

Change management

- **Kotter** organizational change
- **ADKAR** individual change



Change management according to Kotter (organizations)



Change management: 8 steps Leading Change Model

Change is a challenge for any individual, but change in an organization is perhaps even more challenging. In this process, you encounter the psychology of change ("**People want to change, but they don't want to be changed,**" **Peter Senge**) in multitudes.

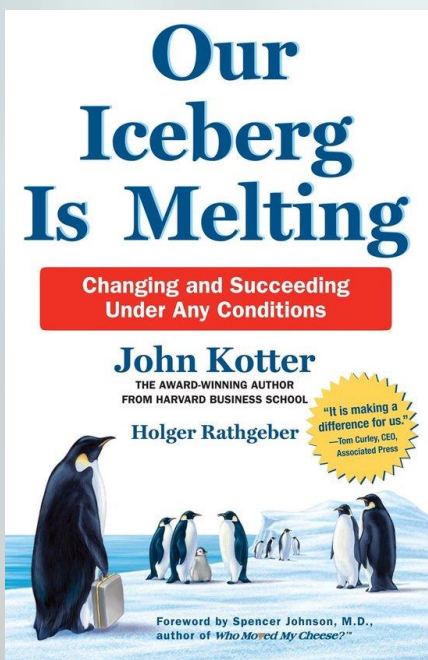
To successfully implement change in an organization, **Prof. J.P. Kotter has established 8 steps for successful change in organizations (8 steps leading change model)**. These 8 steps address the pitfalls (also 8) that, according to Kotter, are barriers to successful change.

Pitfalls in implementing change according to Kotter:

- Not establishing a great enough sense of urgency.
- Not creating a powerful enough guiding coalition.
- Lacking a vision.
- Under-communicating the vision by a factor of ten.
- Not removing obstacles to the new vision.
- Not systematically planning for and creating short-term wins
- Declaring victory too soon.
- Not anchoring changes in the corporation's culture.

Our iceberg is melting: The 8 steps to change

Watch "Our iceberg is melting"



Change management: 8 steps Leading Change Model

Kotter's 8-step leading change model:



Source: Kotter, 1995

Kotter's 8-step leading change model: explanation

1. Create Urgency

The prerequisite for change is a sense of urgency among all involved. Why do we need to change? What problems are being solved? Emotions drive change according to Kotter and Cohen. They advocate an emphasis on emotion ("see-feel-change") rather than solely on reason ("analysis-think-change").

2. Create a Vision for Change

Make the change vision concrete, realistic, understandable and appealing. Highlight the essence: what change is involved and why does the outside world want that change from us. Look for common values and underlying assumptions that form the basis for the desired behavior with which the change can be realized. Points of interest in this phase:

- Clarify why a vision for change is needed.
- Develop and analyze the vision.
- Clarify the role of the team developing the vision.
- Create the change plan.

3. Form a Powerful Coalition

First *who*, then *what*. Leaders must be supported by a group of motivated people from various parts of the organization. Kotter calls this the "powerful coalition". These are people with (in)formal influence and have sufficient critical capability.

4. Communicate the Vision

Communicate the change vision. To reduce uncertainty, fear and distrust, it is important that employees know what to expect. Inform employees about the changes in a clear and credible way. 'Feeling safe' is an important condition for making behavior subject to discussion. Management has a crucial role here by being vulnerable, revealing and open. Essential is that managers are willing to have a role in the change process by addressing their own behavior (culture). This is where the dialogue with stakeholders begins and stakeholders are invited to personal involvement in the change process.

5. Remove Obstacles

Create support for the change. The most important precondition here is commitment from the top: without unconditional and long-term support, every (cultural) change is doomed to fail. It is also important to remove barriers that hinder or stand in the way of the change process among employees.

6. Create Short-Term Wins

Generate short-term successes "quick wins" and make these successes visible to all. Benefits: It rewards those who work hard to achieve the new vision and strategy. There is increased belief in the success of the new vision and strategy. Ignore those who are skeptical towards the changes.

7. Build on the Change

After the initial successes, it is important that the organization does not become overconfident and feel that the change process is complete. In this phase, the emphasis is on continuing the changes, tuning and fine tuning. The prerequisite for this is that the sense of urgency remains high. Research what works, refine the approach and transfer these changes to other organizational areas.

8. Anchor the Changes in Corporate Culture

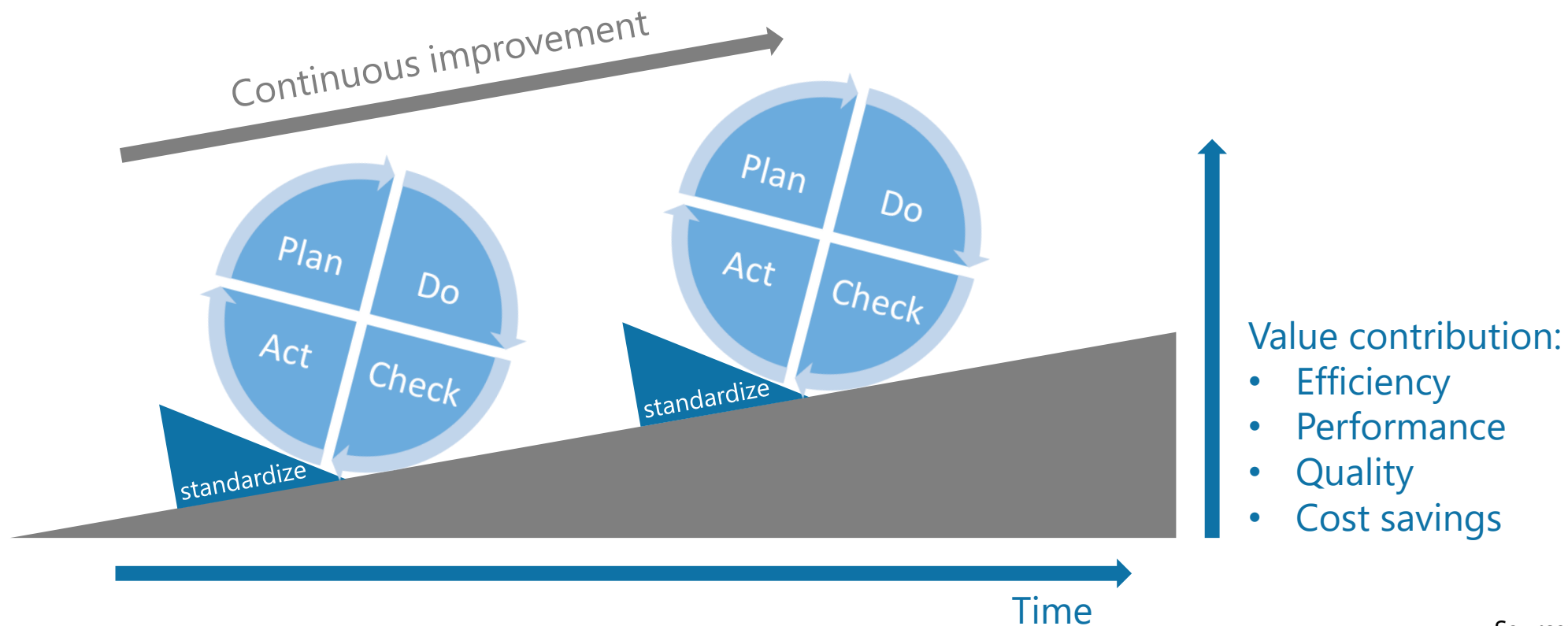
Secure the new situation by embedding changes in the organization. This mainly involves the discipline and perseverance to actually do things differently. Anchoring is complete when progress on change is measured and evaluated periodically and systematically. This is often omitted and is a major reason that changes often get stranded. After all, what is not measured is not important enough.

Source (translated): lean-wiki.nl, 2023

Change management = continuous improvement



Change management is in practice a continuous process. Although Kotter's 8 steps end with the eighth anchoring step (standardize in the picture below), this is actually the beginning again of the next 8-step cycle (which is also a PDCA cycle).



Source: Pulz, 2023

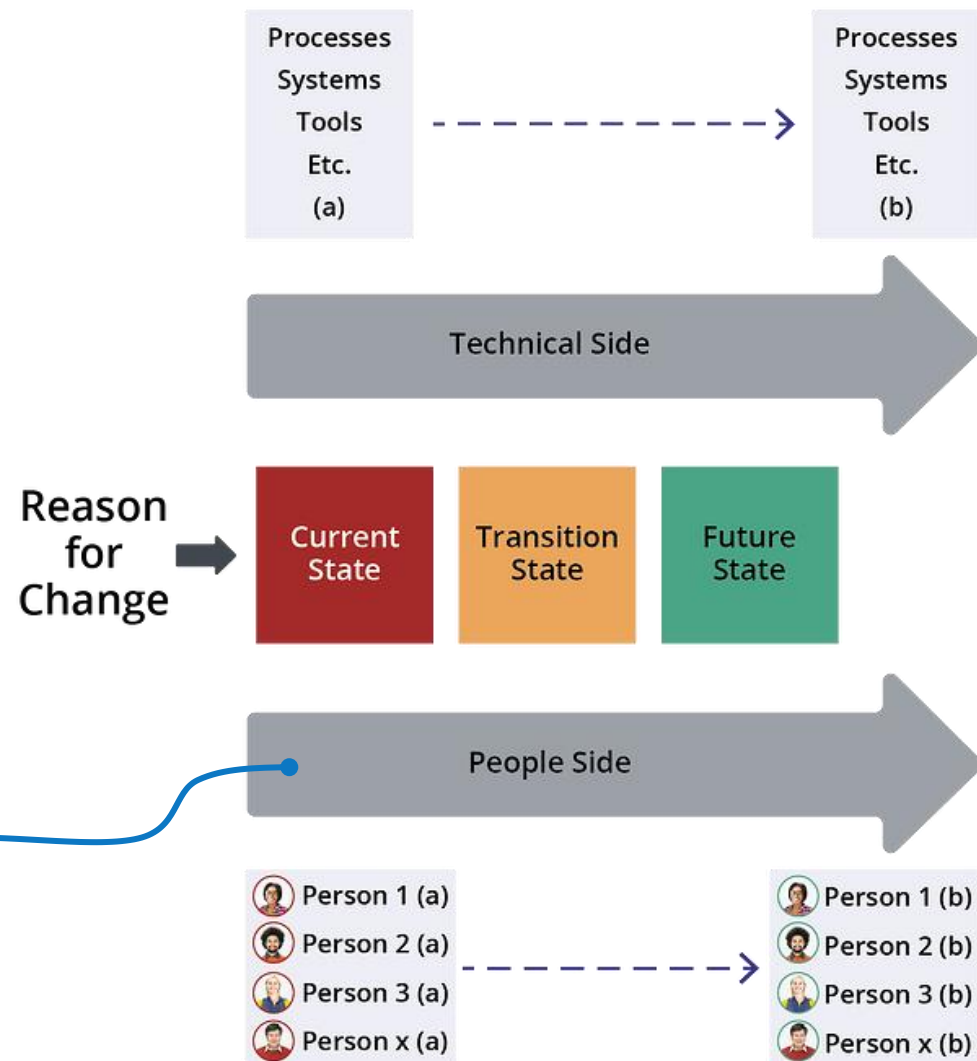
Change management: ADKAR model (individuals)



Change management: Prosci and ADKAR

The **ADKAR model** focuses on **individual change**. It is **the core of the Prosci methodology**, which is a structured process for **organizational-level change**. Its founder, Jeff Hiatt, states, "**Organizations don't change, it's the people who change.**" The key, therefore, is to initiate change in the organization starting from those employees.

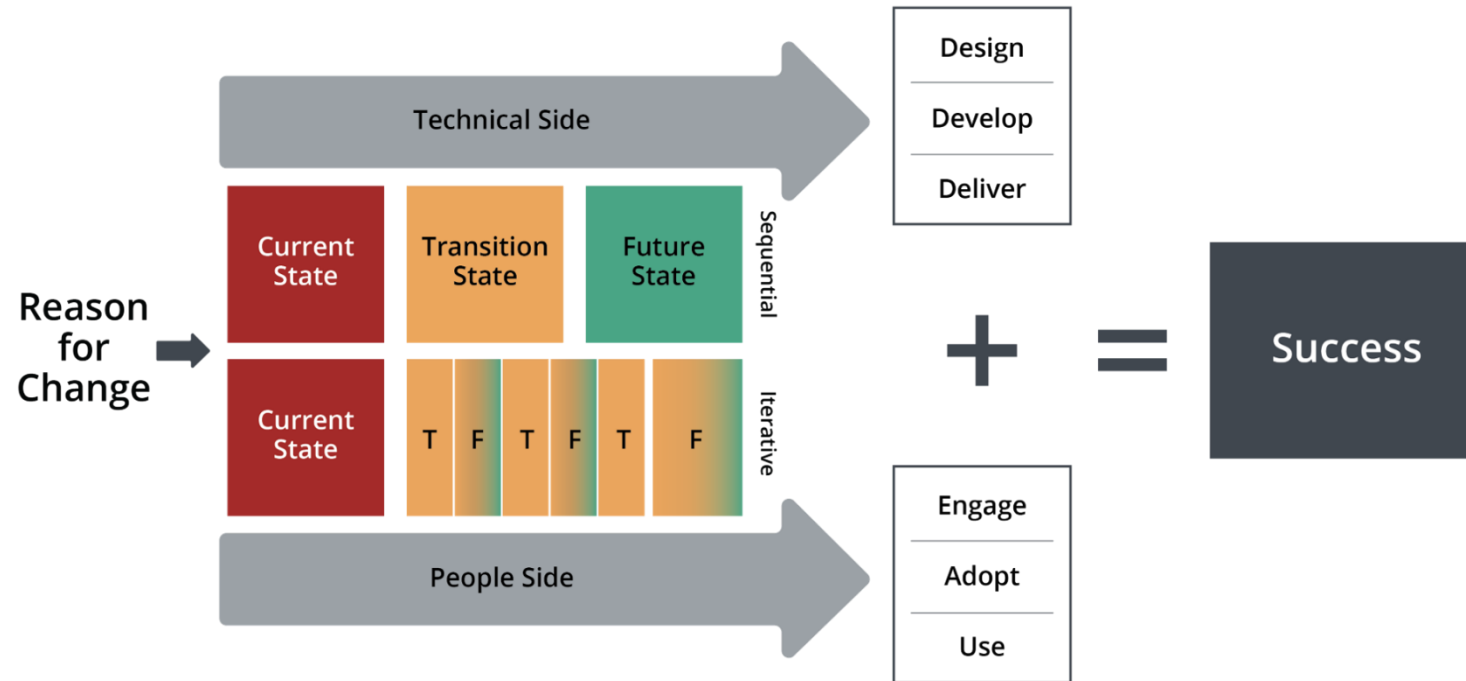
But first, a brief word about the **Prosci methodology**. This change management methodology takes the organization from the current situation to the desired situation through a transition phase (**so there are 3 states of change**). To do this successfully, attention must be given to both the technical content (the change project) and the people who make up the organization. For the latter the **ADKAR method** is used.



Source: Prosci, 2022

Change management: Prosci and ADKAR

The ADKAR model in principle follows the waterfall approach (**sequential phases**). However, there are plenty of applications where **iterative** implementation takes place.

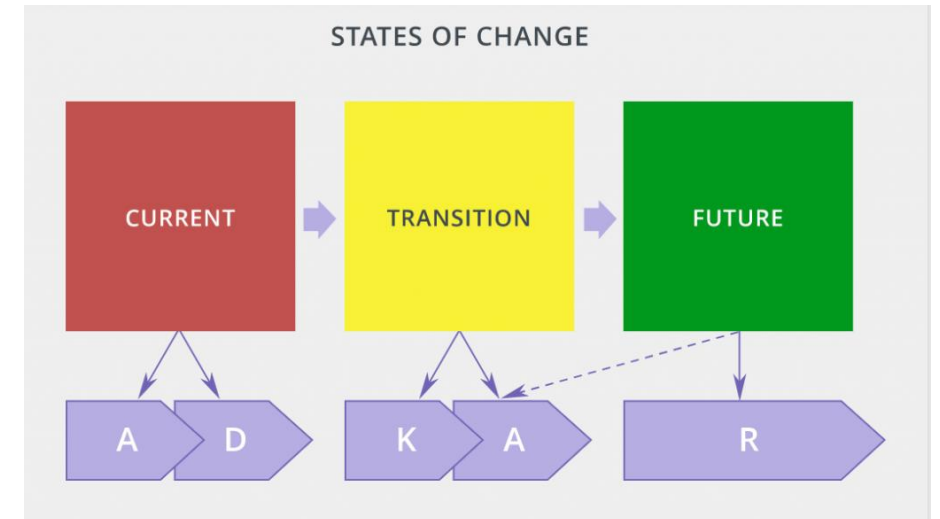


Source: Prosci, 2022

ADKAR explanation

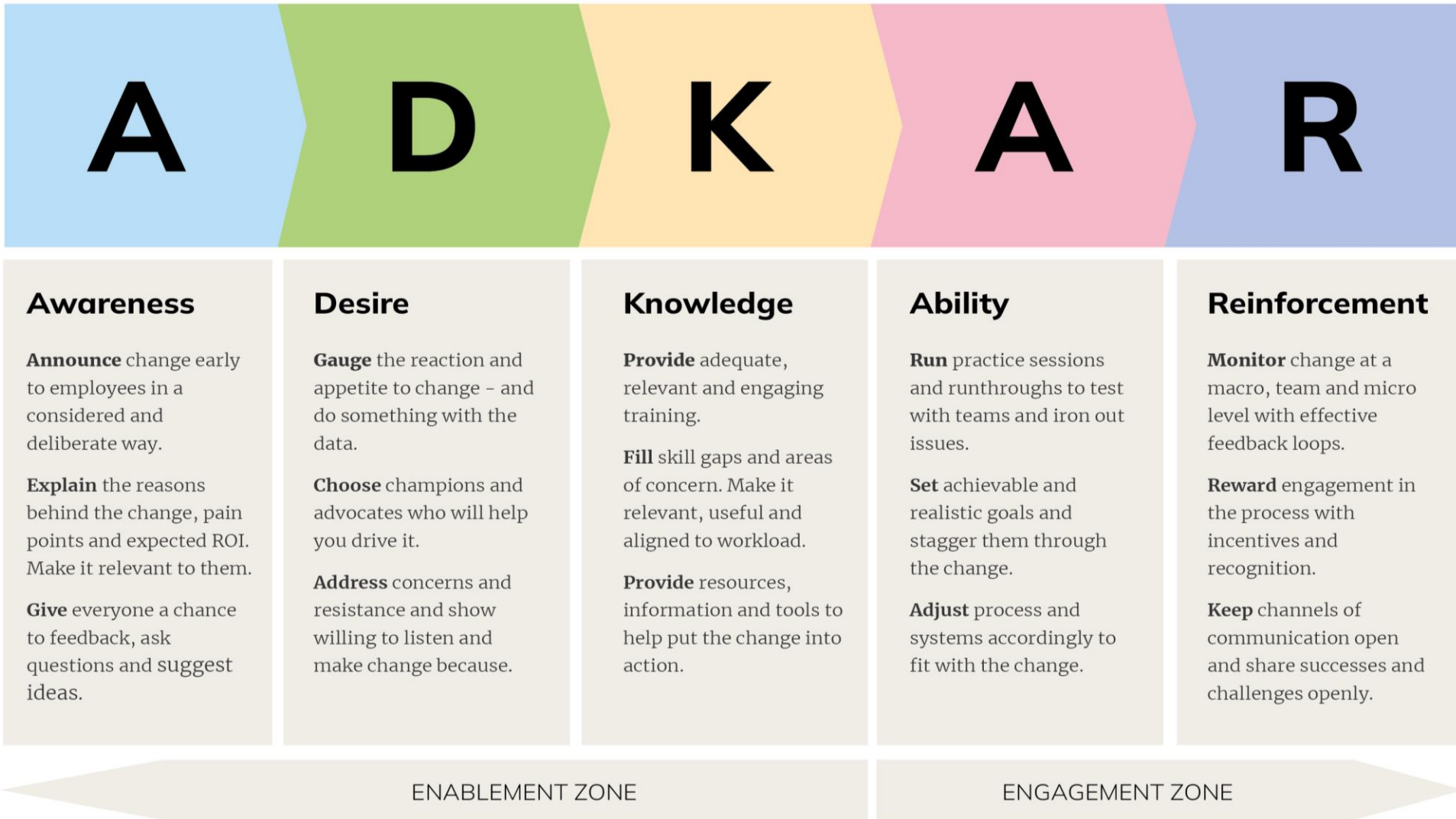
The term **ADKAR** is an acronym for: **A**wareness, **D**esire, **K**nowledge, **A**bility en **R**einforcement. The model describes that change can only take place when employees, who need to do their jobs in a different way, can confidently say, "I have the awareness, desire, knowledge, ability and strength to make this change happen."

- A** •Awareness:
 - Aware and understand why the change is necessary.
- D** •Desire:
 - Feel dissatisfied with the current state.
 - Understand the negative consequences of not changing.
 - Want to participate in the change.
- K** •Knowledge:
 - Having the knowledge of how to change.
- A** •Ability:
 - Learn and adopt new skills and behaviors to make the change happen.
- R** •Reinforcement:
 - The change is reinforced and secured in each individual.



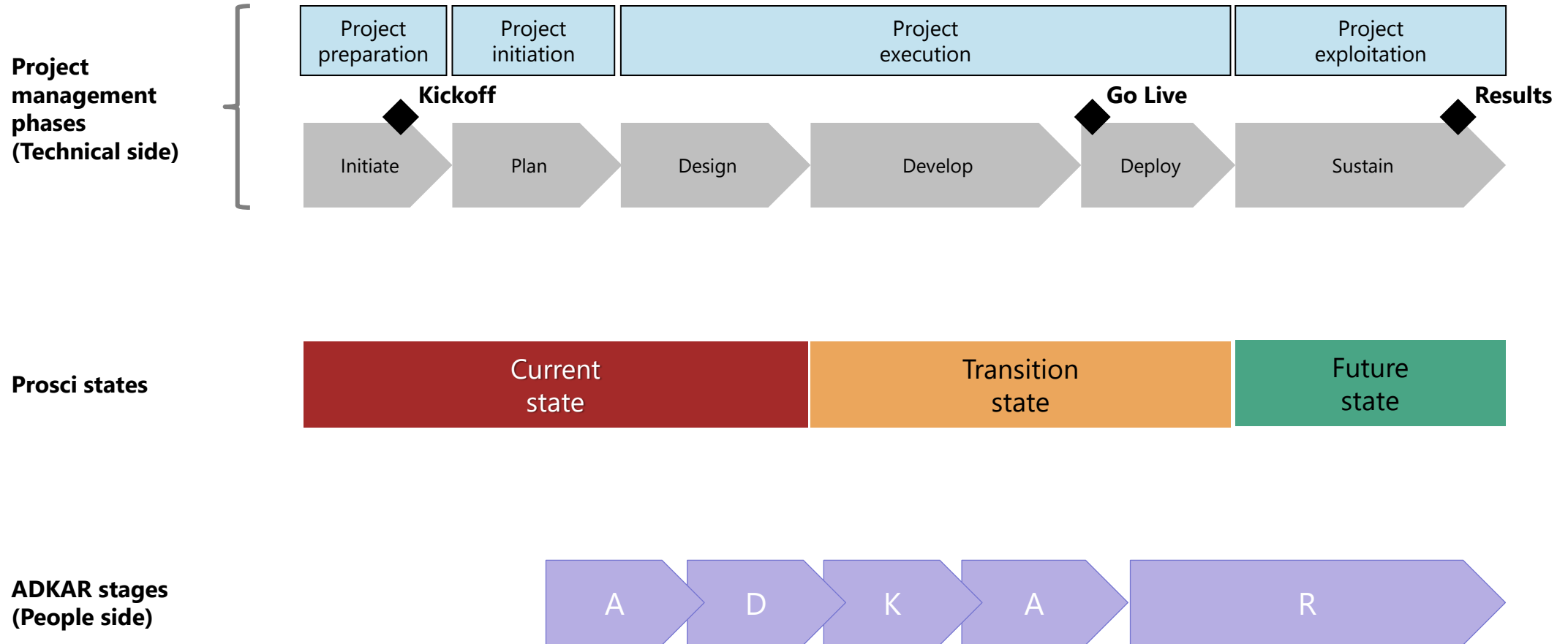
Source: Prosci, 2022

ADKAR uitleg



Source: Moresapien, 2022

ADKAR in relation to the project model



Source: PULZ, 2022

ADKAR: sample questions

	Name	Definition	Questions	Desired outcome
A	Awareness	Awareness of the need for change.	<ul style="list-style-type: none"> • Why? • Why now? • What if we don't change? 	I understand why...
D	Desire	Desire to participate and support change.	<ul style="list-style-type: none"> • What's in it for me? • What are MY personal motivations? • What are MY opportunities in the changed organization? 	I decided to...
K	Knowledge	Knowledge of how to change.	<ul style="list-style-type: none"> • What is the necessary knowledge, within the outlined context of awareness and desire? • What do you need during and after the change? 	I know how...
A	Ability	Implement required skills and behaviors.	<ul style="list-style-type: none"> • What is the gap regarding the skills needed and the knowledge required? • Barriers? (e.g., capacity) • How to practice (e.g., coaching) 	I am able to...
R	Reinforcement	Strengthen to sustain change.	<ul style="list-style-type: none"> • What mechanisms play a role? • What measurement tools do we use? • How do we sustain change? 	I will continue to...

Source: Agile4all, 2022

ADKAR: Dealing with impeding factors.

	Name	Impeding factor or belief	What to do as a leader?
A	Awareness	Awareness of the need for change.	<ul style="list-style-type: none"> • Consistent and effective communication. • Team sessions and 1-on-1 sessions. • Heartbeat in communication, consistency with previous posts. • Transparency.
D	Desire	Job uncertainty	<ul style="list-style-type: none"> • Provide a sense of control over the process. • Continue to communicate consistently. • Flexibilize the work: in time, in method, in tasks, etc. • Assess and adjust. • Look at individuals in a new way.
K	Knowledge	Inadequate skills	<ul style="list-style-type: none"> • Provide training/education. • Coaching. • Practical guidance. • Create time to learn.
A	Ability	Doubts about being able to...	<ul style="list-style-type: none"> • Create structure. • Show patience, empathy and understanding in the learning process. • Coaching.
R	Reinforcement	No confirmation of "doing the new thing" right.	<ul style="list-style-type: none"> • Share and celebrate success. • Give recognition and appreciation. • Increase 1-to-1 contact. • Reward achievements.

Source: Agile4all, 2022

ADKAR: Success factors

	Name	Factors affecting success	Tactics
A	Awareness	<ul style="list-style-type: none"> • How does someone look at the current status. • How does a person deal with problems. • How do people trust the information provided. • Circulation of rumors and misinformation. • Can the reason for change be tested? 	<ul style="list-style-type: none"> • Effective communication. • Top management support. • Coaching by leaders. • Sharing information.
D	Desire	<ul style="list-style-type: none"> • A change (because it is change). • The context (organization/environment). • Personal circumstances. • What motivates a person? 	<ul style="list-style-type: none"> • Together with employees. • Manager as change leader. • Measure risks and act on resistance. • Involve people in the change process. • Incentive program.
K	Knowledge	<ul style="list-style-type: none"> • An individual's current knowledge. • The personal ability to acquire the knowledge. • Available means to learn required skills. • Means of acquiring knowledge. 	<ul style="list-style-type: none"> • Effective Training. • Education programs. • 1-on-1 coaching. • Forums and (user) groups.
A	Ability	<ul style="list-style-type: none"> • Psychological roadblocks, • Physical limitations. • Intellectual capabilities. • Available time. • Resources to learn the new skills. 	<ul style="list-style-type: none"> • Daily guidance. • Access to experts in the area. • Measuring performance. • Hands-on training for applicability
R	Reinforcement	<ul style="list-style-type: none"> • The extent to which reinforcement makes sense, person by person. • Progress i.c.w. amplification. • Whether there are negative consequences. • A system that measures and continues to measure progress. 	<ul style="list-style-type: none"> • Celebrating successes. • Employee feedback. • Rewards. • Research and measurement tools. • Action if results are not realized.



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