WORKSHEET + WORKED EXAMPLE

Help a Change Take Hold

A change-support plan with a real barrier, an owner, and a check on what helped.

30-45 minutes | Change support planner · ADKAR informed

Use it in three moves

1. Invite people who will do and receive the changed work. Separate requirements from choices they can influence.

2. Explore the five ADKAR lenses; an empty answer is a question to investigate, not a score.

3. Choose one barrier to address and review the effect before extending the plan.

Name the change and the people affected

Describe what will be different in the work. Include who gains, who carries new effort, and what is still open.

Awareness · Does the reason make sense?

What problem can people see? What evidence would help? Ask what explanation or assumption they question.

Desire · What makes participation worthwhile or costly?

Invite concerns, trade-offs, and ideas. A concern is information; do not label people resistant because they bear a cost.

Help a Change Take Hold

YOUR WORKING NOTES / CONTINUED

Knowledge · What needs to be learned?

Choose a real task to practice, with a short guide and a person who can help.

Ability · Can people do it in the real setting?

Check time, permissions, tools, workload, accessibility, and authority. Training cannot remove every barrier.

Reinforcement · What will keep it workable?

Who checks results, hears problems, and adjusts the surrounding process? Avoid rewarding usage while ignoring outcomes.

Choose the next support action

Record the barrier, action, owner, date, affected people to consult, and evidence to review.

A question for me

Which obstacle am I asking a person to overcome when I could change the conditions?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Name the change and the people affected

We are replacing emailed service requests with a shared queue. Requesters and the triage team will change their daily routines. The aim is fewer lost requests, not simply more form submissions.

Awareness · Does the reason make sense?

Show two anonymized examples of missed requests. Ask colleagues what the examples leave out. Do not imply every delay came from email.

Desire · What makes participation worthwhile or costly?

Requesters worry the form adds work without faster service. Invite two frequent requesters to simplify it, and explain which constraints we cannot yet change.

Knowledge · What needs to be learned?

Walk through submitting an incomplete request and finding its status. Publish a one-page example with the help contact.

Ability · Can people do it in the real setting?

Two shift colleagues lack queue access. The service owner will arrange access before the trial. Keep a supported alternative until that works.

Reinforcement · What will keep it workable?

Review missed requests and time to first response each Friday. Keep the feedback route open. Remove duplicate entry only once the trial is working.

Choose the next support action

Barrier: access on late shifts. Owner: service lead. Check access with two shift colleagues by Thursday. At Friday review, ask them to demonstrate a real request and describe remaining friction.

The thinking behind it

A new routine changes what people can do, what they have to ask for, and what gets noticed. Change the conditions that make participation difficult as well as the explanation of why change matters.

Prosci founder Jeff Hiatt developed ADKAR: Awareness, Desire, Knowledge, Ability, and Reinforcement. This independently written support planner uses those five lenses without reproducing a Prosci assessment or certification. Individual support also needs organizational decisions, resources, and participation.

Prosci · The ADKAR Model

Read You Have a Culture Problem by Nic Payne