

INTEGRATING THE ADKAR MODEL INTO PROJECT MANAGEMENT APPROACH

Applications of ADKAR Research Study

CONTENTS

Introduction	3
Integrating the ADKAR Model into our project management approach	4
Why integrate the ADKAR Model into project management	5
Steps taken to integrate the ADKAR Model into project management	7
Impact of integrating the ADKAR Model into project management	9
Conclusion	10
Success Story	12

INTRODUCTION

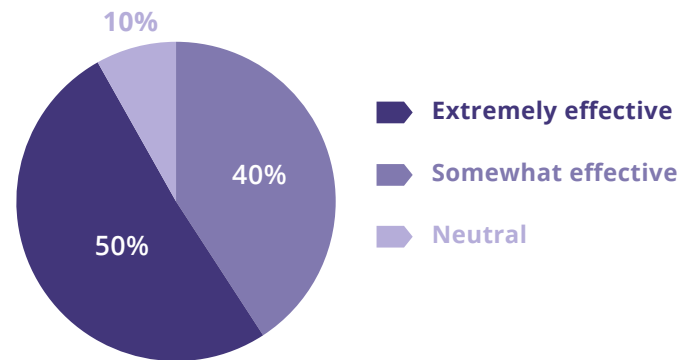
Project management and change management are complementary disciplines with a shared objective. They both aim to increase the likelihood that projects or change initiatives deliver the intended results and outcomes. Although each discipline functions independently, the most effective approach is to integrate change management and project management to create a unified approach on both the technical side and the people side of change.

Using the **Prosci ADKAR® Model** (ADKAR) as a tool for integrating change management into the project management approach allows for the individual change outcomes to become work streams and/or milestones in the project plan. As part of a research effort to validate how organizations leverage ADKAR, Prosci asked business leaders and change professionals questions about how they are integrating ADKAR into their project management approach.

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ADKAR aligns well with the Project Management Phases. It is easy to use and elements of the model are integrated into the deliverables of the projects.”

INTEGRATING THE ADKAR MODEL INTO OUR PROJECT MANAGEMENT APPROACH

Nearly 34% of study participants in the Applications of ADKAR study reported on instances when they had integrated ADKAR into their project management approach. It was the fifth highest application of ADKAR reflecting a move toward the alignment of the change management discipline and the project management discipline.



Integrating ADKAR in the project management approach was broadly effective. Ninety percent of those who used ADKAR in this way indicated the model's use was effective, with more 40% rating it as "extremely" effective.

Percent of Study Respondents Who Used ADKAR to Facilitate Change with an Individual

USE CASE	PREVALENCE	FREQUENCY
Leverage a structured approach and methodology	80%	95%
Facilitate individual change	45%	95%
Measure change outcomes	44%	91%
Create a common language for change	34%	98%
Integrate with project management	34%	90%
Empower managers	32%	87%
Equip senior leaders	25%	97%

WHY INTEGRATE THE ADKAR MODEL INTO PROJECT MANAGEMENT

Prosci asked study participants who integrated ADKAR into their project management approach why they did so.

1 Integration supported organizational change capability

Participants reported that their organizations had identified and were working to build an organizational change capability. Integrating the project management and change management approach was viewed as a natural and necessary step to enable organizational change capability.

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Project management team saw the difference in how well projects went when using ADKAR.

2 Integration created buy-in

Participants reported that they needed the project management team's buy-in to change management. Integrating project management and change management was viewed as a way to help project managers see the value of change management and to ensure that the project team was adhering to change management processes and procedures.

PARTICIPANTS REPORTED THAT THEIR ORGANIZATIONS HAD IDENTIFIED AND WERE WORKING TO BUILD AN ORGANIZATIONAL CHANGE CAPABILITY

3 Integration was natural and effective

Participants reported that the project management and change management approach naturally integrated when using ADKAR. Participants reported that having both disciplines integrated increased the efficiency and effectiveness of each one.

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Putting ADKAR within our standards provided a much more holistic view of making projects and change happen.

STEPS TAKEN TO INTEGRATE THE ADKAR MODEL INTO PROJECT MANAGEMENT

To make integration of ADKAR and project management a reality, participants identified three key steps for resourcing, planning and delivering an integrated approach.

1 Assigned a dedicated change management resource

A number of participants reported having a dedicated change management resource on all large-scale/high-impact projects. For some participants the change manager was an outside resource brought on to the project team for that project only; for others the resource was internal as part of the project team.

2 Mapped ADKAR elements over project plan

Participants reported mapping the ADKAR elements over the project plan. This ensured that the project team addressed each element in a timely manner, and that achieving each ADKAR milestone was planned and resourced.

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We've ensured that large projects have a dedicated change manager who is Prosci certified.

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Using a Change Management Specialist on the projects ensures that the ADKAR model is used throughout.

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The combination of our PMI based project methodology combined with the application of the ADKAR model for change management gives our firm a distinct advantage when we approach clients to meet their technology change needs.

3 Change management deliverables were required

Participants reported that the change management deliverables were included in project deliverables as well. The specific requirements varied by organization and by project, but many participants reported that the project team had to ensure that projects were delivered with built-in change management deliverables.

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Putting ADKAR within our standards provided a much more holistic view of making projects and change happen.

IMPACT OF INTEGRATING THE ADKAR MODEL INTO PROJECT MANAGEMENT

For those participants who had successfully integrated ADKAR with project management, many saw positive impacts and results. The results included overall:

1 Increased effort on people side

Participants reported that ADKAR directed the project team to work more intentionally regarding the people side of change, to adopt and implement change management activities, and to focus more on the people impact of the project.

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[ADKAR] added the people focus and the much needed focus on transition which was lacking previously.

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It [ADKAR] helps shift thinking at the onset of projects and to support conversations about what success means and how we will support people to shift behaviors.

2 Increased outcome-orientation

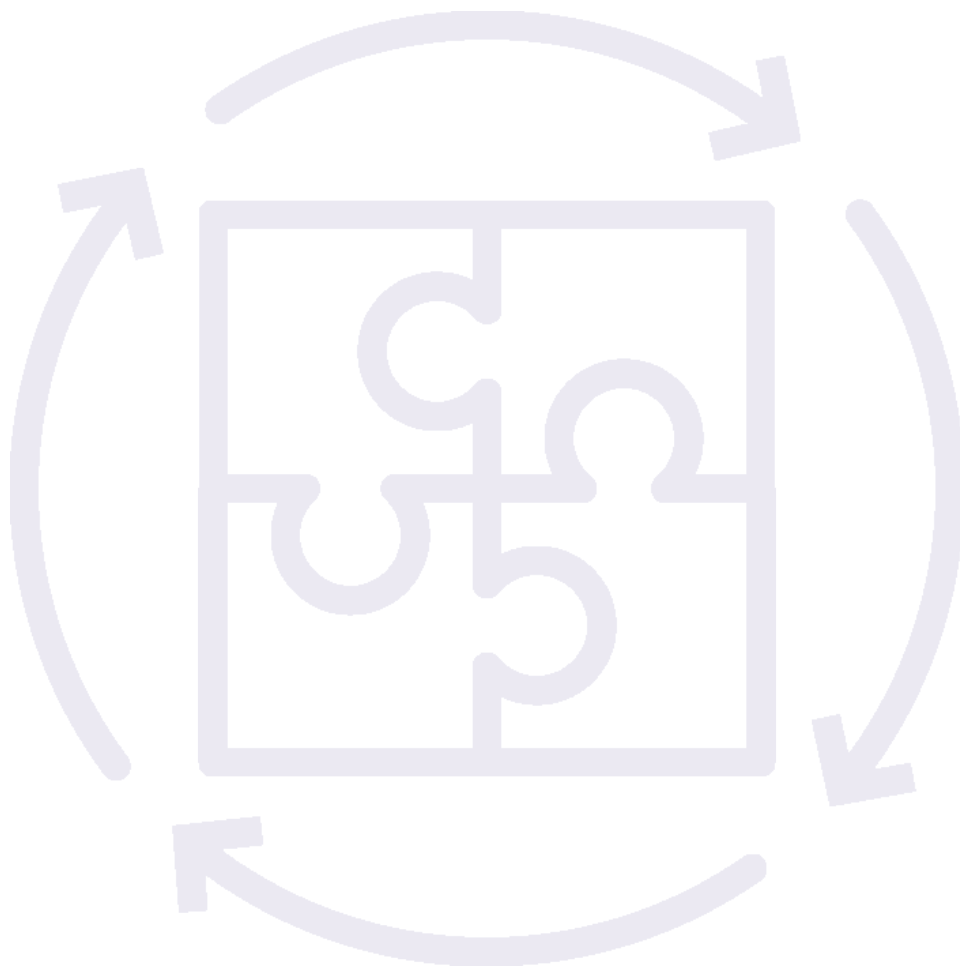
Participants reported that ADKAR enabled the project team to adopt an outcome-oriented mindset. Participants noticed a shift in focus from “completing the project” to “achieving project outcomes.” The focus on outcomes was seen across the full project lifecycle.

3 Increased project success

Anecdotally, participants noticed an increase in project success when ADKAR was integrated into the project management approach.

CONCLUSION

The individual change milestones in ADKAR provide the path for integration of project management and change management. By incorporating these milestones into a project plan, both the technical- and people-side aspects of an initiative are planned for and addressed. The ultimate results are more effective application of both disciplines and an increased delivery of expected outcomes.



SUCCESS STORY: IMPLEMENTING A NEW ERP SOLUTION

How do you implement a new organization-wide ERP solution and not leave adoption and usage to chance? This was the challenge faced by a large health care system that employs over 6,000 across nine locations. They needed an adopted solution that would support the employees in providing outstanding service to their patients.

The goal was to roll up stand-alone systems (and processes) and provide integration across the organization that would offer accurate point-in-time data and improve the experience by the users (employees). They partnered with a consulting group that specialized in ERP implementations to act as project managers for the technical implementation. In the past, this organization had experienced the costs and challenges of projects failing due to unsuccessful adoption and usage. Therefore, in addition to hiring consultants for project management, they also included a change management consultant (Jennifer) embedded within the project team.

Jennifer introduced ADKAR to the project team early in the process, and they easily understood the model and were open to using it in conjunction with their project approach. However, there were some hurdles to overcome.

Despite understanding ADKAR, the project team was focused on the technical execution of the project and often overlooked the people-side impacts. They had to be reminded to rely on Jennifer as a resource for change management. At times, Jennifer had to pull the project sponsors and/or project team together to reexamine project milestones that had already passed so they could catch up with the relevant aspects of ADKAR. Early in the project, impacted employees and managers were afraid that when the consultant project team left, they still would not understand how to interact with the new software.

The actionable nature of ADKAR helped overcome these challenges. Both past and upcoming technical milestones were evaluated from an ADKAR perspective, allowing both the technical and people sides of the project to progress together. Using ADKAR also created more opportunities for impacted groups to have a voice in the development the ERP solution. Because of this involvement and the actions Jennifer and the project team took to support their transitions, the confidence of impacted groups increased. To overcome the feeling that they would be lost once the consultants left, Jennifer worked with the leadership to create a cross functional governance structure to tackle how decisions regarding changes to the system would be made in the future, reinforcing their ability.

Without the clarity that ADKAR brought, the ERP implementation would have had a solely technical focus, leaving successful adoption and usage of the project to chance. In an organization that provides medical care to thousands of people, this was not a risk that the organization was willing to take. By choosing to focus on the technical and the people sides of their project, they were moving in the right direction towards a final solution that would positively impact employees and, in turn, patients.