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THE  
**ADKAR**  
ADVANTAGE

YOUR NEW LENS  
FOR SUCCESSFUL  
CHANGE

**A PROSCI PUBLICATION  
WRITTEN BY KAREN BALL**

The ADKAR Advantage: Your New Lens for Successful Change

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## FOREWORD

“Sharpen your eye!” My eight-year-old granddaughter always says this to me when I do not see things the way she does. It still amazes me that a child’s point of view can change my own, and reminds me that our perspective on life and the world around us changes how we think and how we feel.

This book is an excellent example of how adopting a new perspective can build confidence and competence. When looking through the lens of ADKAR, we “sharpen our eye,” and the path to a successful change becomes clear. The real-life challenges and testimonials threaded through the book are inspirational, and I thank the author for her thoughtful and easy to read presentation of the ADKAR Model.

I hope that you enjoy this book as much as I did, and that your perspective forever changes.

Jeffrey M. Hiatt

Prosci’s Founder and the Creator of the ADKAR Model

## PREFACE

This book will positively impact your life and the lives of those around you if you apply what you learn and adopt the recommended behaviors. Imagine how it would feel to have the knowledge and skills to adopt change more successfully and help others do the same!

The primary focus of *The ADKAR Advantage* is to introduce you to ADKAR, which is an acronym for Awareness, Desire, Knowledge, Ability, and Reinforcement. These are the five building blocks of successful change. These building blocks or sequential elements represent the transition every person goes through to successfully adopt and use a change.

I learned about the Prosci ADKAR Model in 2006 and knew immediately it would have a profound impact on the rest of my career. I was working with a client who hired Prosci to deliver training on change management and the role of managers to facilitate ADKAR transitions for their direct reports. They invited me to attend the training session. I remember the day, the room, the people at my table, and the Prosci training. That experience left an indelible impression and inspired my professional path forward. I was already passionate about supporting people who were impacted by the complex IT change initiatives I was leading, but now I found a missing piece. My realization that day was that I could apply this powerful yet simple model to address the “people side” of any personal or complex organizational change.

Over time, I deepened my understanding of the discipline of change management and leveraged my consulting experience to lead a change management practice for a technology firm as a Prosci customer. Later, I built a successful career with Prosci. When I was asked to author this book, I was

honored, excited, and nervous! Many people have contributed to the overall body of knowledge on ADKAR since it was first created by Jeff Hiatt. Thousands of individuals and organizations around the world use the Prosci ADKAR Model to achieve the change outcomes they seek in their everyday life and in their workplaces.

I have seen the ADKAR Model applied in countless ways and witnessed its power to drive outcomes not thought possible. *The ADKAR Advantage* peels back the many layers of ADKAR and brings it to life through compelling examples and stories. I am grateful for the opportunity to share ADKAR stories from around the world through this book, and to help you realize the many benefits of successful change.

“When ADKAR is present, CHANGE HAPPENS.”

—ADKAR Storyteller

Part 1 of *The ADKAR Advantage* lays the foundation. You can use the insights and guidance in Part 1 immediately to remove barriers and amplify drivers to a change you are experiencing. You can also help facilitate change in others. At the end of Part 1, you will find four reading plans based on reader profiles. Once you select a reader profile, you will be directed to the content and resources in Parts 2 and 3 that will offer you the greatest impact and benefits.

It's okay if you don't read the entire book from start to finish. It's organized to enable exploration. Read what is most relevant to you now, then come back to refresh, reflect, and learn more.

I invite you to begin your ADKAR journey of discovery and understanding. When you see change through a new lens, and when you apply what you learn, you open yourself to a new world of thinking. You also learn how to take the “best next actions” to realize successful change in your personal and professional life. My hope is that this book, and the supporting resources, will inspire your path forward.

# INTRODUCTION

When you “look through a new lens,” you’re seeing something from a fresh or different perspective. A physical lens like eyeglasses or a microscope brings certain information into focus while reducing your focus on other information. The same is true of mental lenses—those mindsets, attitudes, and beliefs you use daily to filter and process information, interactions, and outcomes.

In both the physical and mental contexts, changing the lens you look through will alter what you see, which is what this book is all about. Viewing change through the lens of the Prosci ADKAR Model will improve how you observe, experience, manage, and lead change in your personal and professional life.<sup>1</sup>

You will see the word “change” a lot in this book. It means “to make or become different.” Change is often perceived as a difficult process. Managing or leading change in an organizational setting can be especially complex with numerous challenges to overcome. History and personal experiences demonstrate this. But the future can be different.

Going forward, try to think of change as the context for a new capability—one you will develop and apply as you read and hopefully continue well beyond the pages of this book. Accept the challenge to adopt new thinking and tools to shape a better, smoother path through individual and organizational changes.

After reading this book, you will be empowered to inform, influence, and inspire successful change in yourself and others. If you apply what you learn, you will build new skills and the ability to realize the change outcomes you seek.

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1 Prosci ADKAR® Model: ADKAR® is a registered trademark of Prosci, Inc.



## THE ADKAR ADVANTAGE

What outcomes do you seek from change? The answer might be deeply personal. It might be to address a “change challenge” you have wanted to overcome for years or have even tried to overcome without finding your way through it. The outcome may be aspirational like accomplishing personal goals or thriving through all the changes happening to you at home and in your workplace. Maybe you need to lead your organization to success through a portfolio of strategic and operational initiatives that will help you survive in a competitive marketplace.

In all cases, we change for a reason.  
There is a result or outcome we want to obtain or achieve.

People change to accomplish goals, attain objectives, and realize the associated benefits. The result or outcome is the “why” or the reason for the change. Typically, there is a problem that needs to be solved or an opportunity to be pursued which fuels a need or desire to change. You know or believe that something different is possible. You can envision a new future.

“We change for a reason,” doesn’t mean the reason for every change is the same, only that there is a specific reason for a given change. The reasons for change are as varied as the changes themselves.

Think of a specific change happening in your life right now. What is the reason for this change? What goals, objectives, or benefits do you want to obtain or achieve as a result of this change? Now, think of another change. Is the reason for the second change the same as the first?

A change can also be described in terms of “what” is changing. This could be a behavior, belief, process, system, job role, location, compensation, or something else. The particulars of what is changing are also specific to each change.

Think about taking a job in a new city across the country. From the list above, what is changing? What else can you name that might also be changing? How does that change differ from completing a professional development program to advance your career, or helping an aging parent transition to a new home?

## INTRODUCTION

Although defining what is changing is critical to any change process, the “what” of a change is not the focus of this book. Similarly, understanding “why” a change is happening is important, but this book does not focus on defining the “why” itself.

The focus of *The ADKAR Advantage* is rather “how” to make change happen successfully. The “how” part of the change journey addresses the specific actions you take to successfully make the change. Equally important, we will address sustainment—how to make sure the change sticks.

*The ADKAR Advantage* demonstrates how to make change happen successfully and ensure that it is sustained over time.

### Your New Lens to View Change

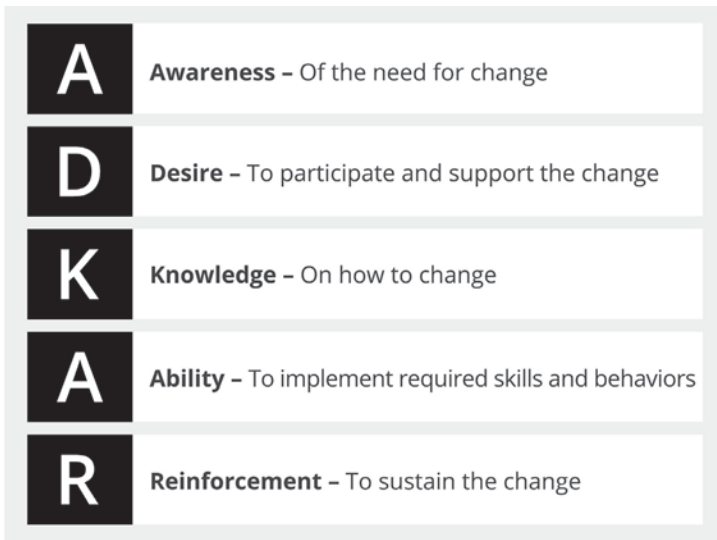
All change happens at the individual level. Even large-scale, organizational projects and change initiatives are fundamentally an individual phenomenon because the individual people in the organization must change to make it a success.

To effect change in your family, business, and community, you must first understand how to effect change with one person. Once you can successfully facilitate change with one person impacted by a change, you can then scale the process to tens, hundreds, or even thousands of people.

The five elements of a successful individual change captured in the ADKAR acronym stand for Awareness, Desire, Knowledge, Ability, and Reinforcement.

The Prosci ADKAR Model is often referred to as the ADKAR Model or ADKAR, and it’s your new mental lens through which to view change. Each of the five ADKAR elements represents an outcome an individual needs to achieve to successfully make a change. The “ADKAR outcomes” are sequential and represent the progression a person goes through to adopt and use a change.

## The Prosci ADKAR Model



As a framework for understanding and managing individual change, ADKAR provides a clear roadmap for a person to follow as they work to adopt new ways of thinking or behaving. It provides structure and tangible guidance.

When you look through this new lens, you will see a process for individual change that can be *modeled and repeated*. In other words, you can learn and apply it with confidence that it will 1) produce a higher probability of success and 2) enable sustainment of a change over time.

ADKAR is a conceptual framework that makes change make sense.

In addition to affecting how you observe and experience change, adopting the ADKAR lens affects how you manage and lead changes personally and professionally. Imagine the benefits of improving your ability to:

- Observe – how you notice or perceive change.
- Experience – how you encounter or undergo change.
- Manage – how you control the change process.

- Lead – how you influence and guide change.

## The ADKAR Advantage

When you mentally “put on your ADKAR glasses,” it is a cue for you to pause, change your mindset, leverage the model and the guidance it offers, and take actions that purposely advance the ADKAR outcomes. When you do this intentionally and correctly, you dramatically improve the probability of achieving your desired goals, objectives, and benefits—or however you define “change success.”



When you adopt an ADKAR lens, you gain  
the knowledge and skills needed to:

*Inform and facilitate individual change* through actions that remove barriers and amplify drivers to successful change journeys.

*Influence organizational change* by integrating with structure and process, which accelerates progress and improves outcomes.

*Inspire others to build change capability* by leveraging proven practices, which results in greater agility and resiliency over time.

ADKAR is remarkably powerful, yet simple to learn. Once you know the model well, it takes just minutes to identify your desired change outcomes and apply the process accordingly. At the same time, it’s a robust, proven, and practical model and framework for addressing complex and challenging organizational changes. By breaking down individual transitions into the five discrete elements,

ADKAR makes it easier for people to stay motivated and focused as they work toward adopting a change.

## Who Should Read This Book

This book is for anyone who wants to inform, influence, and inspire change success whether for themselves or others. This includes parents, teachers, community leaders, volunteers, friends, colleagues, organizational leaders, and individual contributors. That might sound wildly aspirational, but it is achievable because no matter what labels we wear in our personal and professional roles and responsibilities, we are all just people.

When it comes to change, people are more alike than they are different. The way we are “wired” to experience change is part of the shared human experience. We tend to resist change because it forces us out of our comfort zones. Yes, human beings are also wired to be adaptable, and those who love change adapt quickly. However, people naturally react to change in predictable ways. The process individuals follow when adapting and the process necessary to support them during the transition is universal.

ADKAR reveals truths about the human dynamics of change and the individual change process.

This book is not an academic examination of the topic of change. What we know to be true about people and change has been studied for years in fields like psychology, sociology, behavioral science, and neuroscience. Rather than an academic approach, this book focuses on application and leverages an approach developed by Prosci (the change management organization that created and owns the ADKAR Model).

All concepts, models, guidance, and techniques discussed in this book are the result of studying and working with thousands of individuals and change leaders around the world as well as through decades of benchmarking research and application. The insights offer practical lessons and proven best practices that yield repeatable, scalable ways to manage the people side of change.

## ADKAR Storytellers and Their Stories

Numerous examples and stories will be shared throughout these pages. A list of all ADKAR storytellers appears in the back of this book. You will hear from some of the storytellers multiple times. They come from a global community of individuals and organizations who have adopted and used the Prosci ADKAR Model to address their change and adoption challenges.

Collectively, they illustrate the model, its applications, and real-world outcomes—both the expected and unexpected. Told by over fifty people living in twenty countries on six continents, the stories share a common theme: ADKAR’s impact on their ability to inform individual change, influence organizational change, and inspire others to build change capability.

ADKAR stories come from people who viewed change through an ADKAR lens and reaped positive outcomes, both personally and professionally, as a result.

Get ready to learn from a variety of personal ADKAR stories—such as when Graham adopts a new life skill as an adult, how Ana Belén influences her son’s behavior, and how Nyada’s lifestyle change went on to impact thirty people in her caregiver network.

You will also read stories about professional changes, including Kathryn making a career change to accomplish her professional goals, Ruth Katherine enhancing service to employees, and Timi achieving data integrity goals. These professional examples and stories address change and adoption challenges in workplaces, and all foster an exciting notion: we can perceive organizational change as a large complex system, *or* we can view the same change as the combined outcomes of completing multiple individual change journeys.

The honesty and vulnerability of the global ADKAR storytellers may surprise you. Some use their names while others prefer to be known as “change leader.” Some share their organization’s name while others are unnamed or reveal only the industry they serve. All are passionate about sharing how ADKAR impacts them personally or in their workplaces.

You will benefit from the ADKAR storytellers’ insights and lessons learned as well as the advice they offer to those who are new to ADKAR. Hopefully, their stories will inspire you to one day write your own ADKAR story and share what you have learned and achieved with others.

## How This Book is Organized and What it Contains

The content and additional resources provided are designed to set you up for success. This book is organized into three parts:

Description		The ADKAR Advantage
<b>Part 1</b>	How One Person Makes a Change	ADKAR informs and facilitates individual change through actions that remove barriers and amplify drivers to successful change journeys.
<b>Part 2</b>	How Groups of People Make a Change	ADKAR influences organizational change by integrating with structure and process, which accelerates progress and improves outcomes.
<b>Part 3</b>	How Organizations Become Better at Change	ADKAR inspires others to build change capability by leveraging proven practices, which results in greater agility and resiliency over time.

Each part begins with a Context and Content overview and ends with a Review and Resources summary. Chapter Learning Objectives and Reflections build Awareness, create Desire, and develop Knowledge along your own ADKAR journey.

You are encouraged to actively engage with the content and resources provided. As you read, three icons will indicate that helpful information is available to guide you:



Glossary of terms to support clarity and understanding of Prosci models and terminology.



Downloadable resources available to support learning and application.<sup>2</sup>



Recommended methods or techniques to produce optimal results when applying ADKAR.

Each part ends with goal-specific challenges. Each challenge includes a personal commitment statement and specific actions you can take, presented in a checklist format, with references to the recommended downloadable resources that apply. Completing each challenge will foster Ability (the second “A” in ADKAR) in applying ADKAR *and* Ability for the change(s) you have selected. You will also define specific Reinforcement (“R”) actions for each challenge to sustain your change(s) as well as reinforce your learning.

### Introduction Reflections

1. Why are you reading *The ADKAR Advantage*?
2. Why are you reading it *now*?
3. What ideas or concepts in the Introduction piqued your interest to continue reading?

*In Part 1, we explore how one person makes a change. Chapter 1 introduces you to the person who discovered the key to unlocking individual change.*

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<sup>2</sup> All electronic resources that can be downloaded are noted with this icon. They are available using a QR code or URL.



# PART 1

## HOW ONE PERSON MAKES A CHANGE

When you adopt an ADKAR lens,  
you gain the knowledge and skills needed to:  
*Inform and facilitate individual change* through actions that  
remove barriers and amplify drivers to successful change journeys.

### **Context and Content**

Understanding how one person makes a change is the foundation for everything shared in the chapters that follow.

In Part 1, you will explore foundational concepts about change. You will learn about the history of the ADKAR Model, the problem it was designed to address, the process followed, and the person who brought it to life. You will also learn and apply an individual change assessment process that is designed to identify and remove barriers and amplify drivers to successful ADKAR journeys. You will read ADKAR stories about individual change in both personal and professional contexts.

Chapter 1 – ADKAR Origin Story

Chapter 2 – ADKAR Elements Explained

Chapter 3 – ADKAR to Inform and Facilitate Individual Change

Chapter 4 – ADKAR Stories on Individual Change

# CHAPTER 1

## ADKAR ORIGIN STORY

### **Chapter 1 Purpose:**

To offer context for the ADKAR Model by describing the problem it was designed to solve as well as how it was created, and how it is used today.

### **Learning Objectives:**

After reading Chapter 1, you should be able to:

1. Define the most challenging problem in realizing successful change outcomes.
2. Summarize the history leading up to and the process for creating the ADKAR Model.
3. List the five elements of successful individual change and explain two contexts for its use.

### **A Curious Engineer**

Most engineers are naturally curious. They want to know how and why things work as they do. Once they have this understanding, they look for ways to make it better, faster, and more efficient. Jeff Hiatt, Prosci's founder, was a curious engineer with undergraduate and graduate degrees in engineering. From 1985 to 1994, as an engineer with Bell Laboratories, he regularly sought answers to common business

challenges, including ways to improve process, quality, and project outcomes. Jeff worked on large-scale process-, system-, and organizational changes. His experiences included a mixture of successes and failures.

“Why do some changes fail while others succeed?  
What factors contribute to successful change?”  
—Jeff Hiatt

Over time, Jeff identified resistance to change as a common theme in project failures. The more he immersed himself in the field of change management to address the resistance issue, the more complex the problem became.

Change management is the application of a structured process and set of tools for leading the people side of change to achieve a desired outcome. Ultimately, change management focuses on how to help people engage, adopt, and use a change.

After leaving Bell Laboratories, Jeff became determined to find better ways to achieve change success. He was surprised to discover the most challenging problem in realizing successful change outcomes was how to deal with people rather than things. So, he set off to understand how and why change management worked examining numerous methodologies and approaches that focused primarily on *activities* to manage the people side of change. These activities included assessments, communications, training, coaching, and so on.

“I struggled with the idea that these change management activities were surely not an endpoint by themselves. I was constantly bothered by the absence of an end result or outcome these activities should produce.”  
—Jeff Hiatt

As Jeff examined change management activities, he began mapping them to outcomes. For example, communication activities build an Awareness of the need

for change and share key messages around why a change is happening as well as exploring the risks of not changing. Training activities ensure development and transference of new skills during and after the change, but the ideal outcome of training is not to “check a box” on the attendance list. The ideal outcome of training is to ensure Knowledge is gained about how to change and foster the Ability to change.

### Creating the Prosci ADKAR Model

Jeff's focus and relentless pursuit of outcomes instead of activities became the genesis for the Prosci ADKAR Model. Over a four-year period, Jeff conducted research in change management and business process design with more than 700 companies.

He discovered the root cause of failure was neither inadequate communications nor poor training, and that success was *not* found in excellent project management alone. Through his analysis and extensive research with hundreds of organizations, Jeff discovered that having the clearest vision of the most effectively designed solution to a problem will simply not produce successful change on its own.

“The secret to successful change lies beyond the visible and busy activities that surround change. Successful change, at its core, is rooted in something simpler: how to facilitate change with one person.”

—Jeff Hiatt

Through that time, Jeff was able to envision a fairly simple model that included five building blocks for change: Awareness, Desire, Knowledge, Ability, and Reinforcement. This model met his engineering criteria, as it was simple and identified the desired *outcomes* for different change management strategies and tactics. As a result, the Prosci ADKAR Model, a framework for understanding change at an individual level, was created. ADKAR is fundamentally based on how people, as individuals, experience change.

## THE ADKAR ADVANTAGE

Jeff's first ADKAR publication in 2000 titled "The Perfect Change: Using the ADKAR Model for Change Management" detailed ADKAR as the foundation for planning a change or diagnosing a failing change.<sup>3</sup> Jeff continued studying the application of ADKAR as a model for change through his work with the Change Management Learning Center.<sup>4</sup> The more research he conducted, the more convinced he became that this simple model for informing how one person makes a change was essential, in both the learning process for new change leaders and in the effective application of change management activities.

"We were finding support for ADKAR based on research from hundreds of project teams."

—Jeff Hiatt

In 2003, Prosci's flagship three-day Change Management Certification Program and related role-based training programs leveraged ADKAR as a foundation for both individual change and organizational change processes. Later, in *ADKAR: A Model for Change in Business, Government and Our Community*, Jeff delved into how ADKAR could be used to increase the likelihood that changes in business, government, and community would be implemented successfully.<sup>5</sup>

"When we ask people who are exposed to the ADKAR Model through training, research, or publications why they gravitate to the ADKAR Model, the answer is almost always the same: It is results-oriented and easy to apply in a number of change settings."

—Jeff Hiatt

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3 Hiatt, Jeff. *The Perfect Change: Using the ADKAR Model for Change Management*. (Fort Collins, CO: Learning Center Publications, 2000.)

4 The Change Management Learning Center, sponsored by Prosci, was a web-based resource for sharing research and information in the field of change management from 2003-2013.

5 Hiatt, Jeff, *ADKAR: A Model for Change in Business, Government and Our Community*, 1st ed. (Fort Collins, CO: Prosci Research, 2006).

The fact that people find ADKAR easy to use, versatile, and effective remains true today. Decades after the model was originally created, substantial amounts of research, application-based evidence, impact data, and success stories support its continued and growing popularity. Moreover, it remains clear that change happens at the individual level, person by person.

## ADKAR to Inform and Facilitate Individual Change



As a results-oriented model, ADKAR informs and facilitates sustained change for one person. It also proves individual change can be modeled and repeated with remarkable clarity and success.<sup>6</sup>

### The Prosci ADKAR Model

<b>A</b>	<b>Awareness</b> - Of the need for change
<b>D</b>	<b>Desire</b> - To participate and support the change
<b>K</b>	<b>Knowledge</b> - On how to change
<b>A</b>	<b>Ability</b> - To implement required skills and behaviors
<b>R</b>	<b>Reinforcement</b> - To sustain the change

The outcomes defined by ADKAR are sequential and cumulative. They must be achieved in succession for a change to be successful and sustained. An individual must progress through each in order—starting with Awareness.

During an organizational change involving many people or groups, collective change starts with successful individual change. The purpose and goal of change management activities during organizational changes is to achieve ADKAR outcomes. In other words, change management activities should advance

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<sup>6</sup> An in-depth discussion of each ADKAR element is the focus of Chapter 2.

progression through the sequential model to facilitate individual change for every person impacted by a change.

You will discover how organizational change comes to life in Part 2.

## Adopting an ADKAR Lens to View Change

Jeff's research and work with customers led to a breakthrough discovery: when we mentally adopt an ADKAR lens, *we not only change what we see, but also how we respond*. ADKAR changes our focus and as a result changes what we do in response. This shift leads to more successful and sustainable change.

“The promise of increasing the likelihood of successful change outcomes consistently and repeatedly with a results-oriented and easy-to-apply model started to gain traction. As we began sharing our benchmarking data in reports and publications, we found a growing interest in the model.”

—Jeff Hiatt

Everyone can benefit from ADKAR. The model and its accompanying application approaches can unlock change challenges that were previously unattainable. It also ensures that the causes of failed changes that were difficult to diagnose become visible.

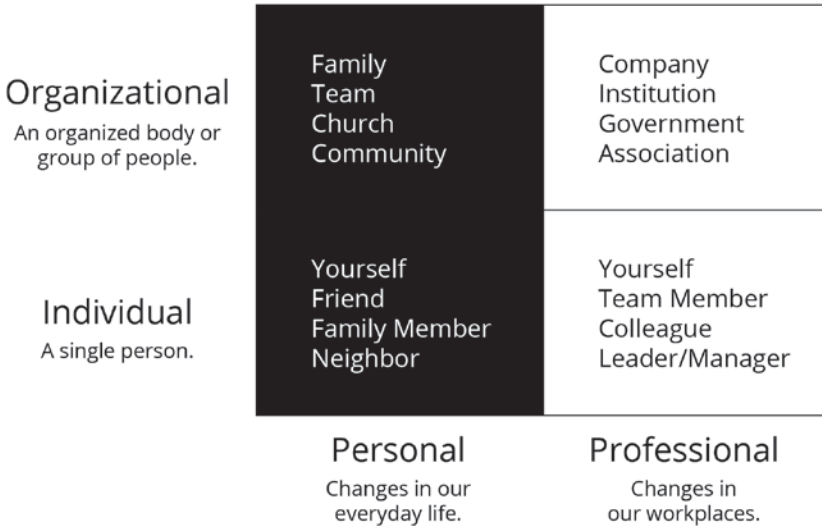
Some changes impact one person and some impact groups of people. As you dig deeper into the various applications of ADKAR, it is important to note the differences between individual change and organizational change, as well as the different contexts of personal and professional change. Throughout this book, we use the terms “individual” and “organizational” as well as “personal” and “professional” to differentiate between and generalize about types of changes.

### Personal Changes

These are the changes in your everyday life. Think of a change you are having difficulty making, or think of a change you are struggling to influence another to make, such as a family member, friend, or neighbor. The change might be to

improve your wellness, change a personal habit, help a friend process a significant life event, or make a career move that impacts your family.

**Change Types and Contexts:  
ADKAR for Personal Changes**



Personal changes also occur within an organization, a body, or group of people with a particular purpose. Examples of organizations where personal change may occur include a family, team, church, or community. Other examples of personal changes in your life may also come to mind.

Professional Changes

Professional changes are those that impact you in your workplace. Again, think of a change you are having difficulty making. Maybe it's learning a new software program, making a major job role change, or adopting a cultural shift in your organization. The change might also include the actions you take to achieve successful change outcomes for yourself, a colleague, a team that you manage, or an entire organization you lead.



## Change Types and Contexts: ADKAR for Professional Changes

<b>Organizational</b> An organized body or group of people.	Family Team Church Community	Company Institution Government Association
	Yourself Friend Family Member Neighbor	Yourself Team Member Colleague Leader/Manager
<b>Individual</b> A single person.	<b>Personal</b> Changes in our everyday life.	<b>Professional</b> Changes in our workplaces.

Professional changes can also be individual or organizational. Organizations may be a company, institution, government, or association. Consider other examples that come to mind of professional changes.

The key message is there are multiple settings or contexts for change and many types of impact from change.

### Reasons for Change

Change happens for many reasons. When someone asks, “What is the key reason or driver for making the change?”, they are connecting to the “why” of a change. Your answers can be as numerous as the changes themselves. In all cases, there is a need or desire to achieve specific goals and objectives and realize the benefits as a result.

Remember, we change for a reason, to solve a problem or pursue an opportunity. Sometimes the stimulus to change is internal, and sometimes it is external. Sometimes it is proactive, and sometimes it is reactive.

In all cases, ADKAR is the key to unlocking the change challenges we all face in our personal everyday lives and professional workplaces.

You will find real world reasons or “key drivers” for change in the ADKAR examples and stories shared in the coming chapters, such as:

- “Talking to my doctor made me aware of this issue and the need to change.”
- “The Desire to stop walking to school or being dropped off by my parents and the freedom that comes with driving a car.”
- “A limited time (three-week window) early retirement package offered.”
- “Making sure that everyone we put through training understands the lessons and uses them in their job.”
- “Global SAP implementation requiring standardizing to a global template, yet ensuring local nuances are captured and integrated.”
- “Reducing the risk to people from the implementation of autonomous machines for mining.”
- “Improving data maturity to unlock valuable insights that will enable us to make data-driven decisions, optimize our operations, and identify new growth opportunities.”
- “To offer better customer experience, to offer better operational efficiencies, and to bring in more innovative capabilities.”
- “Business survival and continuity.”

Notice that some of these changes are individual (impacting one person), and some are organizational (impacting groups of people). Some are personal, and some are professional. The one similarity among them is that ADKAR was

used in all these examples to achieve the desired outcomes from the changes being introduced.

## **ADKAR Relevance and Use Continues to Grow**

This book includes the information you need to understand and apply ADKAR; doing so will help you achieve the outcomes you desire. The many examples and stories woven throughout will help peel back the layers of this simple yet powerful model and bring ADKAR to life for you, in the context of both individual and organizational change.

### ADKAR Remains Valid

The research findings, key learnings, and publications that formed the foundation for the ADKAR Model are as relevant today as they were when it was developed in the late 1990s. The individual change process described in the ADKAR Model has not been altered or adapted. No research data, use case evidence, or outcomes achieved have suggested the need to change any of the original five elements: Awareness, Desire, Knowledge, Ability, and Reinforcement. It worked then, it works now, and it will continue to work in the future in any change context. People are people. Change is change.

### ADKAR Continues to Grow in Relevance

What has changed since the ADKAR Model was introduced is the accumulation of proven practices and consistent results from decades of delivering successful change outcomes. These include:

- Additional research findings and insights that validate the *promise* of ADKAR.
- Additional application examples and success stories that demonstrate the *proof* of ADKAR.
- Additional recommendations and guidance that advance the *practice* of applying ADKAR.

Thousands of individuals and organizations around the world have learned and applied the ADKAR Model to achieve the change outcomes they seek. Today, ADKAR is the most widely adopted change management model in the world. Its relevance and use continue to grow.

Let's see why.

## **Chapter 1 Reflections**

1. What did you learn from Jeff Hiatt's experience as a curious engineer creating the ADKAR Model?
2. What "change challenges" are pressing on you right now in your personal or professional life?
3. What are you curious about learning in the remaining chapters of Part 1?

*In Chapter 2, we will take a deeper dive into each of the ADKAR elements: Awareness, Desire, Knowledge, Ability, and Reinforcement.*