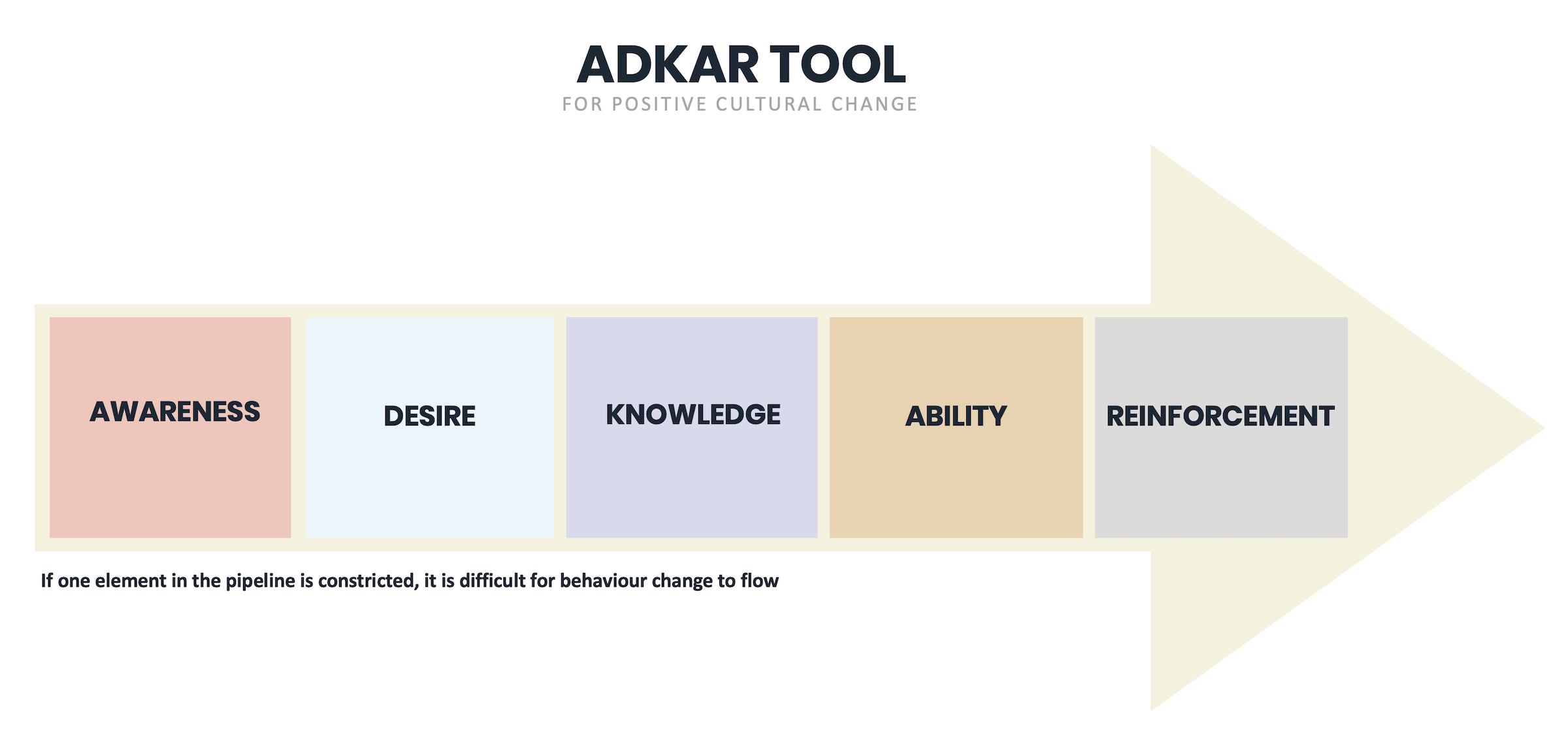
**ADKAR tool for positive cultural change**

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** |
| --- | --- | --- |
| **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. |
| **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. |
| **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. |
| **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 |
| **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. |