



## ADDENDUM TO THE FLOWCHART FOR VOLUNTEER INVOLVING ORGANISATIONS FOR CHANGE MANAGEMENT USING THE ADKAR MODEL

### Step 1

Before starting the change management process, VIOs need to clearly identify the organisational goals of the VIO.

These should be the projected change management results sought by the VIO:

1. Long term goals - what the VIOs mission hopes to establish over time e.g. reduction on reliance from insecure funding sources, reduction in "double handling", increase in productivity, measuring productivity etc.
2. Medium term goals - what the VIO hopes to achieve within a 8 to 12 month timeframe e.g. securing funding sources, streamlining processes
3. Short term goals - what the VIO hopes to achieve within a 3 to 6 month time frame e.g. physically orienting the business space

### Step 2

Identify internal components of the organisation as these are the basis on which the change management process will progress. These may include the following:

- Management – from whom will the change be generated and who will be ultimately be responsible for the change
- Administration – including office management and finance
- Personnel – human resources including volunteers
- Resources – including hard resources such as funding, information and communication technology, location and soft resources such as skills available and personnel

### Step 3

At this point in the exercise, the VIO must undertake a detailed cost/benefit analysis<sup>1</sup> of the proposed changes to ensure that the benefit accrued is more than the cost.

A very simple cost/benefit analysis may consist of the following:

1. Making a list of the costs of the change – e.g. staff capacity, resource capacity, ITC capability etc. Ensure that the list contains as many costs as possible including goodwill and volunteers
2. Allocate a money value to each of the costs

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<sup>1</sup> <https://www.pmc.gov.au/resource-centre/regulation/cost-benefit-analysis-guidance-note>

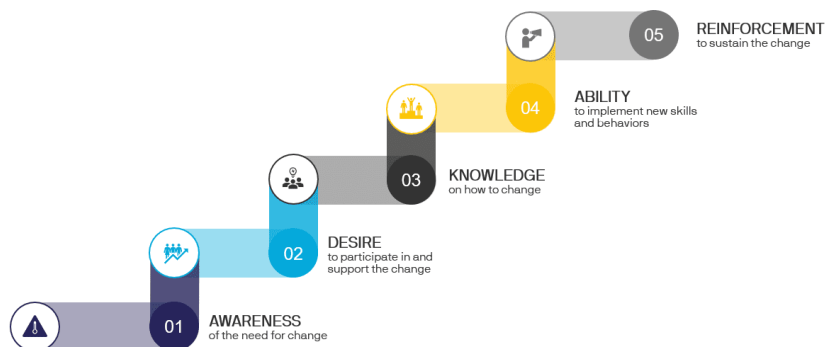


3. Make a list of the benefits of the proposed change – e.g. extra services provided, savings on process or resources, benefits to volunteers
4. Allocate a money value to the benefits.
5. Compare the costs against the benefits and examine whether the change is positive and can be measured.

It should be noted that change for the sake of change does not enhance the productivity of the volunteering involving organisation or its standing in the community.

## Step 4

### The Prosci ADKAR Model for Change Management<sup>2</sup>



The elements of the ADKAR model are sequential and co-dependent and a change cannot process to the next level without meeting the criterion for the previous level. Each element must be applied to each individual/component in an organisation and scored between 1 for lowest and 5 for highest in relation to the proposed change within the organisation.

Where a component or an individual scores between less than 3 for an element then it has reached a “barrier point”. Each “barrier point” must be addressed before proceeding to the next element.  
e.g.

- Where the “barrier point” is **Awareness**, it may be remedied by explaining in clear terms why the change proposed is necessary and how it might benefit the organisation/individual
- Where the “barrier point” is **Desire**, the organisation may wish to explain why the change is desirable for both the organisation and the individual
- Where the “barrier point” is **Knowledge**, the knowledge base of both the organisation and the individual should be assessed and input sought in relation to how to acquire and disseminate that knowledge
- Where the “barrier point” is **Ability**, the components of an organisation may already have the ability to learn and adapt to the proposed change or the

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



organisation may need to provide dedicated opportunities to capacity build its ability

- Where the “barrier point” is **Reinforcement**, it is crucial to appreciate that without reinforcement change and change management cannot exist. Unless the changes made are regularly reinforced they will drop away and mere inertia will continue to exist. Reinforcement may be as simple as an organisation wide email congratulating everyone on the change or it may be as elaborate as awards for individuals and sections.

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

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