

Risk Management Guide

Based on ADKAR Change Management Framework

ADKAR Framework Overview

ADKAR is a change management model that focuses on five key outcomes:

- **Awareness:** Understanding why change is necessary
- **Desire:** Motivation to participate and support the change
- **Knowledge:** Understanding how to change
- **Ability:** Skills and behaviors to implement the change
- **Reinforcement:** Sustaining the change

A - AWARENESS

Understanding why change is necessary

Identified Risks:

Risk 1.1: People don't know why this is happening

If workers and citizens don't understand the reason for change, they will resist it.

How to Address:

Explain today's problems in plain words:

- Wasted fuel and random routes
- Some areas missed, others double-served
- Unfair night shifts
- Hard to report missed pickups
- Money wasted

Show the better future:

- Smarter routes: faster, less gas
- Fair schedules
- Easy reporting in the app
- Cleaner streets with sensor bins

- Easier jobs, not harder

Make it personal:

To drivers: "GPS plans routes for you."

To citizens: "Tap the app to report issues."

Start early. Give time for questions.

Risk 1.2: Incomplete or confusing communication

Random messages create confusion and anger, leading to resistance.

How to Address:

Use a structured communication plan:

- **Month 1 (Why):** leaders → workers → public → Q&A; sessions
- **Month 2 (How):** training updates, pilot stories, fix rumors
- **Month 3 (Get ready):** daily countdown, final training, launch details, celebrate

Tailor messages to each audience:

- Workers: how it changes the day-to-day
- Citizens: what changes, when, how to use the app
- Officials: budget, timeline, risks, controls

Use multiple channels: email, texts/WhatsApp, posters, meetings, social media.

Make it two-way: ask, listen, act and show what you changed.

D - DESIRE

Motivation to participate and support the change

Identified Risks:

Risk 2.1: People feel left out and excluded

If you decide everything alone, people feel ignored and will push back.

How to Address:

Build a group of "change champions" from different teams (include skeptics).

Listen and fix real issues (e.g., sensors in winter). Thank people publicly.

Create real feedback loops:

- Weekly coffee chats
- Suggestion box (anonymous OK)
- Reply within 48 hours
- Show what changed because of feedback

Have hard talks: unions, older workers, anyone worried - meet them, listen, support.

Risk 2.2: Lack of personal benefit or incentive

People won't support change if they don't see personal benefits.

How to Address:**Highlight individual benefits:**

- For drivers: Less stress, better schedules, GPS assistance
- For citizens: Easier reporting, cleaner streets, better service
- For managers: Better data, cost savings, efficiency

Create early wins and celebrate them publicly.

Recognize and reward early adopters.

Risk 2.3: Fear of job loss or role changes

Workers may fear that technology will replace them or make their jobs harder.

How to Address:**Address fears directly:**

- Emphasize: "Technology assists, not replaces"
- Show how jobs become easier, not harder
- Provide job security assurances where possible
- Offer retraining and upskilling opportunities

K - KNOWLEDGE

Understanding how to change**Identified Risks:**

Risk 3.1: Training is weak or late

Great tech fails if people don't know how to use it.

How to Address:

For workers (GPS, time app):

- Training during work hours (not after hours)
- Hands-on practice with real devices
- Small groups for questions and support
- One-page cheat sheet in the truck
- Video tutorials accessible anytime

For citizens:

- Short videos (under 60 seconds)
- Demo booths in the community
- A dedicated helpline
- Keep phone/in-person options for those without smartphones
- Step-by-step guides in multiple languages

Train before launch. Give two weeks to practice.

Staff up support for the first month. One bad support call loses trust.

Risk 3.2: Information overload or complexity

Too much information at once can overwhelm people and reduce learning effectiveness.

How to Address:

Break down training into digestible chunks:

- Start with basics, then add advanced features
- Use micro-learning: 5-10 minute sessions
- Provide just-in-time learning resources
- Create role-specific training paths

Risk 3.3: Lack of documentation or resources

People need reference materials they can access when needed.

How to Address:

Create comprehensive documentation:

- Quick reference guides
- FAQ documents

- Troubleshooting guides
- Online knowledge base
- Make all resources easily accessible

A - ABILITY

Skills and behaviors to implement the change

Identified Risks:

Risk 4.1: Insufficient practice time

Knowledge without practice doesn't translate to ability.

How to Address:

Provide ample practice opportunities:

- Run pilot programs before full launch
- Create sandbox/test environments
- Pair experienced users with new users
- Allow 2-4 weeks of practice before go-live
- Provide on-the-job coaching

Risk 4.2: Technology barriers or system issues

Technical problems prevent people from using the system effectively.

How to Address:

Ensure technical readiness:

- Thorough testing before launch
- Reliable internet/connectivity
- User-friendly interface design
- Quick technical support response
- Backup systems for critical functions

Risk 4.3: Resistance to new workflows

People may revert to old habits if new processes are too difficult.

How to Address:

Make new processes easier than old ones:

- Simplify workflows where possible
- Remove old systems gradually
- Provide clear process maps
- Monitor and adjust based on feedback
- Celebrate successful adoptions

R - REINFORCEMENT

Sustaining the change

Identified Risks:

Risk 5.1: Everyone stops caring after launch

Launch is day 1, not the finish line. Without reinforcement, people revert to old ways.

How to Address (6-month reinforcement plan):

Month 1: Extra support, daily check-ins, fast fixes, celebrate small wins

Months 2 – 3: Weekly reviews, refresher training, share metrics, visible leaders

Months 4 – 6: Make it the "new normal," update roles, slowly reduce support, document lessons

Track and share numbers monthly:

- App usage statistics
- Route efficiency improvements
- Scheduling satisfaction scores
- Ongoing problems and resolutions

Build it into the culture: expectations, hiring, reviews, team stories.

Risk 5.2: Lack of accountability or consequences

Without accountability, people may not maintain new behaviors.

How to Address:

Establish clear expectations:

- Define success metrics
- Regular performance reviews
- Link to performance evaluations
- Recognize and reward compliance

- Address non-compliance constructively

Risk 5.3: System changes or updates without communication

Unexpected changes can undermine confidence and adoption.

How to Address:

Maintain ongoing communication:

- Announce updates in advance
- Explain reasons for changes
- Provide training for updates
- Gather feedback on changes
- Maintain change champions network

ADKAR-Based Action Plan

Weeks 1 – 4: Awareness & Desire

- Get real buy-in from city leaders
- Map everyone involved (staff, unions, citizens, managers)
- Write the clear "why" message
- Form change champions group
- Start the conversation now
- Address fears and concerns directly
- Create feedback mechanisms

Weeks 5 – 8: Knowledge Building

- Make the communication calendar
- Build training with real user input
- Create training materials and documentation
- Run a pilot program
- Fix what the pilot finds
- Share progress openly

Weeks 9 – 12: Ability Development

- Train everyone thoroughly
- Provide practice opportunities
- Daily updates before launch
- Support team ready
- Final tech checks and testing
- Launch with full support

After launch (Months 1 – 6): Reinforcement

- Stay visible and engaged
- Fix issues fast
- Celebrate wins regularly
- Share results and metrics
- Continue training and support
- Keep at it until it's routine

Key ADKAR Principles

1. **Sequential Progression:** Each stage must be completed before moving to the next
2. **Individual Focus:** Each person progresses at their own pace
3. **Identify Barriers:** Understand what's blocking progress at each stage
4. **Targeted Interventions:** Address specific barriers with appropriate solutions
5. **Measure Progress:** Track ADKAR scores to identify where people are stuck
6. **Sustained Reinforcement:** Change must be reinforced to become permanent

The Bottom Line

Change fails when we ignore people.

Tech works when people want to use it.

Metropolis forced change and lost. You'll bring people with you using ADKAR.

Learn from failures:

- They didn't create Awareness → You will, clearly and often
- They didn't build Desire → You'll include key voices early and address concerns
- They didn't provide Knowledge → You'll train well and early
- They didn't develop Ability → You'll provide practice and support
- They didn't Reinforce → You'll commit for 6+ months with ongoing support