something is not the same as being able to do it. Reading about golf does not mean you can hit par.

			
Psychological Blocks: E.g., A trained firefighter freezing at the sight of blood.	**Physical Limitations:** Manual dexterity, strength, or physical size constraints.	**Intellectual Capacity:** Innate analytical or creative limitations given a strict timeframe.	**Time & Resources:** Lack of bandwidth or financial support to practice new muscle memory.

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R - Reinforcement: Preventing Regression

Sustaining the change and preventing a slide back into old comfort zones into old comfort zones.



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The Tactical Crosswalk: Activity to Outcome

Change management is not just executing tasks; it is driving specific human outcomes.

	A	D	K	A	R
Communications	●				
Sponsorship	●	●			●
Coaching	●	●	●	●	●
Resistance management		●			
Training			●	●	

Key Insight: You cannot train your way out of a Desire problem. Training only impacts Knowledge and Ability.

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The Cast of Characters: Who Drives What?

	A	D	K	A	R
Primary sponsor	●	●			●
Managers and supervisors	●	●	●	●	●
HR and Training / Project team			●	●	

The Sponsor Mandate: Active and visible executive sponsorship is the #1 success factor for change.

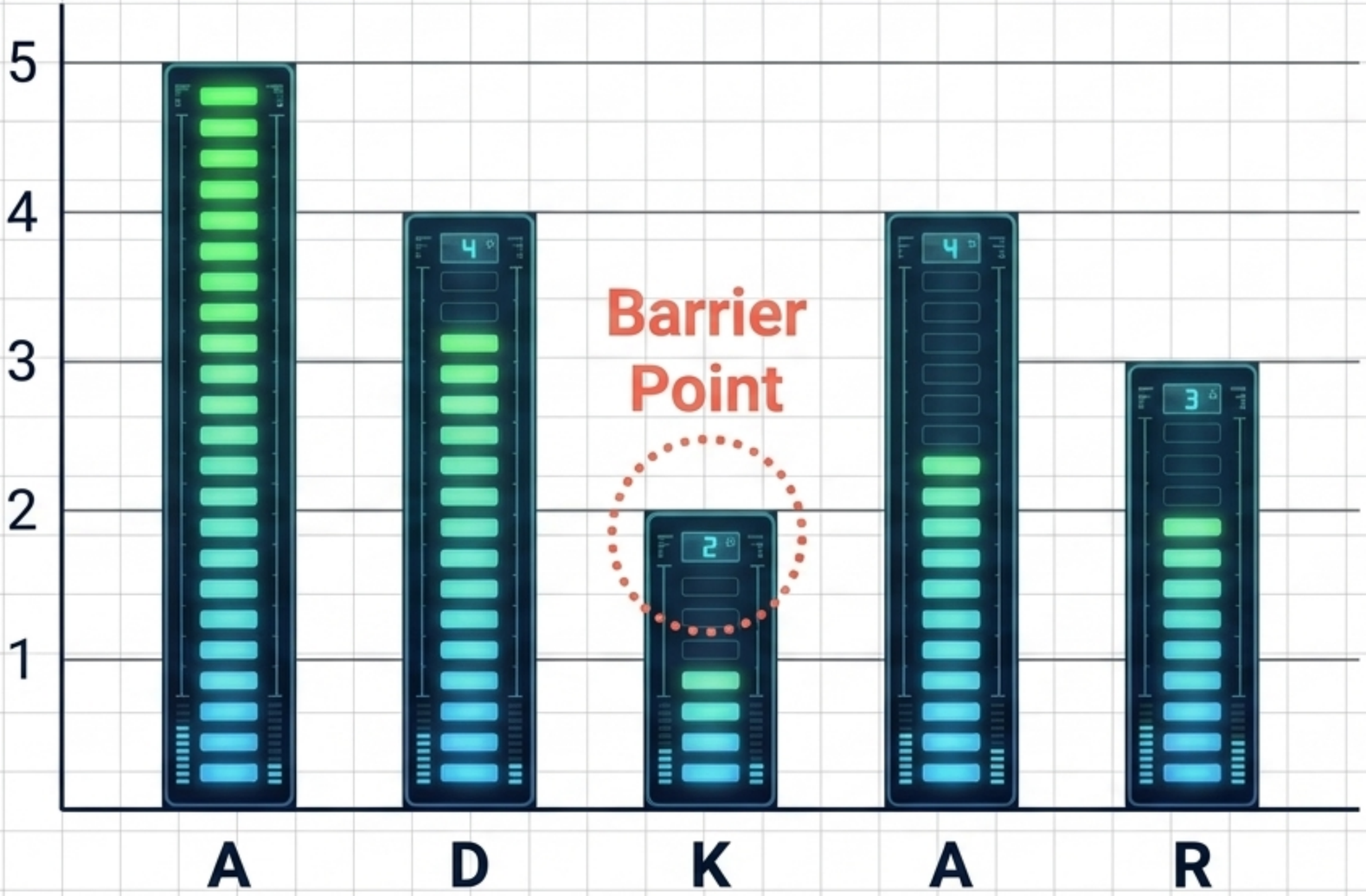
Top 3 Sponsor Mistakes:

1. Abdicating responsibility to HR or project teams.
2. Shifting priorities mid-stream.
3. Failing to build a unified leadership coalition.

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The Diagnostic Engine: Finding the Barrier Point

ADKAR allows you to score any change initiative on a 1-5 scale for each element.

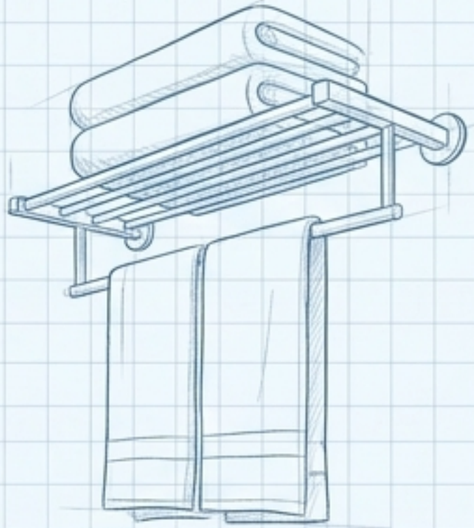


The Golden Rule: The Barrier Point is the first element in the sequence that scores a 3 or lower.

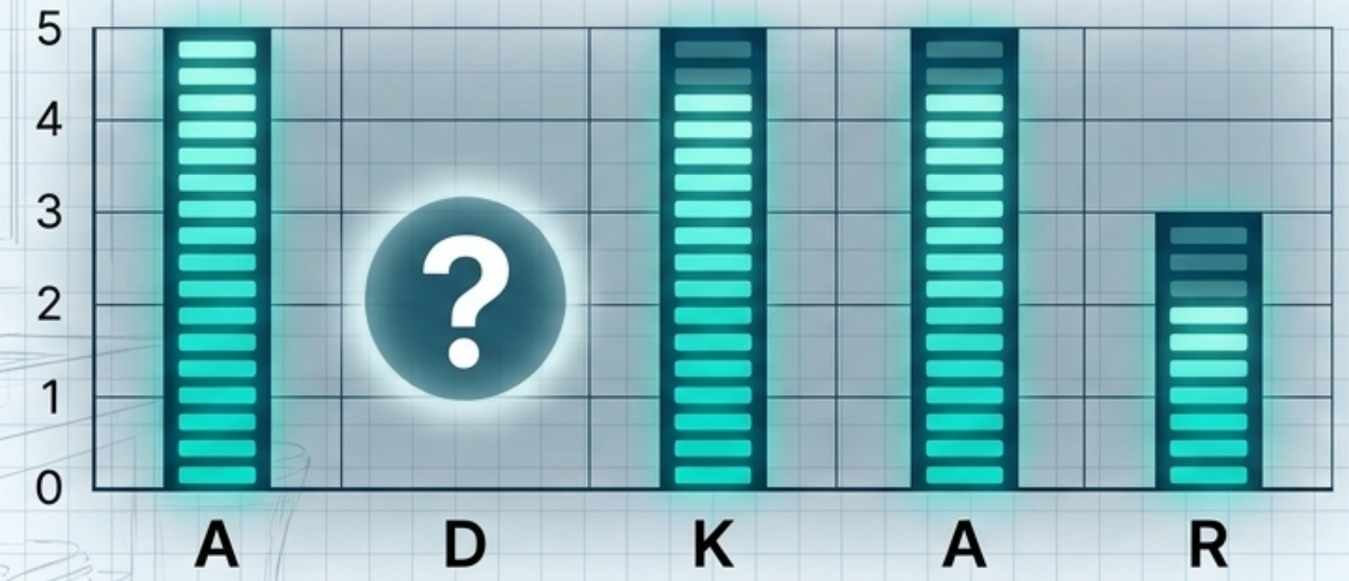
Because the model is sequential, investing time and money addressing an element after the barrier point will yield zero results. You must clear the bottleneck first.

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Diagnostic Profile 1: Hotel Towel Reuse



The Scenario: The 1993 initiative asking hotel guests to reuse towels.

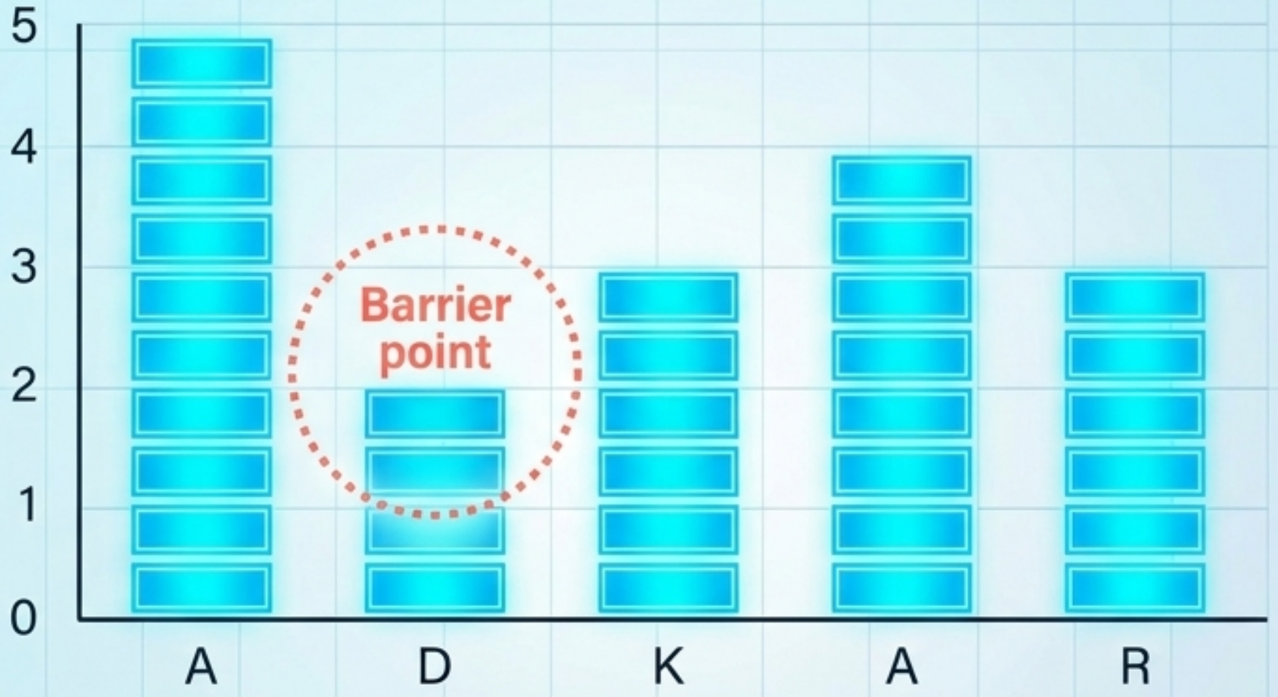


Diagnostic Insight: When a change is decentralized and effortless, leveraging an individual's pre-existing intrinsic desire (environmental consciousness) can drive massive success without heavy management intervention.

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Diagnostic Profile 2: Social Security Reform

The Scenario: The ongoing political stalemate regarding systemic insolvency.



Diagnostic Insight: The Desire Barrier.
High awareness of insolvency exists, but deeply conflicted desire based on age demographics stalls the change. No amount of new technical solutions (Knowledge/Ability) will move this forward.

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Diagnostic Profile 3: Peak Oil Production

The Scenario: The looming gap between global oil demand and dwindling supply.





Diagnostic Insight: The Awareness Barrier. Governments can pour billions into pourt billions into R&D for alternative energy, but without feeling the pain today, awareness remains a 1, rendering downstream efforts ineffective.

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A Balanced View: The Dual Streams of Change

Change management is historically shaped by two conflicting schools of thought.

The Engineer's Approach

- ADKAR's home lineage.
- Focuses on business process, sequencing, and checklists.
- Goal-oriented, highly measurable, intensely pragmatic.

The Psychologist's Approach

- Focuses on human emotional response.
- Centers on deep identity transitions.
- Acknowledges the messy reality of letting go.

The Verdict: ADKAR is an unparalleled management checklist, but its engineering DNA creates distinct blind spots in complex human scenarios.

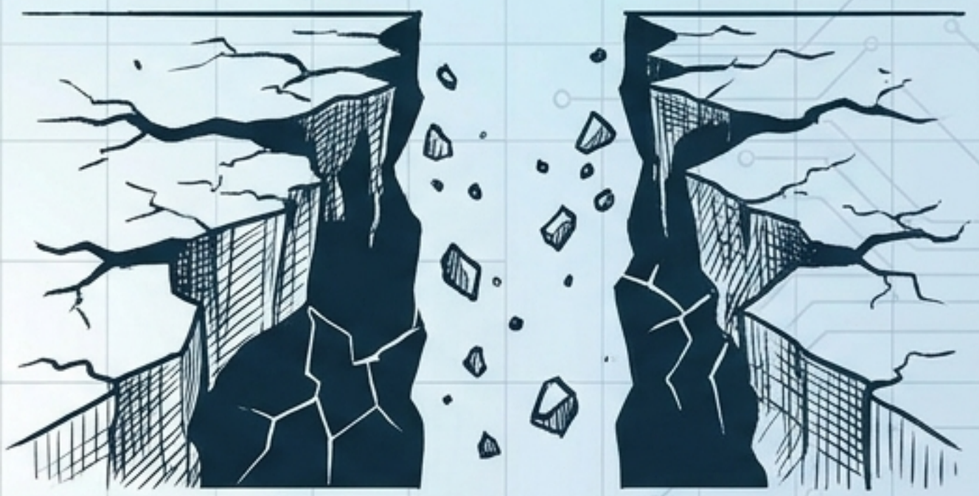
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Blind Spot 1: Incremental vs. Step Change



Incremental Change

ADKAR excels here. When rolling out new software or updating a localized process, the sequential checklist guarantees flawless execution.



Step Change

ADKAR struggles here. Massive cultural overhauls involve shifting identities, power dynamics, and ingrained values. These require more than a 5-step personal checklist.

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Blind Spot 2: Management vs. Leadership

ADKAR over-indexes on operational management and under-indexes on visionary leadership.

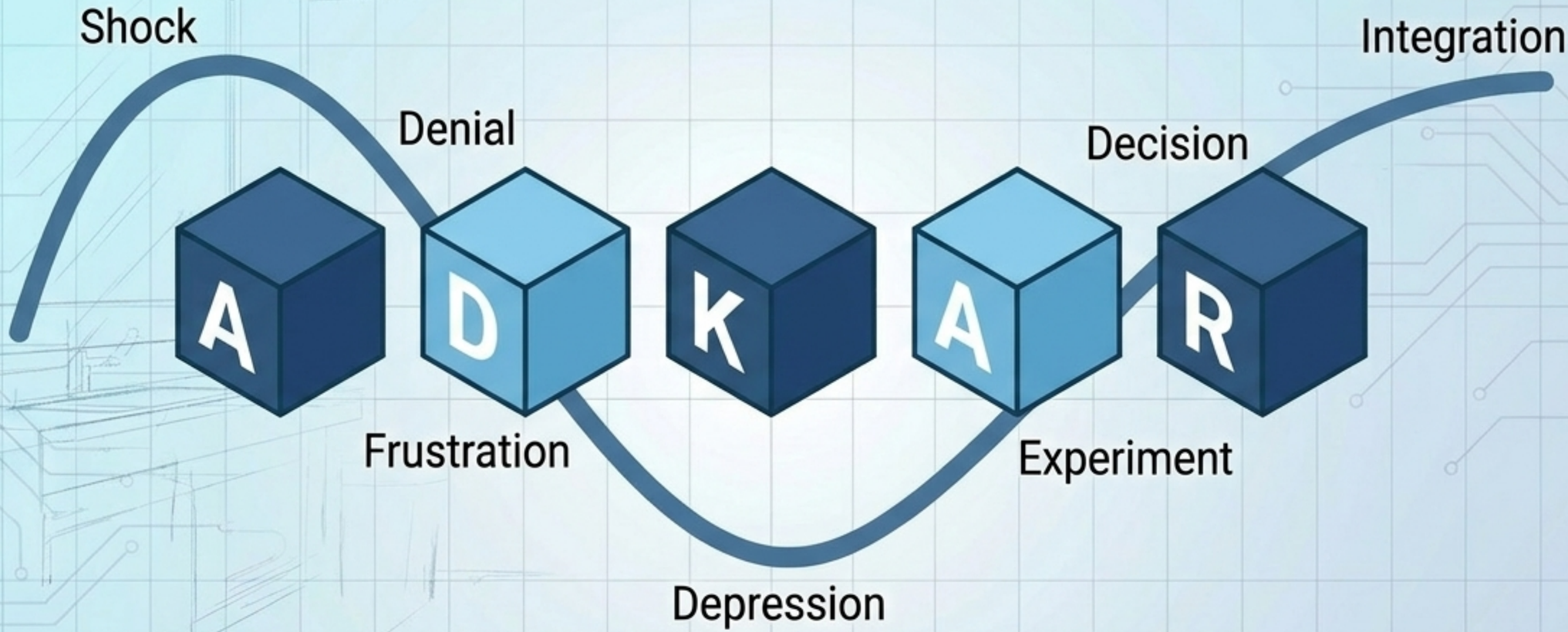
Management	Leadership
- Managers deliver change (They use ADKAR). - Managers administrate process.	- Leaders drive change (They create the vision). - Leaders define culture and innovate.

Insight: 70% of change initiatives **fail due to a lack of leadership**, not a lack of management checklists.

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Blind Spot 3: The Emotional Dimension

William Bridges: “Change is what happens to you. Transition is what you experience.”



The Gap: ADKAR's logical progression can gloss over the deep emotional reality of transition. Grieving familiar routines and letting go of old identities do not neatly fit into a 'Desire' checkbox.

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Blind Spot 4: Micro vs. Macro Execution

ADKAR is an individual, micro-level tool, but struggles to address macro-level program management.



Macro Level

Translating overarching vision and strategy. Managing cross-functional risk and enterprise-wide communication frameworks.

Missing translation layer



Micro Level (ADKAR)

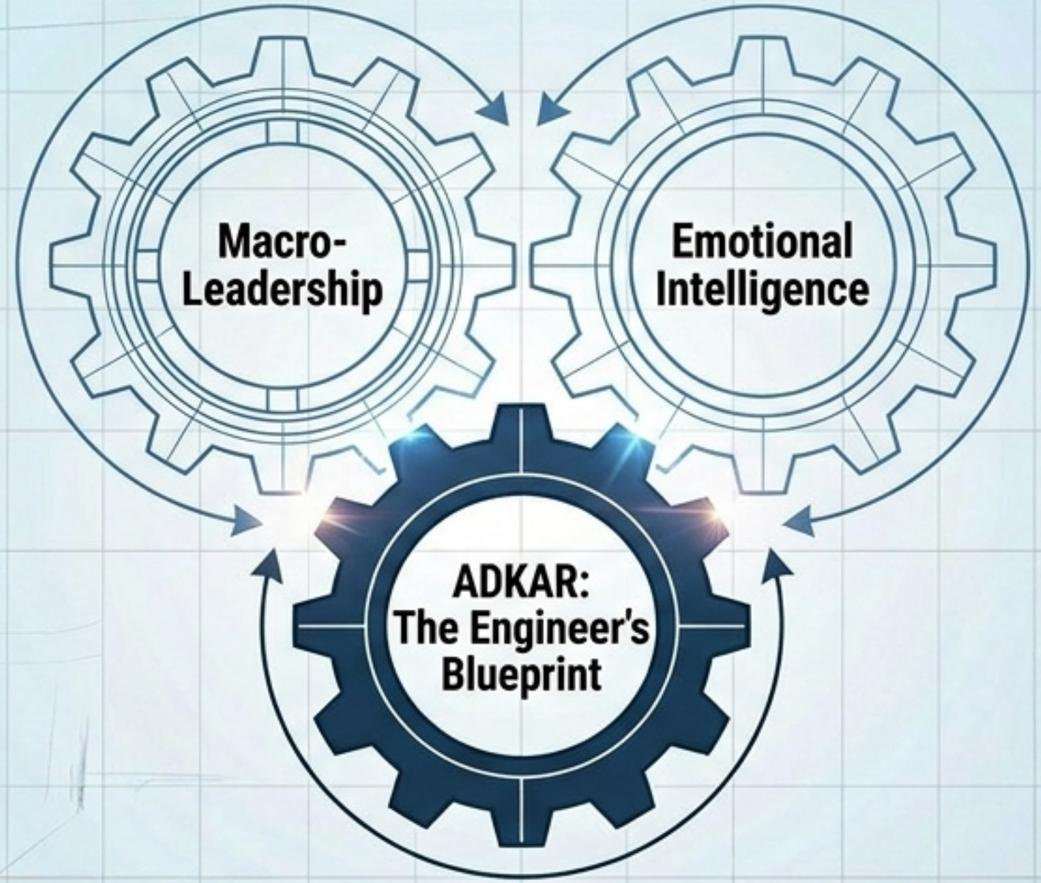
'Grinding out' practical, task-level implementation.

Insight: ADKAR ensures the 'troops' know what to do, but it does not design the overall war strategy.

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Synthesis: The Complete Change Toolkit

Final Takeaway: ADKAR is not a silver bullet, but it is an unparalleled micro-diagnostic tool for individual transition.



The Formula for Success: To achieve massive organizational transformation, structural precision must be inextricably paired with visionary leadership and deep psychological empathy.

Change only succeeds when individuals transition successfully—one person at a time.

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