



INFORMATION SHEET FOR VOLUNTEER INVOLVING ORGANISATIONS CHANGE MANAGEMENT METHODOLOGY USING THE ADKAR MODEL

The Centre for Volunteering acknowledges that building relationships between Volunteer Involving Organisations (VIOs) and their volunteers requires time, effort, resources, communication skills, and active engagement in the volunteering process.

The environment in which a VIO operates changes with time, and access to resources. In changed circumstances, VIOs require protocols and procedures with which to address their transformed and transformational situations.

No organisation is set in stone and the most resilient organisations, and these include VIOs, are ones that are flexible enough to address the challenges which face them with the resources they have available to them. Resources which are available to the VIOs include not only processes, structure and management of the organisation but also “soft” resources such as personnel and volunteers.

Consequently, change management is of utmost importance to VIOs. “Organizations change in response to their environments, but they rarely change in a way that fulfils the intentions of particular group of actors.”¹

How to start change management in a VIO

In order to undertake a change management, organisations, including VIOs, have to first, clearly identify the organisational goals. The VIO’s organisational goals can be broken into the following:

- Long term goals - what the VIOs mission hopes to establish over time
- Medium term goals - what the VIO hopes to achieve within a 8 to 12 month timeframe and
- Short term goals - what the VIO hopes to achieve within a 3 to 6 month time frame.

These are the projected change management results

The VIO then needs to identify the internal elements of the organisation itself, such as:

- Management,
- Administration, □ Personnel and □ Resources.

These are the component elements of the VIO and are the basis on which the change management process will progress.

VIOs should particularly note that as an organisation which is principally entrenched in the society in which it operates because of its volunteers, it must take into account the features of its operations which motivates people to engage with the organisation.

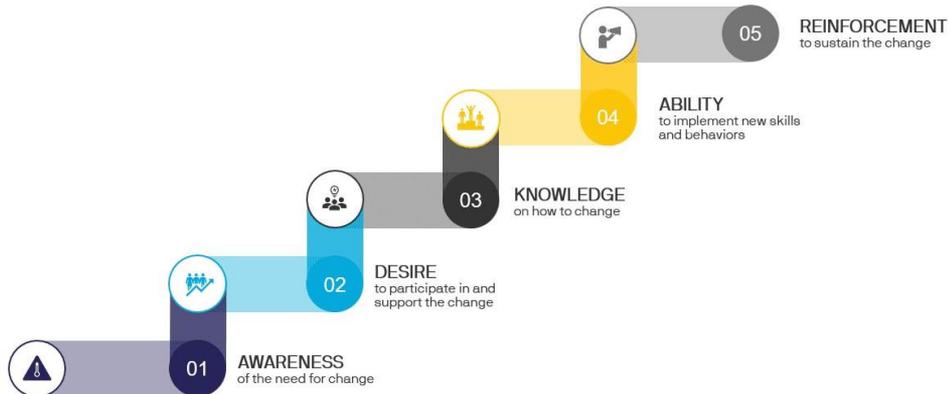
¹ James G. March, Footnotes to Organizational Change, Administrative Science Quarterly, Vol. 26, No. 4, Dec. 1981.



At this point in the exercise, the VIO must also detail the cost/benefit analysis of the proposed changes to ensure that the benefit is more than the cost.

The ADKAR² model for change management

The Prosci ADKAR Model for Change Management is suggested by The Centre, in line with other peak volunteering bodies in Australia.



1. **AWARENESS** - this is the why the change needs to take place within the organisation
2. **DESIRE** – the realisation within the organisation that the change is desirable and will value-add to the organisation
3. **KNOWLEDGE** – what information or skills or equipment is required to ensure that the change takes place
4. **ABILITY** – developing skills and knowledge to ensure that the change not only happens but is integrated holistically into the organisation
5. **REINFORCEMENT** – ensuring that the change is in place and the changes in processes are reinforced

In the ADKAR model, individuals and organisation affected by change management are assessed in each of the elements in consecutive order in order to accurately gauge their readiness for change by scoring them from 1 to 5.

The ADKAR model therefore allows an organisation to accurately identify where any problems to the changes being made or proposed, arise and to address those problems at the source.

These elements must be applied to each of the component parts of the organisation as noted above.

² <https://www.prosci.com/adkar/adkar-model>



How to use the ADKAR model

Once the VIO has determined its goals, and assessed its available component parts, the ADKAR model can be applied to both individuals and sections (e.g. management) of VIO.

Awareness, Desire, Knowledge, Ability and Reinforcement are known as elements or building blocks as they are sequential and co-dependant. The VIO must allocate a score to each element in the change management process with a score between 1 for the lowest and 5 for the highest.

Any element which scores 3 or less is defined as a “barrier point”. Each “barrier point” must be addressed before moving on to the next element³. For example a “barrier point” at Awareness may be remedied by transparent and detailed communication whereas a barrier at Desire may be addressed by clarifying why the change is desirable from an individual and organisational viewpoint. Each element may be dealt with in a similar manner.

When executed successfully, the ADKAR comprehensive assessment allows for the establishment of a successful change management process within the VIO.

Final note for change managers

Change is not an easy process for either the change managers or the organisation’s personnel whether employed or volunteers. It is much simpler just to maintain the status quo, to do things as they have always been done. However, this is not possible in this environment which is changing at a rapid rate and is buffeted not just by change driven by technology and automation or process but by forces which are not within an individual’s control. There will always be resistance to change, no matter the process by which it is achieved. Nonetheless, because the resistance to change is a known quantity it can and should be planned for in the change process itself through communication and transparent management actions.

VIOs deal with individuals as well as organisations and thus, while change management tools are useful, they will always have to be sufficiently flexible to ensure that the VIOs social capital is not eroded in its practice.

The National Standards for Volunteer Involvement is an important way to help with your change management projects for volunteer involving programs and a guide for all volunteer involving organisations. For further information and training opportunities, please contact The Centre for Volunteering at membership@volunteering.com.au

NB Please note that additional resources relating to this topic will be available shortly.

The Centre for Volunteering
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T 0292613600 - www.volunteering.com.au
The Centre for Volunteering has a range of services available for volunteer involving organisations.
For more information, contact us on 02 9261 3600.

³ <https://blog.prosci.com/individual-barriers-to-change-and-what-to-do-about-them>