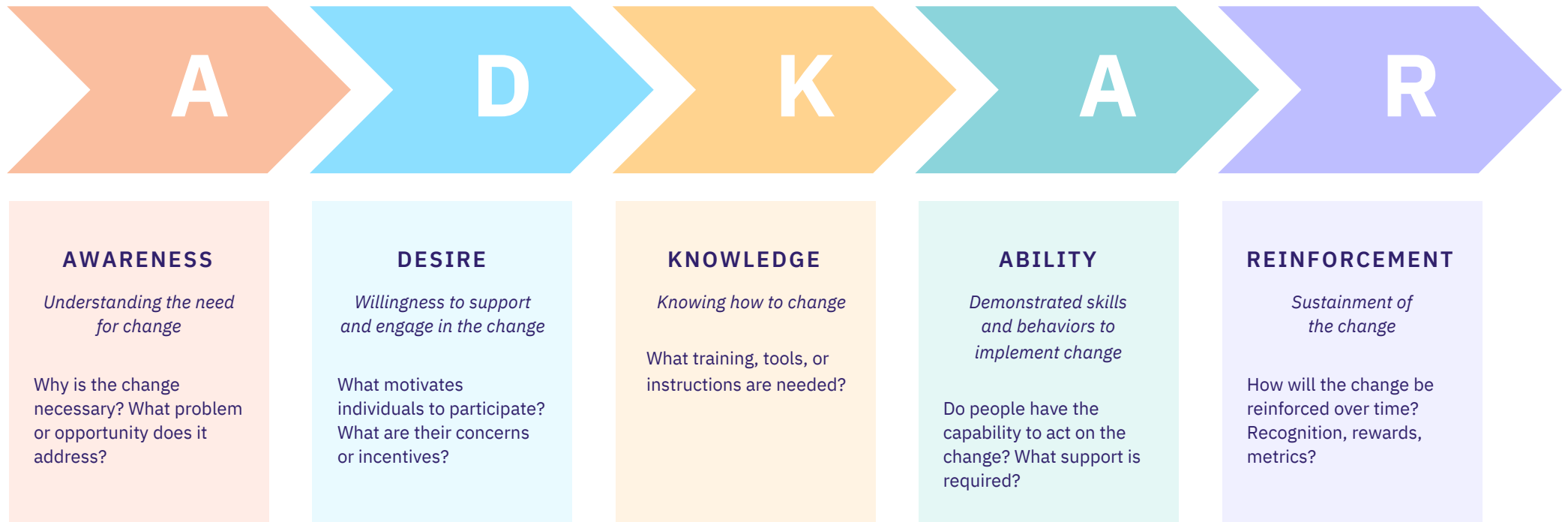


The ADKAR Model



Example Scenario



Two **mid-sized professional services companies** have recently completed a merger, forming a new organization of approximately 2,500 employees across multiple countries. While the strategic rationale for the merger is strong—combining complementary services and expanding market presence—the integration has triggered significant organizational change. Employees are now navigating new reporting lines, leadership structures, and blended systems and processes.

Cultural integration poses a particular challenge: One company was fast paced and informal, while the other operated with more hierarchy and structure. There is confusion about future roles, skepticism about leadership intentions, and a sense of identity loss on both sides.

HR is leading the postmerger integration effort, focusing on aligning culture, communication, systems, and ways of working, while supporting employees through uncertainty and helping the organization transition into a cohesive new entity.

The ADKAR Model // Example



AWARENESS

How will you create awareness of the reasons behind the merger and its urgency?

- Communicate the strategic rationale clearly and consistently.
- Use town halls, FAQs, and manager briefings to explain what's changing and why.
- Equip leaders with talking points and address common concerns upfront.

DESIRE

How will you motivate employees and reduce resistance?

- Involve teams in shaping culture and integration efforts.
- Show individual benefits like new roles or growth opportunities.
- Offer safe spaces (e.g., workshops, 1:1s) to voice concerns and build trust.

KNOWLEDGE

What do people need to know to succeed in the new setup?

- Provide training on new tools, systems, and policies.
- Share role guides, playbooks, and FAQs in a central hub.
- Prepare managers to lead change conversations confidently.

ABILITY

How will you build capability and support behavior change?

- Offer hands-on support through coaches or buddies.
- Deliver just-in-time learning for tools and workflows.
- Give early feedback and remove roadblocks quickly.

REINFORCEMENT

How will you make the change stick?

- Recognize and celebrate integration wins.
- Align rewards, reviews, and rituals to new behaviors.
- Track progress and act on feedback to sustain momentum.

The ADKAR Model



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