**ADKAR tool for positive cultural change**

Culture change relies on the active participation of a critical mass of your workforce. Approaches to stakeholder engagement and change management will vary depending on your organisation’s size, resources and available expertise.

An example of a change management model is the ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) model, which acknowledges that effective change happens one person at a time and is a useful tool to plan how you will achieve collective ownership of culture change.

[insert RW\_030\_ADKAR]



| **Dimension** | **Measure of success** | **Actions to address gaps** |
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| **Awareness** *Generate awareness of organisation’s commitment to prevent sexual harassment.*  | * Leaders and workers are aware that your organisation is committed to positive culture change and has zero tolerance for sexual harassment, disrespectful behaviours and all forms of discrimination
 | * Use multiple communication channels to explain your organisation’s commitment to a harassment-free workplace (intranet, leader communications, relevant codes / policies)
* Reinforce commitment to harassment-free workplace during recruitment and selection process.
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| **Desire** *Foster a desire to learn more and contribute to positive culture change.*  | * Leaders and workers are genuinely interested in understanding the organisation’s commitment to prevent sexual harassment at work.
* There is a desire to contribute to positive change.
 | * Use storytelling and data to communicate the need for change.
* Equip senior leaders to sponsor your culture change.
* Set-up a “champion network” of committed employee to advocate for change.
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| **Knowledge** *Clarify acceptable and unacceptable behaviours.*  | * Leaders and workers understand:
	+ Values in action, including acceptable and unacceptable behaviours.
	+ How they can personally contribute to a harassment-free workplace
 | * Deliver mandatory training to clarify acceptable and unacceptable behaviours and everyone’s role contributing to a harassment-free workplace.
* Provide toolkits that explain what people are expected to “know, be and do” in support of the values.
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| **Ability** *Develop skills to deliver culture change and role model acceptable behaviours.*  | * Leaders have the ability to role model and promote the values and behaviours.
* Values and behaviours inform key decisions.
* Workers have the ability to demonstrate values and behaviours
 | * Leadership development
* Coaching tools for leaders
* Introduce practical resources to enable leaders and workers to demonstrate the values everyday, For example:
	+ Values based conversations
	+ Values based meeting
	+ Values based decisions
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| **Reinforcement** *Reinforce positive change and acceptable behaviours on an ongoing basis* | * Values and behaviours continue to be role modelled and positively reinforced by leaders and workers
* There is a monitoring and planning cycle in place to maintain positive culture change
 | * Include values and behaviours in management practices to consistently reinforce their importance.
* Publicly recognise values and behaviours and share stories in support of this on an ongoing basis.
* Regularly share culture insights to reinforce positive cultural norms and address areas of concern.
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