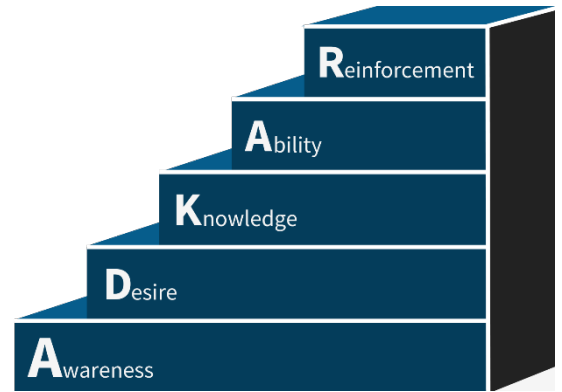


Change Management Resource

This resource is intended to support folks in understanding strategies to move individuals through the journey of change. Prerequisite for using this resource includes understanding ADKAR to complete an assessment of the individual, team, or organizational barrier point.

Awareness – What is the individual/team/organization’s awareness of the need for change? Do they know change is coming? If the barrier point is Awareness, consider:

- Communication:
 - Explain what happens if change is not adopted. “If the change is not adopted, then...”
- Best practice research tells us 7 messages are needed to be received in 7 ways for awareness to stick. Consider 1-1’s, annual employee check ins, team meetings, department wide meetings, emails from various senders, and posters up around the office as some means to communicate.



Desire – What is the individual/team/organization’s desire to change? Do they want to take actions necessary to make change real? This is feelings about change. If the barrier point is Desire, consider:

- Explain what’s in it for me (WIIFM). What are the individual benefits of making the change? What are the benefits for the team? For the organization?
- Use [empathy mapping tools](#) to better understand what motivates each individual on your team.
- Shrink the change into smaller units and only ask staff to work on one piece of change at a time.
- Highlight bright spots as a form of positive peer pressure. Who is doing what right in alignment with the changes you are asking them to implement?

Knowledge – Does the individual/team/organization know how to change? Do they need new standard operating procedures? What about training? Just because we know something needs to change does not mean we know how to change it. If the barrier point is Knowledge, consider:

- Use the employee check-in process to understand where staff are we now in the current state of change and what professional development is needed to help them get to the future state.
- Develop standard operating procedures (SOPs) to support the employee(s) through the change journey.
- Refer staff to existing trainings either [internally from HR-OD](#), [externally on free sites like edX](#), or designed for your team, by your team to support implementing new SOPs.
- Provide feedback to the employee along the way as their knowledge evolves.

Ability – Does the individual/team/organization need time to practice what they are supposed to be doing? Or can they successfully change the way they do their work immediately? Just because we what needs to change does not mean we yet have the ability to do so. If the barrier point is Ability, consider:

- Allow multiple pathways to the same end point. Collaborate with staff to come up with multiple ways to get to the future state. As a team, then discuss the most efficient and effective path forward.
- Seek input along the way. Involving those who stand to be impacted will increase their likelihood to adopt the change.
- Adjust the environment based on feedback. If a new SOP is difficult to follow or staff need additional support (e.g. new tools or resources) to get the job done, seek to accommodate to the best of your ability.

Reinforcement – Does the individual/team/organization get the reinforcement they need to make the change stick? Do you know how each individual appreciates being acknowledged for their efforts? This is about giving insight into doing the job well. If Reinforcement is the barrier point, consider:

- Seek to understand how your staff like to be recognized and show them appreciation accordingly. Consider the [5 languages of appreciation in the workplace](#) as a guide.
- Model behaviors as the team lead to help reinforce building habits as a team.
- Nominate individuals and teams for the [Mayor’s TeamCity Awards](#).