# How to Get Reluctant Team Members on Board

The following guide offers some key points for managers on motivating employees and fostering a readiness for change. Strengthening inclusivity requires change at both the individual and organisational levels with individual change sitting at the core of organisational change. Creating readiness for change within employees is vital for success and sustainability of diversity and inclusion efforts across the organisation. The ADKAR Model below can be used as a guide to managing employee resistance through the change process.

## ADKAR Model

| Creating change readiness | **Step 1** – Create **Awareness** of the need for change:<br><br>• Announce the proposed initiative to employees to allow time for consultations.<br><br>• Explain the reason behind change including what is not working currently and why change is needed.<br><br>• Involve employees in the consultation process to give them opportunities to ask questions and make suggestions.<br><br>**Step 2 – Desire** to support and participate in the change process:<br><br>• Listen to and understand employees' concerns to the proposed initiative.<br><br>• Show employees how the initiative would benefit them to help reduce their resistance to change.<br><br>• Identify those individuals who are onboard the proposed initiative and get their help to gain buy-in from others in the organisation (the larger the support group is, the easier to influence other employees). |
| --- | --- |

**Step 3 – Knowledge** on how to change:

- Help employees understand activities and behaviours expected from them after the implementation of the proposed initiative.

- Support initiatives through communication and provision of resources such as new guidelines and checklists that employees can refer to when required.

- Set reasonable goals and performance expectations associated with the proposed initiative and communicate those to employees.

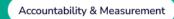**Make sure you DO NOT RUSH through the first three steps**

**Engagement in change**

**Step 4 – Ability** to implement desired activities and behaviours:

- Schedule practice/pilot runs in a small unit prior to fully implementing the proposed initiative.

- Review practice/pilot runs to see if any changes are needed to the proposed initiative (if so, go back to Step 1).

- Monitor behaviours of employees following the implementation of the initiative and provide constructive feedback.

**Step 5 – Reinforcement** to sustain change:

- Use positive feedback, rewards, and recognition to encourage desirable employee behaviours.

- Review the progress against set targets (if not, go back to Step 1 and diagnose what is not working).

- Celebrate wins to sustain the momentum.

## Desired Outcomes

- Enhanced effectiveness of change design and implementation approach of managers and leaders.

- Enhanced employee readiness and support for diversity and inclusion initiatives planned/implemented by the organisation.

- Addressing employee resistance for diversity and inclusion initiatives.