ADKAR® has been chosen as ONE individual change management model that can help you:

- Increase the probability of success with PCN Evolution initiatives
- Build organizational and personal change competency
- Manage resistance to change.

ADKAR is focused on outcomes...not tasks to be performed. A shortfall in any of these five key areas impacts your project’s success.

Prosci Guiding Principles of Effective Change Management

- Senders & Receivers – what works...and what doesn’t
- Resistance – a natural reaction to change
- Role of Leadership – importance of sponsors
- Organizational Values – impact on change management plan
- Incremental vs Radical Change – how big is the change?
- The Right Answer is not Enough – and resistance strategies
- Change is a Process – 3 states of change

ADKAR TIPS & TOOLS

1. AWARENESS
   - TIPS & TOOLS
     - To facilitate staff / team awareness

2. DESIRE
   - TIPS & TOOLS
     - To make the change happen

3. KNOWLEDGE
   - TIPS & TOOLS
     - To increase staff / team knowledge

4. ABILITY
   - TIPS & TOOLS
     - To implement new skills and behaviours

5. REINFORCEMENT
   - TIPS & TOOLS
     - To retain the change once it is made

Sponsor Roadmap

Communications

Coaching

Resistance Management

ADKAR Tip Sheet – v1.0 – Feb 2015
SPONSOR ROADMAP - Identifies the key activities and responsibilities of the primary sponsor and other clinical leaders who are needed to support the change. **This is a #1 SUCCESS FACTOR in change management.** Sponsor is a verb – not a title.

- The role of the sponsor is to:
  - Participate actively & visibly throughout the initiative. Talk about it & communicate with all staff.
  - Demonstrate commitment by building a coalition of support and managing resistance.

- Staff value the importance of the change based on what they see and hear from senior leaders.

- Many sponsors do not truly understand the importance of their role. It is up to the Change Management team to prepare them:
  - Training & assistance
  - Clear responsibilities
  - Examples of good sponsorship activities
  - Examples of common mistakes.

- Create a project charter with sponsorship and management involvement.

- Read about the importance of a sponsor roadmap.

- Prepare a draft using a template.

- Use a Sponsorship Checklist.

- Work with the leaders and managers/supervisors to finalize the roadmap. Their input is critical.

- Ensure the key messages in the communication plan are incorporated into the sponsor communiqués.

- Consider:
  - Recording sponsor presentations and making them available online
  - Including informal get-togethers so staff can ask questions (town halls)
  - Posting the roadmap in a high traffic area for all to see and schedule their time as appropriate
  - A kick-off special event where the sponsor can address all staff
**COMMUNICATIONS** - *Communications is the #2 SUCCESS FACTOR in change management*. The preferred senders of the change messages are the clinical leads (sponsors) and immediate managers. Employees often do not hear or internalize key messages from managers, despite efforts to create the most complete & clear communications. A “receiver” must hear a message 5 to 7 times before internalizing the message.

- Develop a [Communications Plan](#) for each stage of the change.
- Create an Awareness INFO sheet for distribution. Make sure it is kept up-to-date.
- Ensure ALL communications use Key Messages. Say it again, and again, and again. Use the following guidelines:
  - Send the right message
  - To the right audience
  - At the right time
  - From the right sender
  - Through the right channel.
- Review the Prosci tutorial [Five tips for: Better communications](#):
  - Structure your efforts - including the sequencing of messages and the creation of a formal deliverable
  - Start earlier - even if you do not have all the answers, share what you can and share when more answers are expected
  - Communicate more often - frequent communications are critical to successful change management
  - Answer the questions people have - avoid focusing on the details and instead focus on the reasons for the change and the personal impacts of the change
  - User preferred senders - senior leaders for business messages; immediate supervisors for personal messages
- Upsell the change every chance you get. i.e. Team Meetings, office newsletters, coffee sessions, table tents in the kitchen, Lunch & Learns, posters in high traffic areas, etc.
- Use the toolkits in the PCN Collaboration site. Login required. Please contact [info@pcnpmo.ca](mailto:info@pcnpmo.ca) to register.
- Design a “picture” of the change for a poster. Leave yellow stickies and pens so people can comment and offer suggestions.
- Have a Suggestion Box...and address the suggestions in team meetings, etc.
- Use a Communication tracking sheet to keep things organized.
- Use a [Communications Checklist](#) for each piece of communication created.
COACHING - The coaching plan details how we need managers and supervisors to engage their direct reports during change. Managers are the closest to the employees who ultimately have to bring change to life, and their relationship makes them crucial allies in times of change. Employees look to their managers for answers, support and direction in times of change.

- Develop a Coaching Plan that prepares managers, supervisors and champions to coach staff throughout the change (NOT just training!)

- Managers and supervisors must be on board with the change to be successful coaches.

- Provide Coaching Packets, such as:
  - Communication packet with key messages, common Q&A, etc.
  - Resistance management tips and tricks
  - Guidelines on how to measure performance.

- Review the Prosci tutorial Five tips for: Developing managers and supervisors as coaches:
  - Get them on board - managers and supervisors have to go through their own change process before supporting their direct reports
  - Share the role you expect - at both a high-level and a detailed set of actions
  - Build competencies - appreciate that “leading change” is a competency that can and must be developed
  - Provide tools - including individual change models, tip sheets and information for fulfilling roles
  - Provide support - help managers and supervisors succeed at leading change with peer and expert support
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- Update the project charter if necessary.
- Update the roadmap created for “Awareness”. Now the sponsor should be focusing on answering the questions “What’s in it for me/us?” and “What’s in it for our patients?”
- Continue to have a strong visible display of the sponsorship coalition.
- Continue to assist the clinical leads in achieving the activities identified in the Sponsor Roadmap
- Continue to ensure the key messages in the Communication Plan are incorporated into the sponsor communiqués.

COACHING - The coaching plan details how we need managers and supervisors to engage their direct reports during change. Managers are the closest to the employees who ultimately have to bring change to life, and their relationship makes them crucial allies in times of change. Employees look to their managers for answers, support and direction in times of change.

- Update the [Coaching Plan](#).
- Update the FACT sheets for coaches, with highlights, key messages, expected problems, typical questions (supply the answers) etc.
- Continue to provide Coaching Packets, such as:
  - Communication packet with key messages, common &A, etc.
  - Resistance management tips and tricks
  - Guidelines on how to measure performance
- An important task is to ensure that staff are onboard prior to the beginning of the training!
RESISTANCE MANAGEMENT – Resistance is a NORMAL result of change. Instead of reacting to it, a more proactive approach can mitigate its impact. The resistance management plan captures the approach to proactively and reactively respond to resistance when it occurs during change. Reactive resistance management is executed by leaders and managers throughout the organization. Proactive resistance management leverage the foresight of the project team to identify where resistance is likely to come from, what resistance is likely to look like and how the root causes for resistance will be mitigated early in the initiative.

- Develop a Resistance Plan. YOU WILL EXPERIENCE IT. Be prepared.
- Don’t ignore the signs. Be transparent and open a dialogue.
- Be aware of the rumours around the water cooler…and deal with them immediately.
- Use the Resistance Checklist.
- Embrace the resistance and open a dialogue with resisters.
- Create small wins in your change management plan so the whole initiative is not so over-whelming.
- Be sure to involve your sponsor, managers and supervisors. This is part of their role.
- Review the Prosci tutorial Five tips for: Managing Resistance:
  - Do change management right the first time - effective change management can eliminate many of causes of resistance before it occurs
  - Expect it - do not be surprised by resistance, expect it and plan for it
  - Address it formally - incorporate resistance management planning in all phases of your change management strategy and plan development
  - Identify the root causes - make sure that you aren't simply responding to the symptom, but really addressing what is causing the resistance
  - Engage the "right" resistance managers - senior leaders, managers and supervisors are the "right" people in the organization to manage resistance.
- Locate change champions and use them as allies.
- Be aware of change saturation. Review the Prosci tutorial Five tips for: Addressing change saturation:
  - Clearly define saturation and its elements
  - Understand why saturation occurs
  - Share the consequences of being saturated
  - Manage the portfolio of change
  - Manage each change more effectively
- Consider:
  - Listening more than talking
  - Identify and de-bunk myths
  - Change the messenger
  - Provide opportunities for staff to vent...BUT...there must be an action plan!
  - Communicate the change in terms of better patient care
  - Involve resisters in the change plan
COACHING - The coaching plan details how we need managers and supervisors to engage their direct reports during change. Managers are the closest to the employees who ultimately have to bring change to life, and their relationship makes them crucial allies in times of change. Employees look to their managers for answers, support and direction in times of change.

- Update the Coaching Plan.
- Make sure your Coaching Plan integrates with the Training Plan.
- Provide coaches/trainers with a Guide, script, etc. on how to conduct their coaching/training.
- Involve sponsors, management and supervisors if there are continuing issues with Awareness and Desire.

TRAINING - The training plan identifies the knowledge needs, knowledge gaps and training requirements for a project or initiative. It inventories the skills required during and after the change occurs. Employees need training in times of change, but that training is only effective if it is preceded by an understanding of why (Awareness) and a decision to change (Desire).

- Make sure you have a Training Plan.
- Incorporate different types of training:
  - Formal training
  - Informal workshops
  - Demonstrations
  - Practice sessions
  - Job aids and tools
  - Etc.

- Evaluate using a base level of competency. Begin to identify those staff who can be “Subject Matter Experts”.
- Provide real-life case studies for practice.
- Identify troublesome topics that may appear on-the-job and design separate training strategies.
**COACHING** - The coaching plan details how we need managers and supervisors to engage their direct reports during change. Managers are the closest to the employees who ultimately have to bring change to life, and their relationship makes them crucial allies in times of change. Employees look to their managers for answers, support and direction in times of change.

- Update the [Coaching Plan](#).
- Incorporate coaching and mentoring into on-the-job performance.
- Monitor performance so remedial training can be done. Remember – performance will drop until the change in integrated into the clinic workflow.

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- Update the Training Plan. Include a remedial training component.
- Identify those staff who are able to implement changes and those requiring assistance.
- Consider:
  - Mentoring
  - Lunch and Learns
  - Remedial training
- Incorporate training into new hire orientation
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- Complete the project charter and report.
- Update the Sponsor Roadmap with activities to:
  - Gather feedback about the change
  - Handle any remaining pockets of resistance
  - Develop a corrective action plan
  - CELEBRATE SUCCESSES
- Assist the clinical leads in achieving the identified activities.

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- Update the Communications Plan to reflect this stage. For example, you will want to start providing information on impact of the change on clinic operations and patient care.
- Be sure to market change successes! (newsletters, posters, etc.)

COACHING - The coaching plan details how we need managers and supervisors to engage their direct reports during change. Managers are the closest to the employees who ultimately have to bring change to life, and their relationship makes them crucial allies in times of change. Employees look to their managers for answers, support and direction in times of change.

- Update the Coaching Plan to reflect this state. What activities/strategies will be used to help “make the change stick?”