joyous

The

ADKAR®

Conversation Guide

Everything you need to start talking about change at work

Contents

Joyous is your secret weapon for change success. Our conversation set not only helps you measure change but can be used as your primary change agent.

How to affect change at an individual level

To successfully affect change, many organisations use the Prosci ADKAR® Model.

ADKAR can be used to facilitate individual and organisational change by clarifying the goals and outcomes needed for successful change.

ADKAR stands for Awareness, Desire, Knowledge, Ability, and Reinforcement. These are outcomes required of an individual to enable lasting change at an organisational level.

ADKAR can be used as a tool that facilitates the planning of change management activities. It equips leaders with the tools they need to guide a change and support employees throughout the change process.

We've created a conversation set that aligns with the ADKAR model and is centred around individual experiences of change. This set can be used by leaders to prime conversations with their team members about change. It will help leaders understand how each of their team members is coping or feeling about a change. **It's important to understand that the ADKAR conversation set is not only about measuring change, but is a primary change agent.**

Question copy will vary depending on the change you are trying to implement. You can use our questions as a guide and edit them to suit your requirements.

A — Awareness
of the need for change

D — Desire
to support the change

K — Knowledge
of how to change

A — Ability
to demonstrate skills & behaviours

R — Reinforcement
to make the change stick

Awareness

It's important to us as curious humans to understand why change is occurring. That's why creating an awareness of change is a vital step in enabling the acceptance of change and actions required for change.

Awareness represents an individual's understanding of why a change needs to occur as well as understanding the risks associated with not changing. It's also about individuals understanding what they will get out the change. If they don't know, it's likely they will resist the change.

Here are some questions you can ask individuals to get a sense of their awareness and understanding of a change.

1 It is clear why [X] is changing / has changed.

Is there anything we need to consider when carrying out [the change]?

2 It is clear how we will [make the change].

Are there any gaps in our plan?

3 It is clear what the risks are if we do not [change].

What is the biggest risk you see?

4 It is clear how [change] impacts me.

Do you have any questions about [the change]?

Not only can Joyous be used to prime conversations about awareness, it can also be used to raise awareness of a change. Before working people engage in their first conversation, we recommend socialising the change you wish to carry out.

Consider designing an email that informs your people of the change. This email may contain a link to an internal webpage or documentation that outlines any relevant information about the change. (e.g. When the change is likely to occur, how it will be carried out, how it will affect different parts of the business etc.)

After people have read through the information, they can then answer their first Joyous question from the same email.

Joyous
To: Kaiyena Crow

Hi Kaiyena,

As you are aware, ACME is changing to an Agile operating model from May 2021. To read more about why we're making this change, click the following link. Then let us know whether the details of the change are clear by rating the following statement below.

Top 5 reasons why we're switching to Agile.

It is clear why ACME is changing to an Agile operating model

| 0 | 1 | 2 | 3 | 4 | 5 |

| 6 | 7 | 8 | 9 | 10 |

0 - Strongly Disagree   10 - Strongly Agree

1   **It is clear why ACME is changing to an Agile operating model.**

Is there anything we need to consider while we change to an Agile operating model?

Desire

After you've created an awareness of change, individuals must then decide whether to participate in the change.

Desire represents an individual's willingness to support a change. It's influenced by the nature of the change and personal circumstances. Organisations and leaders can attempt to influence whether a change is supported by first understanding the factors that impact desire:

1) Understanding 'What's in it for me?'

Understanding how the change impacts an individual will determine whether that individual perceives the change as an opportunity or a threat. They may also evaluate whether the change results in an opportunity or threat for others around them.

2) Organisational Context

Change will be perceived based on previous experiences of change with the organisation. An individual may be less open to change if the organisation has had a negative history of change.

3) Personal circumstances

An individual's situation can affect their willingness to change. For example: status, financial security, aspirations, health, age, and personal events. Understanding personal circumstances will give you insight into an individual's choice to support or resist a change.

4) Values and Motivators

Values and motivators drive our choices. Embracing change is easier when the change fits with our values and motivators.

Here are some questions you can ask individuals to get a sense of their desire and willingness to support a change.

5 I feel comfortable with [the change].

What thoughts do you have about [the change]?

6 I want to be involved in [the change].

How would you like to be involved in [the change]?

7 I feel motivated to be a part of [the change].

What would motivate you to become more involved?

8 It is clear how [the change] will benefit [org].

What do you think is our biggest opportunity?

Joyous can be used to influence whether a change is supported. Consider using Joyous to inform people about the benefits of the change.

Joyous
To: Kaiyena Crow

Hi Kaiyena,

As you are aware, ACME is changing to an Agile operating model from May 2021. To read more about the benefits of this change, click the following link. Then let us know whether the benefits of the change are clear by rating the following statement below.

Top 5 benefits of switching to Agile.

It is clear how changing to an Agile operating model will benefit ACME.

0	1	2	3	4	5

6	7	8	9	10

0 - Strongly Disagree   10 - Strongly Agree

8 — It is clear how changing to an Agile operating model will benefit ACME.

What do you think is our biggest opportunity?

Knowledge

Knowledge also influences change success. Knowledge represents the information and training required to know how to change and how to operate once a change has occurred. Individuals must understand: behaviours and skills; processes, tools, and systems; and roles and responsibilities in order to successfully implement a change.

Activities to provide such knowledge can include: formal training, education programmes, job aids, workshops, coaching, and peer mentoring.

Here are some questions you can ask to gauge an individual's knowledge of how to operate once a change has occurred.

9	It is clear what is expected of me.
	Do you have any questions about how you should be working once [change occurs]?

10	It is clear which processes are changing.
	Are there any processes that are unclear?

11	It is clear how to use [the new tools].
	Is there anything more you'd like to know about [the new tools]?

12	I feel well-prepared to carry out [change].
	What further training or information would you benefit from?

Joyous can be used as a means to supply resources. Consider using Joyous to inform people how to navigate new systems, processes, or tools.

Joyous
To: Kaiyena Crow

Hi Kaiyena,

As you are aware, ACME is changing to an Agile operating model from May 2021. To read more about the new processes we will be adopting, click the following link. Then let us know whether the processes are clear by rating the following statement below.

5 new Agile processes.

It is clear which processes are changing.

| 0 | 1 | 2 | 3 | 4 | 5 |

| 6 | 7 | 8 | 9 | 10 |

0 - Strongly Disagree   10 - Strongly Agree

10   **It is clear which processes are changing.**

Are there any processes that are unclear?

Ability

Next comes the transition from knowledge to ability. There's a big difference between knowing how to do something and having the ability to do something.

Ability represents the capacity of an individual to put into practice the new behaviours associated with a change.

Alongside training to gain knowledge, individuals must also receive time and tools to evolve their ability. The time and tools required will be unique to the individual. Some will naturally adapt to the new way of working while others may require more support.

Methods for developing ability include: one-on-one coaching, establishing safe environments to practice new skills and behaviours, creating feedback channels to surface potential problems with a change, providing access to subject matter experts, hands-on learning, and adoption monitoring.

Here are some questions you can ask to gauge an individual's ability to carry out the skills and behaviours required to achieve a change.

13 I have been given time to practice [the change].

Are there any skills or behaviours you would like to practice more?

14 I have received coaching from [experts].

Is there anyone you would like some 1-1 time with?

15 I feel comfortable experimenting with [my new skills].

What helps you feel comfortable experimenting with [new skills]?

16 It is clear how to raise potential problems with [the change].

Do you see any potential problems with [the change]?

Joyous can be used as a platform to raise concerns or issues. Consider using Joyous to inform people how they can go about raising any potential problems with a change.

Joyous
To: Kaiyena Crow

Hi Kaiyena,

As you are aware, ACME is changing to an Agile operating model from May 2021. We understand that with big change comes many questions and concerns. Click the following link to learn more about how to raise concerns with this new way of working. Then let us know whether it's clear how to do so by rating the statement below.

How to raise potential problems with the Agile transformation

It is clear how to raise potential problems with the Agile operating model.

| 0 | 1 | 2 | 3 | 4 | 5 |

| 6 | 7 | 8 | 9 | 10 |

0 - Strongly Disagree   10 - Strongly Agree

16 **It is clear how to raise potential problems with the Agile operating model.**

Do you see any potential problems with the Agile operating model?

Reinforcement

Once a change has occurred, it is critical to reinforce the change. Otherwise, people will go back to what they know (i.e. the state before the change) because it's familiar and comfortable.

Reinforcement represents both the internal and external factors required to sustain a change. These include recognition, rewards, and celebrations for achieving a change as well as internal satisfaction with achieving a change.

Reinforcement can be any action that helps to sustain a change. For example: constructive feedback, group celebrations, or acknowledgement of an individual's progress.

Here are some questions you can ask individuals to gauge whether reinforcement is being used to sustain a change.

17 I receive regular feedback about how I am adapting to [the change].

How do you like to receive feedback?

18 I get acknowledged for my progress in adapting to [change].

How do you like your progress to be acknowledged?

19 I am recognised when I successfully adapt to [change].

How do you like to be recognised?

20 I feel satisfied with how I am adjusting to [the change].

What would help you to maintain [the change]?

Using this guide for conversations

This guide contains 20 unique conversations centred around change management. It's suited to companies looking to facilitate organisation-wide changes.

Working people receive one conversation each week for 20 weeks. Conversations should begin before any change had been made to ensure action can be made in real-time.

Conversations contain two parts: a statement that people rate on a scale of 0 - 10, followed by a free-text conversation starter.

Conversations are designed so feedback gives leaders insights into how individuals are coping with a change and whether additional support, training, or resources may be required.

We suggest you replace anything between [square brackets] with any change terms you use in your organisation.

Joyous
To: Kaiyena Crow

Clarity

ACME

Kaiyena, do you agree or disagree with this statement...

It is clear which team objectives we are focusing on in the next three months.

| 0 | 1 | 2 | 3 | 4 | 5 |

| 6 | 7 | 8 | 9 | 10 |

0 - Strongly Disagree   10 - Strongly Agree

It is clear which team objectives we are focusing on in the next three months.

7

What is one thing missing from our current team objectives?

I think the project focus makes sense, but I wonder if we could include something on bringing tech up to spec. It'd be a good idea to do that now so things don't get worse later!

Add a comment

I think the project focus makes sense, but I wonder if we could include something on bringing tech up to spec. It'd be a good idea to do that now so things don't get worse later!

Yeah, good point. I think we get so busy with the work we forget to look at the things that help us get it done! I'll see where we have scope.

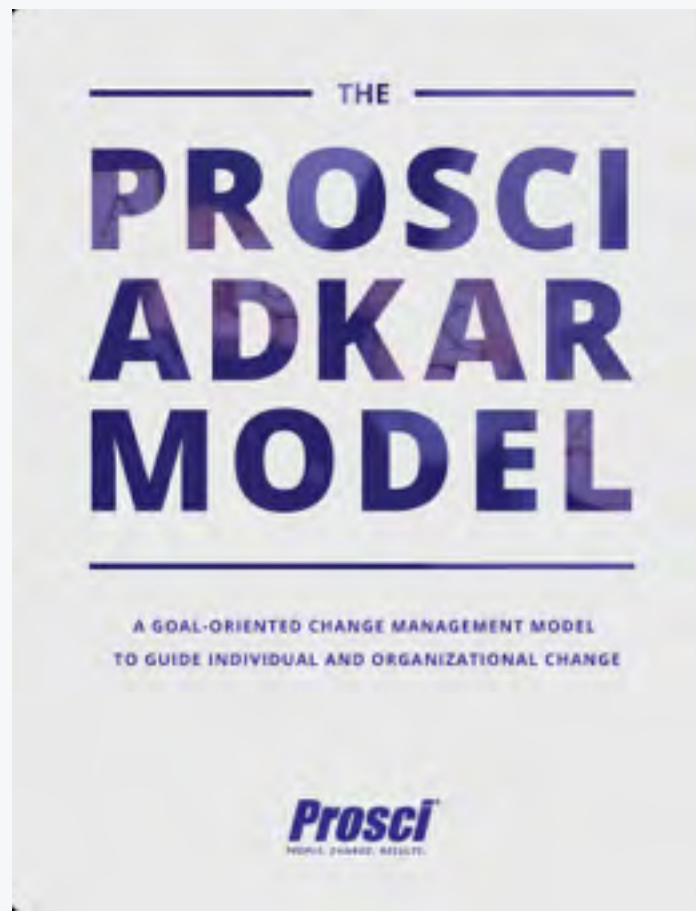It would be a big help. I know you're busy too, but we'd appreciate it.

Happy to help! Let's discuss with the others at tomorrow's team meeting.

Recommended conversation order

It's crucial to send questions in the order that aligns with the model: ask the Awareness questions first.

		Rating statement	Free-text conversation starter
1	Awareness	It is clear why [X] is changing/changed.	Is there anything we need to consider when carrying out [the change]?
2	Awareness	It is clear how we will [make the change].	Are there any gaps in our plan?
3	Awareness	It is clear what the risks are if we do not [change].	What is the biggest risk you see?
4	Awareness	It is clear how [change] impacts me.	Do you have any questions about [the change]?
5	Desire	I feel comfortable with [change].	What thoughts do you have about [the change]?
6	Desire	I want to be involved in [the change].	How would you like to be involved in [the change]?
7	Desire	I feel motivated to be a part of [the change].	What would motivate you to become more involved?
8	Desire	It is clear how [the change] will benefit [org].	What do you think is our biggest opportunity?
9	Knowledge	It is clear what is expected of me.	Do you have any questions about how you should be working once [change occurs]?
10	Knowledge	It is clear which processes are changing.	Are there any processes that are unclear?
11	Knowledge	It is clear how to use [the new tools].	Is there anything more you'd like to know about [the new tools]?
12	Knowledge	I feel well-prepared to carry out [change].	What further training or information would you benefit from?
13	Ability	I have been given time to practice [the change].	Are there any skills or behaviours you would like to practice more?
14	Ability	I have received coaching from [experts].	Is there anyone you would like some 1-1 time with?
15	Ability	I feel comfortable experimenting with [my new skills].	What helps you feel comfortable experimenting with [new skills]?
16	Ability	It is clear how to raise potential problems with [the change].	Do you see any potential problems with [the change]?
17	Reinforcement	I receive regular feedback about how I am adpating to [the change].	How do you like to receive feedback?
18	Reinforcement	I get acknowledged for my progress in adapting to [change].	How do you like your progress to be acknowledged?
19	Reinforcement	I am recognised when I successfully adapt to [change].	How do you like to be recognised?
20	Reinforcement	I feel satisfied with how I am adjusting to [the change].	What would help you to maintain [the change]?

For more on ADKAR check out
www.prosci.com

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