

ADKAR Application Guide

Diagnose and support individual and group adoption

Before you begin

Complete the Change Approach and Framework Selection Guide first. Confirm why this framework fits the change and what problem it is expected to solve.

Change summary

Change statement

Business or customer outcome

Affected groups

Main type of change

Incremental or transformational

Planned, emergent, dialogic, or hybrid approach

Main implementation risk

A: Awareness

People understand why the change is needed and what is changing.

- Define the reason for change in language relevant to each affected group.
- Explain external and internal drivers, risks of inaction, and expected outcomes.
- Check understanding rather than assuming communication created awareness.

Affected group	Awareness gap	Message or action	Owner	Evidence
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D: Desire

People are willing to participate and support the change.

- Identify perceived gains, losses, fairness concerns, and sources of resistance.
- Involve people where choices remain open.
- Use credible leaders and peers to build trust.
- Address real design problems instead of treating every objection as poor attitude.

Affected group	Source of resistance	Response	Owner	Evidence

K: Knowledge

People know how to change and what the new process or behaviour requires.

- Define role-specific knowledge and learning needs.
- Provide training, job aids, demonstrations, and clear procedures.
- Explain exceptions, escalation paths, and customer impacts.

Role or group	Knowledge required	Learning method	Owner	Assessment

A: Ability

People are able to perform in the real work environment.

- Provide access, tools, permissions, practice, coaching, and time.
- Remove process, workload, technology, or policy barriers.
- Observe performance and correct issues through support, not training repetition alone.

Role or group	Ability barrier	Support or fix	Owner	Performance evidence

R: Reinforcement

The organization sustains the new behaviour and prevents a return to the old way.

- Align manager follow-up, measures, recognition, systems, and consequences.
- Share progress and outcomes.
- Address recurring exceptions and workarounds.
- Continue reinforcement after launch.

Reinforcement action	Behaviour supported	Owner	Frequency	Evidence

Measurement and review

Measure	Baseline	Target	Frequency	Owner

Final review questions

- ☐ Does the plan address the main reason this framework was selected?
- ☐ Are actions assigned to named owners?
- ☐ Are barriers, resources, and dependencies visible?
- ☐ Do measures focus on adoption and outcomes, not activity alone?
- ☐ Is there a feedback loop for learning and adjustment?
- ☐ Are leadership actions and communication responsibilities clear?

Leadership style affects how the change is understood and experienced. Refer to the related Business Capsule on leadership styles when it becomes available.