

Preliminary thoughts for next phase of Supporting People Through Change Pilot

Shanon Radford, December 2023

I have been thinking about the various change models, the differences, and how the Prochaska model and the Kübler-Ross Change Curve give us insight as we move through ADKAR, how those personal experiences that Prochaska and Kübler-Ross model illuminate repeat even as the ADKAR activities roll along. I was thinking about the example of buying a house.

With ADKAR, it might look something like this:

Circumstance	Awareness	Desire	Knowledge	Ability	Reinforcement
Apartment building is being torn down	I have to move	What's on the market?	Searching for/finding a new home	Getting a loan	Deal has closed

Layering in Prochaska:

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Precontemplation (no/unaware/unsure)	I really don't want to—I have been here for years	I have no idea what the market is like; prices have skyrocketed	What will this place be like?	All I know is interest rates have gone up	Will there be something wrong the inspection didn't catch?
Contemplation (maybe/considering)	This could be the push I need to buy something	I should check out Redfin	There seem to be things that meet my needs	Interest rates aren't as bad as they were last year	I will be building equity
Mental tryout (preparation/thinking about it)	What would it be like to live in a house instead of an apartment?	I should look for a place with a big backyard	Can I manage the maintenance, or would I need to hire someone?	How does this work with my budget?	What other expenses come with home ownership?
Hands-on tryout (action/practice)	Driving various routes from different neighborhoods to test commute	Touring homes with a realtor	Walking the final options several times	Completing the paperwork	Walking through the home as the owner, planning furniture (and the cycle starts anew)
Adoption/Adaptation	Well, I really have no choice so I need to find a new place	After seeing the options, I definitely want to buy a house	This place is perfect for me	This was a new process but it wasn't that bad	I'm ready to move!

This isn't perfect and maybe doesn't lend itself to grid form, but the point is that the personal cycle as conceived of by Prochaska repeats itself in various stages of a change. And then a third layer would be the Kübler-Ross cycle of loss. I feel that change agents always need to consider "who is losing what?" and that it most often gets overlooked. In a conversation with a very advanced construction project practitioner just yesterday, this idea that change and loss are intertwined was novel to him.

ADKAR (and Kotter and others) provide great structure for how to move people through a change from the outside, the pieces that are needed. But they don't easily address what people are feeling as its

happening, and I think that's the key to really understanding resistance vs. natural response, which in turn can shape change activities or even just leader attitude and response to someone who isn't initially enthusiastic about a change, the plan for implementing the change, the timeline, etc.

As the title implies, this is preliminary thinking inspired by what I am hearing preliminarily from my first pilot group and other conversations I'm having. I am also working on articulating what feels so different about the more cognitive focus of ADKAR (albeit aimed toward supporting people) and the visceral feeling focus of Prochaska and Kübler-Ross.