

The ADKAR Model and senior leadership

Applications of ADKAR Research Study



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PEOPLE. CHANGE. RESULTS.

active
leadership



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Introduction

A good leader can increase efficiency, increase effectiveness, and drive results in an organization. A bad leader can bring a strong organization to its knees by communicating poorly, refusing to be an early adopter, and not sponsoring change. The positive impact of effective senior leaders has been documented in numerous best practices studies over the last two decades. It is not surprising that this positive impact is also observed when senior leaders effectively participate in the change management process.

Equipping senior leaders with a model of change helps them effectively participate in the change management process. Further, employee adoption has been shown to increase when senior leaders are seen adopting and actively using a change management model.

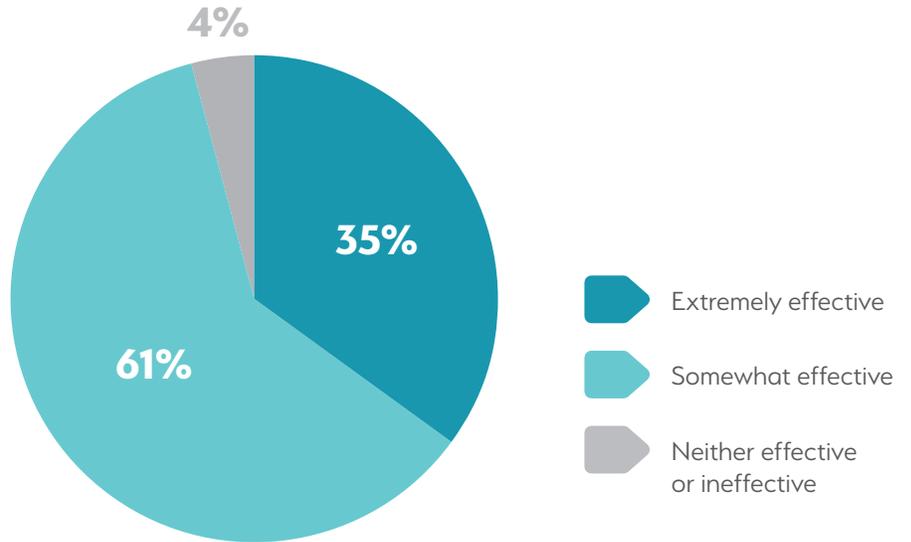
In a research effort to understand how organizations use the **Prosci ADKAR® Model** (ADKAR), Prosci explored how to equip senior leaders with ADKAR and the impact it has.

**96% OF PARTICIPANTS SAID
THAT ADKAR WAS EITHER
SOMEWHAT OR EXTREMELY
EFFECTIVE FOR EQUIPPING
SENIOR LEADERS.**

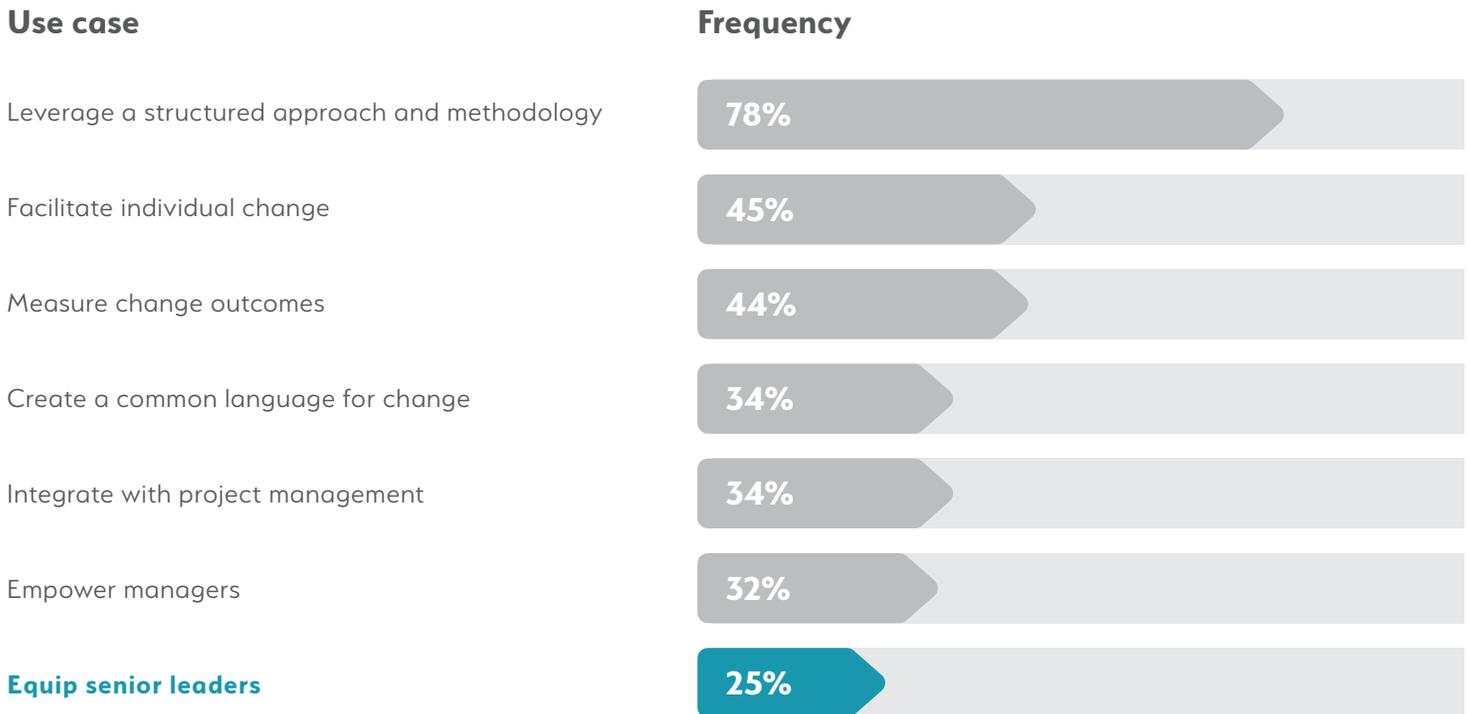


Using ADKAR to equip senior leaders

About one-fourth of study participants reported that they had equipped their senior leaders with ADKAR, and nearly all of these participants said that ADKAR was either somewhat (61%) or extremely effective (35%) for this particular use.



Percent of Study Respondents Who Used ADKAR to Equip Senior Leaders



Results of having senior leaders use ADKAR

1 Role understanding

Participants reported that their senior leaders, after being introduced to ADKAR, had a better understanding of their role in leading an effective change process. More importantly, senior leaders were able to act on their role and aid in the change process in a meaningful way.

2 Common language

Participants reported that ADKAR enabled their senior leaders to talk about the change initiative and the change process using a common language, and that the common language cascaded through the organization. This helped participants talk about change in a meaningful way throughout their organization from the top down.

3 Identifying resistant leaders

ADKAR helped participants identify resistant senior leaders. Participants reported that ADKAR, when coupled with additional change management training, had a clear call to action for senior leaders. This forced those senior leaders who did not support the change to make their resistance more vocal.

"Immediate mindset change [for senior leaders] in terms of how to prioritize change programs, identify those with the most/least chance of success and a common framework/language to describe change programs and methodologies."

While participants who reported on senior leaders found that their understanding of their role increased from the use of ADKAR, participants still encountered the following challenges with senior leaders:

1 Second-guessing methodology

While senior leaders understood the methodology, understanding did not always result in buy-in.

2 Unwilling to step up

Either because they were not bought into the change or because they did not think it was necessary, senior leaders were unwilling to step up.

3 Taking the easy way

Participants reported that senior leaders, while understanding the benefit of ADKAR, looked for an easy way out.

ADKAR ENABLED SENIOR LEADERS TO TALK ABOUT THE CHANGE INITIATIVE AND THE CHANGE PROCESS

Introducing ADKAR to senior leadership

When research participants were asked how senior leaders at their organizations were introduced to ADKAR, participants reported various methods of training:

✓ Training sessions for sponsors

Participants reported undertaking training sessions with their sponsors. These sessions focused on all aspects of the role of sponsorship, not just introducing ADKAR. These sessions were reported as being facilitated by either internal resources or an external change management training company.

✓ Building ADKAR into current development plans

The second most frequently used approach was to add a change management module into either their leadership development curriculum or annual leadership meetings.

"We held a specific PROSCI-led half [day] course for the senior leadership. We made change management one of the themes of our annual leadership meetings where we explained the ADKAR methodology. We have embedded the assessments in to [sic] our projects' planning phases so that senior leaders understand change dynamics prior to approving or launching projects."

Results of having senior leaders use ADKAR

When research participants were asked how senior leaders at their organizations were introduced to ADKAR, participants reported various methods of training:

1 Provided a simple and easy-to-follow structure

Senior leaders appreciated the simplicity of ADKAR, as well as the structured process it provided individuals to follow. It was cited as being something any person could use, as well as being easy to facilitate with others.

2 Provided an awareness building tool

Many participants reported that beginning with awareness of the need for and impact of change, rather than training for the change, was a revelation to a lot of senior leaders.

3 Provided a tool to identify and align change management milestones

The ability to use the ADKAR steps as milestones and the ease at which those steps could be aligned to and integrated with project plans (i.e. timelines, objectives, toll gates, etc.) were consistently cited as effective tools that helped senior leaders identify and communicate change milestones on projects.

"The steps of first holding awareness even if things aren't certain, getting ahead of the change and communicating clearly helps in building trust and in mitigating the rumor mill. It [ADKAR] had a lot of buy-in because they were concerned about the anxiety levels of employees."

Conclusion

Using ADKAR with senior leadership proved to increase understanding change and buy-in of methodology within the organizations studied. For many leaders ADKAR created clarity around their roles during change. It also allowed the organization to cascade the common language of ADKAR throughout their employees. The simplicity and scalability of the model was very attractive to senior leaders, and they also appreciated the alignment of the model with the project timeline.

When senior leaders start with awareness, messaging to their employees tends to be received in a much more receptive manner.



Seize the advantage! What makes us unique:

We believe, we need more great leadership and more cohesive executive teams. We behave with passion, energy, humility and emotional intelligence. We provide services and resources for leaders who want to make their organization more successful.

We will differentiate ourselves based on our long-term coaching experience with:

- Prosci and Everything DiSC certified and experienced
- Special practical tools & methods which can be utilized immediately
- Strategic use of scientific proven Everything DiSC assessments for dialogue not diagnosis
- Application of the Prosci ADKAR model
- Interactive workshop format with no PowerPoints, strongly results driven
- Combination of rational and emotional exercises

