

- A** **Awareness of the need to change.**  
Awareness includes information about the internal and external drivers that created the need for change, as well as “what’s in it for me?”
- D** **Desire to support the change.**  
Leaders can take steps to influence desire, but each individual makes his or her own choice to support the change. Desire is when an individual genuinely says, “I will be part of this change.”
- K** **Knowledge of how to change.**  
Developing a solid knowledge foundation for a change requires a combination of formal training and education programs, job aids available to employees as they are applying knowledge, one-on-one coaching, and effective peer mentoring from user groups and forums.
- A** **Ability to demonstrate skills & behaviors.**  
There is a difference between knowing how to do something and being able to do it. The gap between knowledge and ability can often be quite large. The presence of knowledge of how to change by itself isn’t enough to implement new behaviors proficiently.
- R** **Reinforcement to make the change stick.**  
To sustain the change, build a culture and competence around the change. For a change to deliver the expected results over time, it must be actively sustained.