

Name Removed - ADKAR Results

Summary

EXECUTIVE SUMMARY

An ADKAR survey is a tool that assesses awareness, desire, knowledge, ability and reinforcement of an initiative. The ultimate goal is to measure the adoption of a change.

To measure the adoption of the Intent Delivery process, the Change Management team designed an ADKAR survey using Survey Monkey. This application is an interactive tool that is used to create and publish custom surveys. The author of a survey can require specific questions be answered, rearrange the sequence of answers (to avoid bias), and view results graphically.

The Intent Delivery ADKAR survey contained 12 mandatory multiple choice questions and 2 optional open-ended questions. The survey used a rating scale of 1-5 (where 1= strongly disagree and 5 = strongly agree). There was also an option of "N/A" available. Using the rating scale, a score higher than 3.0 is desired.

On April 11, the ADKAR survey was sent, via Change Agents/Influencers, to those associates who received communication or training regarding Intent Delivery. The 20 impacted organizations are as follows:

CAC	Customer Fulfillment	GFS	Recoveries
CMC	Customer Svc	MCA	Rewards
Card Capability	Data Platform	MCM	Telesales
Collections	IT	Marketing Delivery	UCA
Customer Care	Fraud	Payments	UCM

Respondents were not asked to identify themselves but were asked to identify their organization and job function.

RESULTS

- Seventy-four responses were received. See the Risks section regarding Rate of Return.
- In the responses, there were 7 organizations represented: CAC, CMC, Fraud, IT, MCA, MCM, and Rewards.
- Fifteen respondents did not clearly identify their organizations and are recorded as "Unidentified".
- Six of the organizations scored a cumulative average higher than 3.0.
- One organization scored a cumulative average of 2.4.
- The cumulative score for the organizations was 3.4.
- The summary sheet (below) shows an average, per section, by organization. See the attached document, *ADKAR Results - Details*, for a detailed view.
- Respondents were asked to include suggestions and concerns about the process. There is a synopsis of these comments on the Summary Sheet. See the document, *ADKAR Comments*, for verbatim responses.

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RISKS

- A Rate of Return cannot be established due to the following factors.
 1. Responsibility for communication for Intent Delivery rested largely with Change Agents and Change Influencers. They were asked to communicate with associates who they felt were impacted by the implementation of the Intent Delivery process. The names and number of people that the Agents and Influencers communicated with are not known.
 2. It is known that 220 associates attended formal Intent Delivery awareness sessions.
 3. It is known that some informal sessions occurred. However, it is not known how many of these sessions were held or the number of people in attendance.
 4. Notably, some impacted groups are not represented on the survey. It is not known if the responsible Change Agent and/or Change Influencer forwarded the survey as requested.
- Ideally, the ADKAR survey would be administered in stages that correspond with the stages of change. The decision was made by the Change Management Team to administer the entire survey at the end of the project due to the Agile environment in which we were functioning. This prohibited having a benchmark with which to measure progress of adoption.

SUMMARY

Since (1) seven (out of 20) organizations responded and (2) there is not an established benchmark, the scores from this survey should be considered at face value and not be used to gauge progress.

At face value, the overall responses indicate that adoption of the Intent Delivery process is occurring as expected. Organizations are still early in the Change process and, given this, some level of the resistance is expected.

RECOMMENDATIONS

Understanding that adoption takes 6 – 9 months to occur and there isn't an established benchmark, recommendations are as follows:

Short-term (immediately and ongoing)

1. As part of a communication plan, share the survey results with Change Agents, Change Influencers, Front Doors, Senior Leadership and the Intent Delivery core team.
2. Work with those teams where gaps and omissions were exposed to determine how to best address their communication/training needs.
3. Continue to monitor the Intent Delivery mailbox to determine if progress is being made toward adoption of the process. This should be evident in the maturity of questions being asked.
 - If patterns of resistance persist, take measures (communication, training etc) to address the issues.
4. Confer with Intent Delivery facilitators to determine if forms are being completed correctly, if the right discussions are occurring in the weekly forums, and if the Front Doors are functioning as expected.
5. Work with Front Doors to determine if the right questions are being asked of them and if associates are independently working through the process.
6. Have a conversation with the *name removed* Change Agent to see if the low responses reflected in the survey represent the overall adoption of the process in their organization.
7. Address ad hoc questions, issues, and concerns real time.

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Long-term (within 9-12 months)

1. Resubmit the ADKAR survey using the same questions. When analyzing results, use the scores from this April 2007 ADKAR survey as the benchmark.

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SUMMARY SHEET

Please respond to the statements below using a scale of 1 – 5 where “1” = **Strongly Disagree** and “5” = **Strongly Agree**.

Awareness

1. I understand the processes and tools being delivered by the Intent Delivery process.
2. I understand what to expect from the Intent Delivery process.
3. I am aware of how Intent Delivery impacts my day-to-day activities.
4. Senior management in my department has communicated the importance of Intent Delivery to our business area.

Org	IT	Overall
Avg	3.4	3.2

Desire

5. I believe improving our processes to request resources will benefit Card.
6. The training provided me the necessary skills and knowledge to be successful in following the Intent Delivery process.

Org	IT	Overall
Avg	3.8	3.7

Knowledge

7. I understand how to initiate work using the Intent Delivery process.
8. I know how to use the Intent Delivery tools.
9. When using the new process I know where to go for questions/help.

Org	IT	Overall
Avg	3.3	3.3

Ability

10. I believe I will receive sufficient support from my senior leaders and managers to use the Intent Delivery process.

Org	IT	Overall
Avg	3.6	3.8

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SUMMARY SHEET (cont'd)

Reinforcement

11. I believe my manager will hold me accountable for following the Intent Delivery process.
12. I have been recognized by my manager for following the Intent Delivery process as trained.

Org	IT	Overall
Avg	2.9	2.9

Open-Ended Questions *(please see ADKAR Comments for verbatim responses)*

- What suggestions/concerns do you have for Intent Delivery to be successful?

Generally, respondents feel that the Intent Delivery process will add value, in the long term. However, in its current state, respondents feel that the process is more of a hindrance than a benefit. Some feel that there is low buy in from the business, that the complete cycle time of intent delivery will increase (instead of decrease) and that process, it self is not as lean as it should be. Most feel their concerns can be resolved by clearly and publicly defining roles and responsibilities, providing additional training that is designed to address their specific organization, and increased practice within the process.

End