



# Adoption and Change Management Toolkit



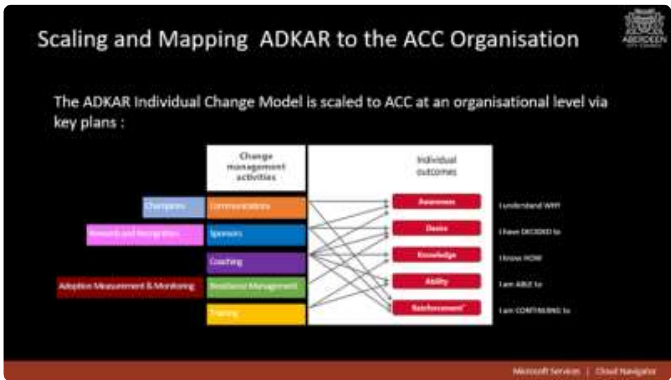
Although there are many Change Management Models, within Aberdeen City Council we use our **Adoption and Change Management (ACM) Toolkit** to assist and inform the change process. This toolkit helps change leaders prepare and manage the change process successfully - each tool is easy to use, can help at the various stages of change, and they can be used in full, or adapted to suit the situation.

The ACM Toolkit incorporates:

- 1. Change Readiness Assessment (using ADKAR change model)
- 2. Impact Assessments
- 3. Adoption and Change Management Plan (8 Pillars)

The diagram on the right shows how the stages within the ADKAR Model are supported by activities which will be identified through completion of the Adoption and Change Management Plan.

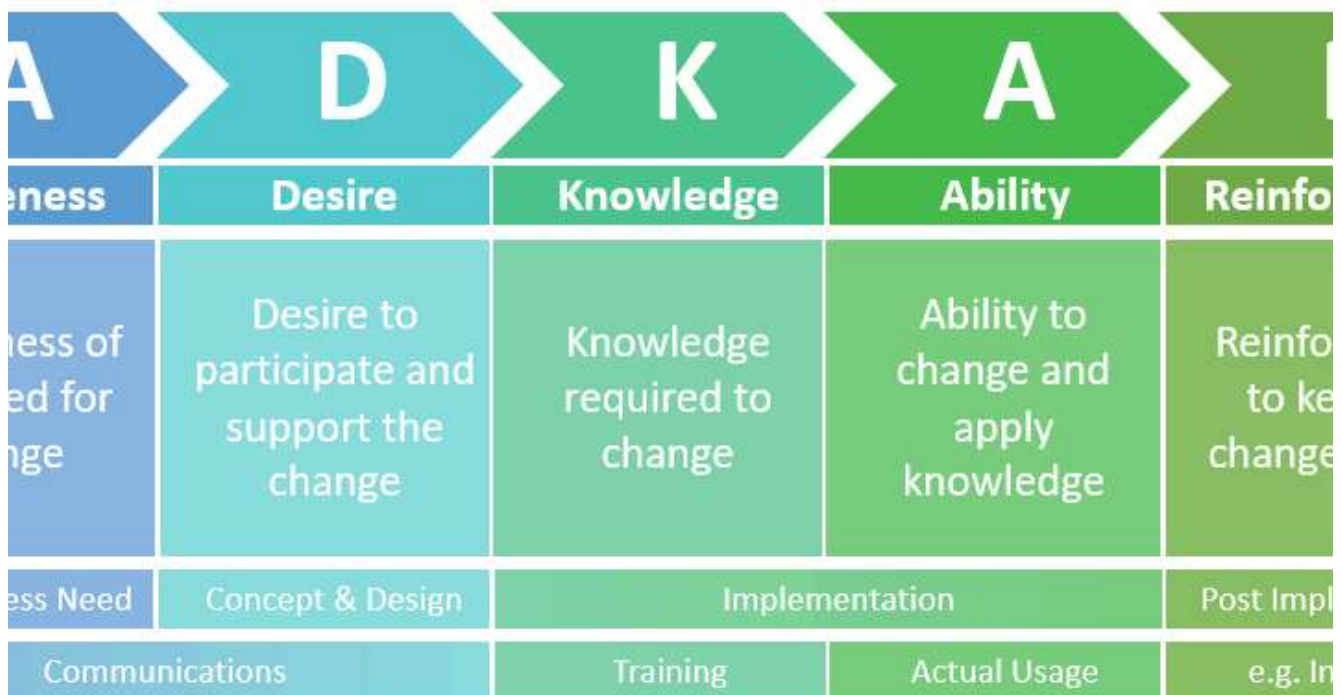
Please read on for a breakdown of the toolkit, to assist you in deciding which tool is best suited to support your proposed change project, dependent on the specific circumstances and scale of the change.



[Click to Enlarge](#)

## ^ Change Readiness Assessment - The ADKAR Change Model

The ADKAR Change Model comes from Prosci- a change management organisation with over 20 years of research experience. ADKAR is the basis of, and underpins the activities and strands of our ACM plan which has actions for each building block of ADKAR. The ADKAR model considers the **People** side of change and focuses on individual change. It is based on the understanding that organisational change can only happen and be successful when individuals change. The model looks to address any roadblocks or barrier points along the way, by considering the 5 outcomes an individual needs to achieve for a change to be successful:








Using this model in the change process will give a score against each criteria in order to assess the change readiness at an individual level. It will provide an insight into where you and your team are on the change continuum and help to make an informed decision as to what activities should be focused on and identify individuals who are likely to require additional support to undergo the change. This resource shows how the scoring can help: [ADKAR-Assessment-Personal-Fillable-2022.pdf \(prosci.com\)](https://prosci.com/resources/ADKAR-Assessment-Personal-Fillable-2022.pdf).

Fulfilling each of the CLARC roles which are explained in the '[Roles in Change Management](#)' section enables a people manager to have a positive impact on each individual's journey through each stage of the ADKAR Model as reflected in the following graphic:



## People Managers

### Each of the CLARC Roles Drives Individual Change Through ADKAR

|   | A                                       | D                                | K                  | A                 | R                     |
|---|---|----------------------------------|--------------------|-------------------|-----------------------|
|  <b>Communicator</b>       | Answer why, why now, what if, my impact |                                  |                    |                   |                       |
|  <b>Liaison</b>            |   |                                  |                    |                   | Results and feedback  |
|  <b>Advocate</b>           |   | Demonstrate commitment           |                    |                   |                       |
|  <b>Resistance Manager</b> |   | Identify and address root causes |                    |                   | Celebrate and sustain |
|  <b>Coach</b>              |   |                                  | Support "know how" | Support execution |                       |

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CLARC and ADKAR relationship graphic

## ^ Impact Assessments

### Change Impact Assessment

A Change Impact Assessment is a useful tool to assess the impact of planned change, will help to identify questions and consider the current status against the future desired state. It will identify what points in the change process you will need to work on to enable the change to be successful. This can be used for higher level changes e.g. for whole Cluster changes. It will identify the impact of the change and also will help prioritise.

Change Impact Assessment

[Access the tool here](#)

### Integrated Impact Assessment

Aberdeen City Council uses an integrated impact assessment process to capture equality, human rights, children's rights and socio-economic disadvantage information and evidence. An Integrated Impact Assessment (IIA) is a tool that helps to systematically consider relevant evidence that you can test against proposals to determine if there may be an unfair or have an unequal effect on different groups of people with the community or workforce.

To ensure compliance with the Equality Act 2010, the IIA will help to:

- Ensure that the proposal does not discriminate
- Consider how the proposal might better advance equality of opportunity
- Consider whether the proposal will affect relations between different groups

Integrated Impact Assessments should be completed at the earliest opportunity during any change process. This is to ensure that we have assessed, acknowledged and captured any positive, neutral or negative impacts that changes may have on certain groups.

The template form for assessments can be found on [this page](#). The form should be completed robustly and advice can be sought from [equality\\_and\\_diversity@aberdeencity.gov.uk](mailto:equality_and_diversity@aberdeencity.gov.uk) at any point. Completed assessments should be sent to [equality\\_and\\_diversity@aberdeencity.gov.uk](mailto:equality_and_diversity@aberdeencity.gov.uk) well in advance of any deadlines so that feedback can be provided. The team are working on creating drop-in surgeries that you may also wish to take advantage of.

The Integrated Impact Assessment is not intended to be a one-off document and should be iterative if there are changes or updates to any proposals. On [this page](#), you will find previously completed Integrated Impact Assessments for your convenience. Should you require a review and refresh of any assessment, you can find your previously completed Integrated Impact Assessment and re-submit to [equality\\_and\\_diversity@aberdeencity.gov.uk](mailto:equality_and_diversity@aberdeencity.gov.uk) as per above instructions.



## ^ Adoption and Change Management (ACM) Plan

This tool has been developed from the learnings from Prosci and the ADKAR Change Model as well as our learnings from successful change processes at Aberdeen City Council. It helps to identify

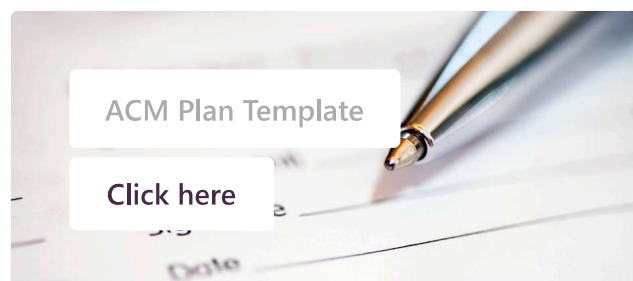
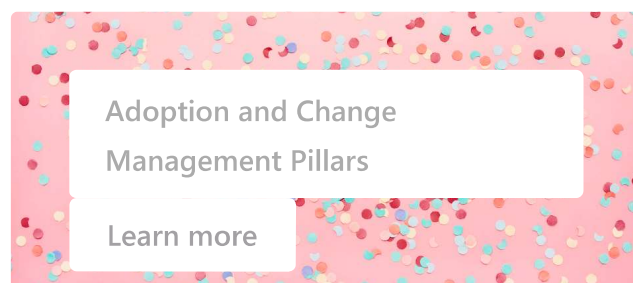
key areas and steps that when included and prepared for should ensure successful change.

The ACM Plan template will help to set out the milestones and deliverables of the change process against the following 8 areas:

- **Executive Sponsorship** – the appointed lead stakeholder who has responsibility for creating active and visible executive engagement
- **Communications** – communicate the key reasons for the change and how it will impact employees.
- **Training** – ensure people feel knowledgeable about the change and prepared for the change through any training gaps.
- **Voice** – ensure key stakeholders including employees and TU have a voice and can feed into the proposed change and process.
- **Empowering Managers** – Ensure managers are equipped to guide individuals through the change through meetings, and 121s etc.
- **Co-creation** – that steps are taken to ensure key stakeholders and employees can help shape the change and design the solutions.
- **Self-Managing** – that employees can work together and self-led groups have the autonomy to work together on areas of the change project.
- **Measurement** – a check in to ensure the change impact is measured and delivers what it was designed to do.



The ACM Plan - 8 Pillars





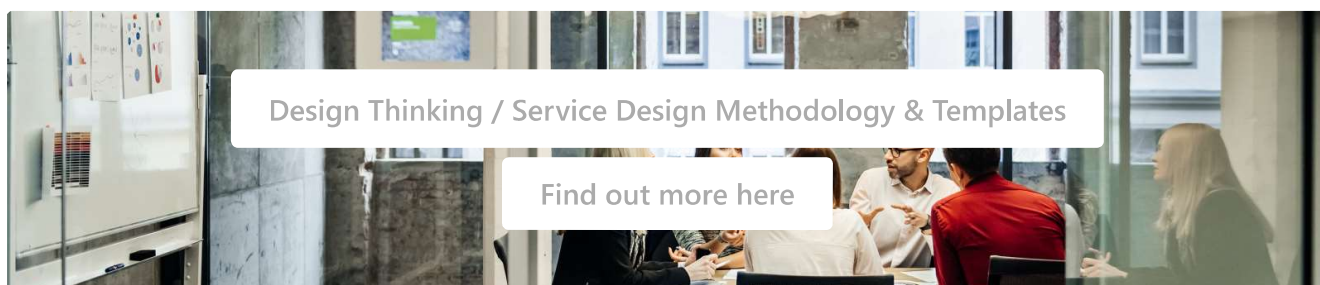
## Other Resources to consider

In addition to the above Adoption and Change Management Toolkit, other resources that you may wish to consider using are the Design Thinking / Service Design Methodology and/or the Project Management Toolkit.

### ^ Design Thinking / Service Design Methodology and Templates

Design Thinking (Service Design) is a creative and practical way to assess, improve and innovate your existing service or help you design a new one. It's the method of planning and implementing practical changes to meet the needs of all the users of your service. Through design principles, tools and processes, service design enables you to deliver customer-centric services that lead to overall business success, based on an empathetic understanding of all user requirements, including staff, team members, management and customers.

Design Thinking seeks to gain a deep understanding of our customers and the problems they experience, which is why keeping them at the centre of any design is so important. It can be used to improve an existing service or to create a new service from scratch. An essential part of service design is about working together with our customers, other services and partners to co-design our services.

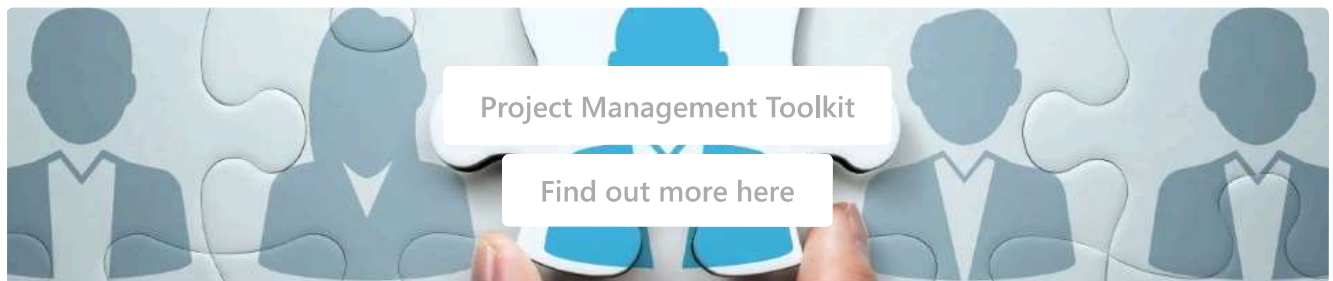


### ^ Project Management Toolkit

This ACC **Project Management Toolkit** is published by the Programme Management Office (PMO) and supports the successful delivery of projects by providing a consistent approach to project management at Aberdeen City Council.

Although designed to accommodate Capital projects, e.g. where design/ procurement/ tendering is involved, other ACC projects may also find the guidance and templates useful. They are tailored specifically to Aberdeen City Council and based around a standard project management process, which is intended to be flexible enough to suit any size of project.

The toolkit provides advice, processes, governance and documentation to support project managers, project sponsors, and other project staff.



Adoption  
and Change  
Managem...

Delegated  
Authority  
Staff...

Managing  
Organisational Change

Learn more →

Organisatio  
nal Change  
4 Stage...

Consultation  
Protocol

## Further Support

Contact an advisor from the [Organisational Change & Design](#) team for further guidance and support on the process and tools.

