

Grass Roots Change Management

Empowering change for the individual

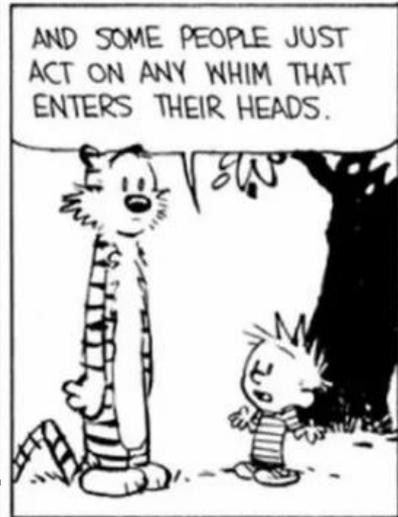
~ Kelly Walk, Prosci Certified, ACMP member



“Those who cannot
change their minds
cannot change anything.”

— *George Bernard Shaw*

A unique approach to deciding if/how to engage in change...



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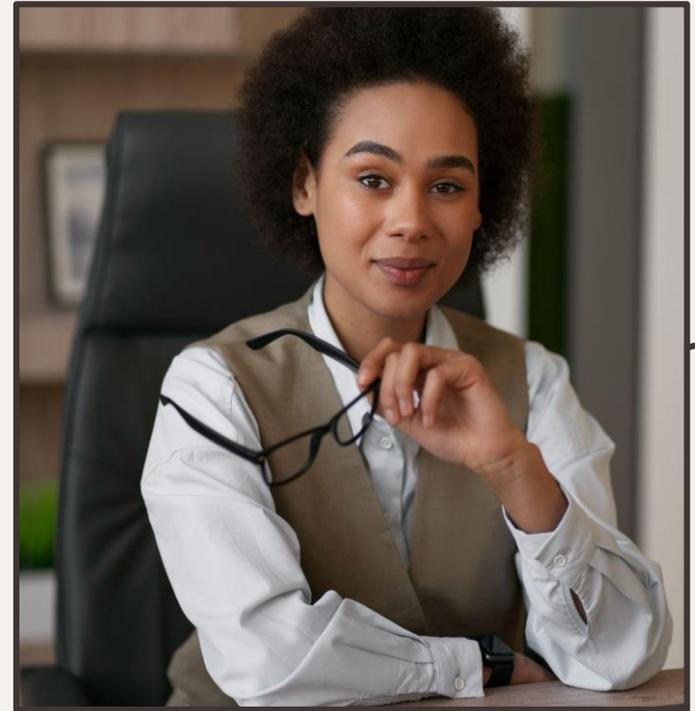
- **WSH Executive Director of Talent and Development**
- WSH Civil Center Director of Organizational Change Management
- Change Management Practitioner for the WSH Split
- WSH Project Manager in Lean
- Previously in property management, education, and a small business owner
- BA Bus Admin, MS I/O Psych, MA Clinical Psych; Doctoral student in Clinical Psychology



Kelly Walk

Sound familiar?

- Your organization lacks resources and attention for big upcoming changes.
- The CM framework tools you are using are not well understood by your leaders.
- Staff don't see how CM affects their work, or how they can connect
- The change management resources and resources you'd like to use too cumbersome for your organization.



This story has 3 parts...

1. ADKAR
2. ADAPT with same approach
3. (current state): ADAPT with grass roots approach

WHERE TO START: ADKAR?



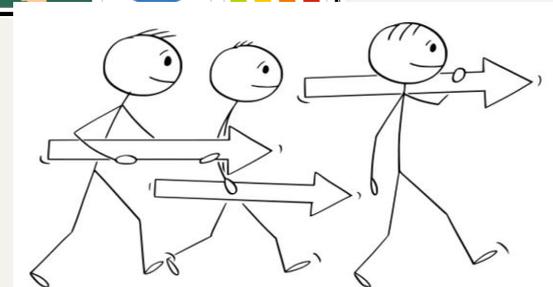
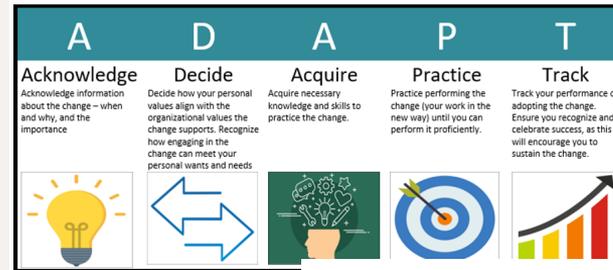
A Awareness of the need for change

D Desire to participate and support the change

K Knowledge on how to change

A Ability to demonstrate new skills and behaviors

Reinforcement to sustain the change



ADKAR

What does it stand for?

A Awareness of the need
for change

D Desire to participate and
support the change

K Knowledge on how to
change

A Ability to demonstrate
new skills and behaviors

R Reinforcement to sustain
the change

What works?



- A** Awareness of the need for change
- D** Desire to participate and support the change
- K** Knowledge on how to change
- A** Ability to demonstrate new skills and behaviors
- R** Reinforcement to sustain the change

In your experience...

How ADKAR helped me as a CMP

- Empirical support
- Clearly defined elements
- Training, support

Where using ADKAR fell short of my needs

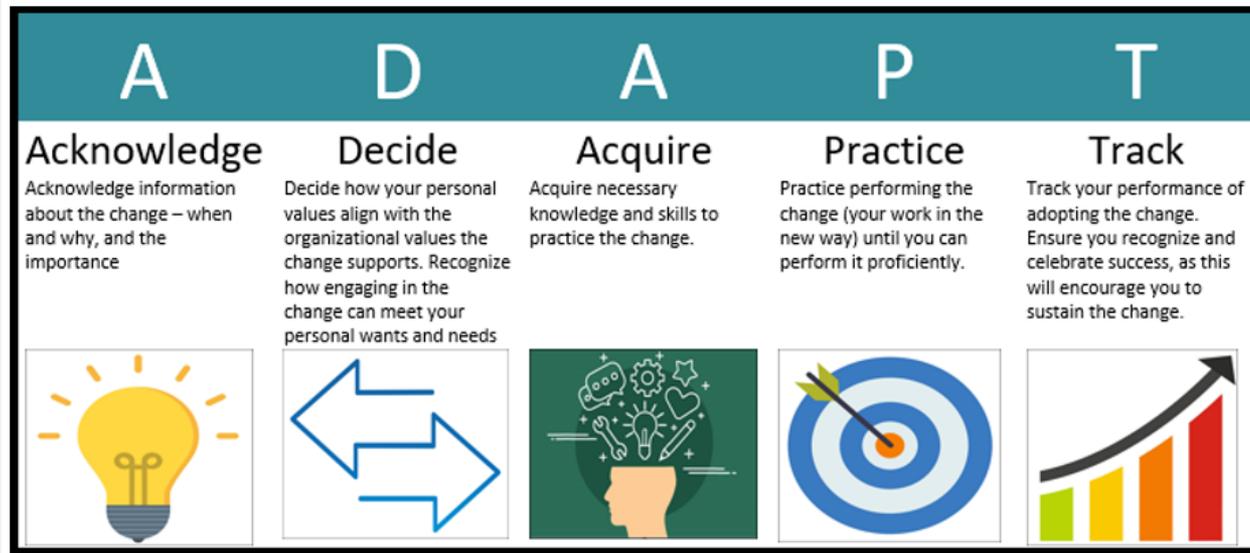
- Restricted resources
 - Awareness hampered
 - Fire fighting and engagement challenges
 - Limited transparency
-

My solution

From ADKAR to ADAPT

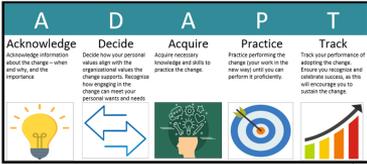


- A Awareness of the need for change
- D Desire to participate and support the change
- K Knowledge on how to change
- A Ability to demonstrate new skills and behaviors
- R Reinforcement to sustain the change



An apt name and behaviorally-based!

Translation

<p>ADKAR</p>  <p>A Awareness of the need for change D Desire to participate and support the change K Knowledge on how to change A Ability to demonstrate new skills and behaviors R Reinforcement to sustain the change</p>	<p>ADAPT</p>  <p>A Acknowledge D Decide A Acquire P Practice T Track</p>
<p>Awareness of the need for change</p>	<p>Acknowledge change info (where, when, why, importance)</p>
<p>Desire to participate</p>	<p>Decide how personal values align with org values that support the change. How does this fit your wants/needs</p>
<p>Knowledge of how</p>	<p>Acquire skills and knowledge needed</p>
<p>Ability to use new skills</p>	<p>Practice performance until independently skilled</p>
<p>Reinforce to sustain</p>	<p>Track your performance in change adoption and celebrate your successes</p>

The Prosci CLARC model

Communicator
Liaison
Advocate
Resistance Manager
Coach

LEADER model



What does CM look like
where you work?



Current WSH Civil Center CM Approach

CM CoP

CM CoP incorporating representatives (change agents) from every team, department, and discipline

Training

Training on demand for staff of all levels (front line, management, executive leadership)

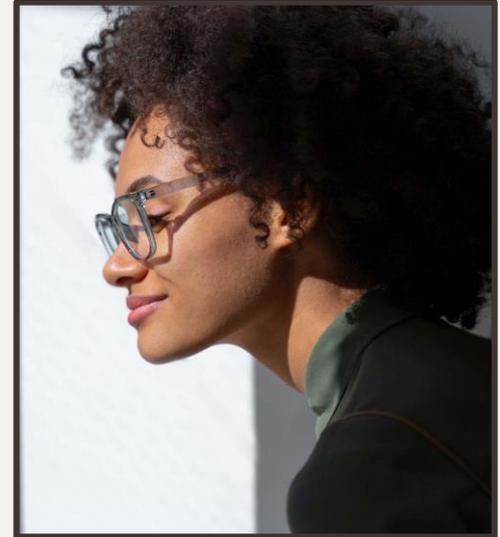
Messaging

Several platforms:

- Front line staff
- Supervisors
- Multi-modal

WSH CoP

- Purposefully multidisciplinary
- Participants strategically invited based upon change readiness/org alignment
- Monthly cadence and room to share what's working and what's not
- Find the gaps and address

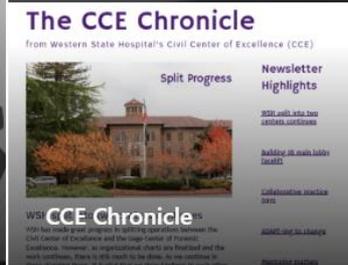




Training

Messaging

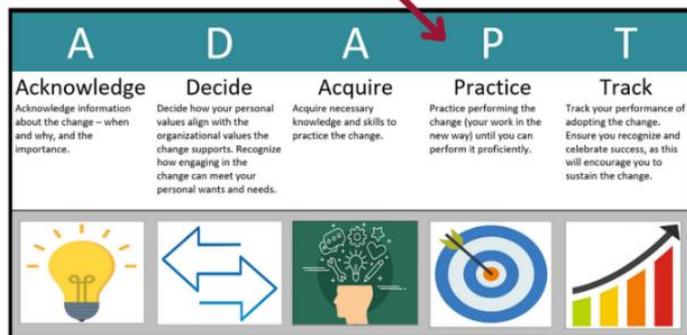
Civil Communications



ADAPTing to change

In the last three months of the CCE Chronicle, we've reviewed the first three steps in the ADAPT change management model: acknowledge, decide, and acquire.

After these steps are accomplished, we move into a critical and experiential piece: PRACTICE. Practice means incorporating the change into the way you do your work. For a timely and WSH-specific example, consider the new shuttle bus schedule.



Our Transportation and Facilities teams have worked around the clock to gather additional resources for staff as our parking options shift considerably.

Have you seen and used the [new MOD Shuttle schedule](#) (began Oct. 30) or the [new Contract Bus 1 schedule](#) (starts Nov. 1)?



Please take a look and start **PRACTICE**-ing these new changes today!

ADAPT section
in each center-
wide newsletter

TOOLS

In addition to the CoP, Training,
and Messaging, we have tools to share.

ADAPT gap coaching tool

ADAPT Analysis – Individual: *(insert name here)*

Briefly describe the change:

Change description goes here

Answer the questions below. For scoring, use the following scale:

1. Not Started 2. In Progress & Unsure 3. In Progress & Somewhat Confident 4. Completed & Very Confident

Knowledge the change	Score	Knowledge
What is the change? Why is it needed now? What happens if I don't adopt the change?	1, 2, 3, or 4	
Your answers here	Choose an item.	
Decide to engage	Score	Decide
What's in it for me? How do my values align with the change and organizational values? Do I have a choice about when or how I change?	1, 2, 3, or 4	
Your answers here	Choose an item.	
Acquire needed resources	Score	Acquire
Do I understand how implement the change? Have I received needed training? Do I enjoy upskilling to add value to the organization?	1, 2, 3, or 4	
Your answers here	Choose an item.	
Practice until proficient	Score	Practice
Can I demonstrate ability as I implement the change? Am I proficient at the new way?	1, 2, 3, or 4	
Your answers here	Choose an item.	
Track progress, adjust, celebrate	Score	Track
How am I doing at sustaining the change in my work? Are there actions I can take that will increase my likelihood of success? Do I require recognition and rewards to sustain the change?	1, 2, 3, or 4	
Your answers here	Choose an item.	

- Beginning with "Acknowledge", answer all questions and assess scores for each element.
- If you scored a 4 in each element, you are on track to be successful in the change.
- When your assessment is completed, look at your score for "Acknowledge the change". If the score is 1, 2, or 3, focus attention here to ensure you have enough resources and information. Continue focus here until you can reassess and score a 4.
- Continue addressing each element that scores below a 4 to ensure successful change adoption progress. Included with this tool are recommendations to improve your scores in each element.

Change Management Coaching Tool for People Managers

Gap in	Coaching actions
Acknowledge	Build awareness of how a change impacts a given employee and how it aligns with their values.
Decide	Create desire through personal interactions, relatedness with employees and effective barrier identification and management.
Acquire	Develop knowledge through on-the-job training, resources, and mentoring.
Practice	Foster ability by creating the right environment for employees to develop new skills and behaviors – create psychological safety on your team while giving them space/time to become proficient.
Track	Help staff to track progress. Reinforce the change adoption through private recognition and rewards, and celebrating successes.

ADAPT Analysis – Teams

Briefly describe the change:

Department leader's description goes here.

Answer the questions below for your team. What percentage of your staff has completed each stage of ADAPT:

1. 0-39% 2. 40-59% 3. 60-79% 4. 80%+

Knowledge the change	Score	Knowledge
What is the change? Why is it needed now? What happens if I don't adopt the change?	1, 2, 3, or 4	
Team answers here	Choose an item.	
Decide to engage	Score	Decide
What's in it for me? How do my values align with the change and organizational values? Do I have a choice about when or how I change?	1, 2, 3, or 4	
Team answers here	Choose an item.	
Acquire needed resources	Score	Acquire
Do I understand how implement the change? Have I received needed training? Do I enjoy upskilling to add value to the organization?	1, 2, 3, or 4	
Team answers here	Choose an item.	
Practice until proficient	Score	Practice
Can I demonstrate ability as I implement the change? Am I proficient at the new way?	1, 2, 3, or 4	
Team answers here	Choose an item.	
Track progress, adjust, celebrate	Score	Track
How am I doing at sustaining the change in my work? Are there actions I can take that will increase my likelihood of success? Do I require recognition and rewards to sustain the change?	1, 2, 3, or 4	
Team answers here	Choose an item.	

- Beginning with "Acknowledge", answer all questions and assess scores for each element.
- Once completed, look at the score for "Acknowledge the change". If the score is 1, 2, or 3, focus here to ensure the team has enough resources and information. Continue to focus here until you can reassess and the team scores a 4.
- In order, continue addressing each element that scores below a 4 to ensure successful change adoption progress. Included with this tool are recommendations to improve team scores in each element.

Change Success Plans for People Managers

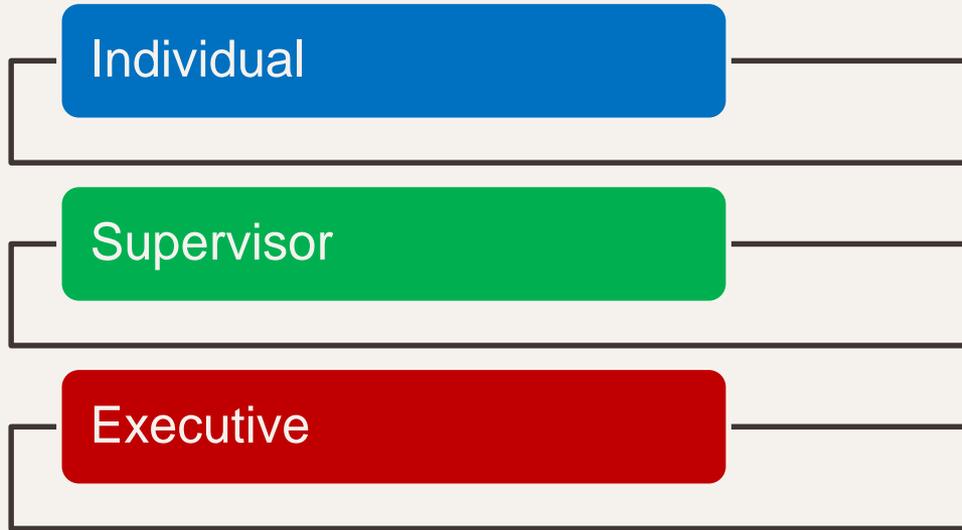
Individual Change Success Plan

1. Identify the individual's concerns or barriers	2. What ADAPT elements will you address? (Acknowledge, Decide, Acquire, Practice, Track)	3. What Success Plan Elements will you use to address the ADAPT elements? (Communicate, Train, Coach, & Track)
A.		
B.		
C.		
D.		

4. Develop your Individual Success Plan

COMMUNICATE	TRAIN	COACH	TRACK
Create the messages you must give this staff regarding the change. Include delivery methods & the delivery dates.	Schedule needed training. Include delivery method & delivery dates.	Schedule and record needed feedback and coaching sessions you provide to the staff member. Include delivery dates.	Regularly track % of the staff member's proficiency until the employee reaches 100%.
Message	Training	Feedback/Coaching	% Proficient
Delivery Method	Delivery Method		
Delivery Date	Delivery Date	Delivery Date	Measurement Date

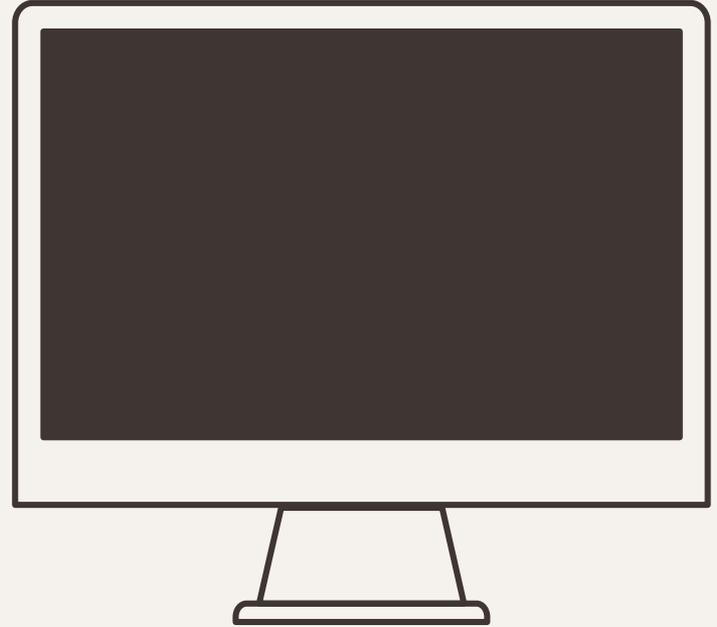
Training overview



Remember

Training on the models (ADAPT and LEADER) is the FIRST step...

...but practicing and assessing the behaviors is needed for lasting impact.



Questions?
