‘Change management’ in privacy from compliance to strategy

EY Data Privacy Workshop
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ADKAR ...

Awareness  Desire

Reinforcement

Knowledge  Ability
ADKAR is:

- a change management methodology (by Jeff Hiatt)
- multi-layered
- goal-oriented and
- people-centered!
ADKAR …

Awareness

Desire

Reinforcement

Knowledge

Ability
Awareness

Awareness of the necessity of a change

How to communicate?

- Periodically
- Target-group oriented
- Diverse:
  - Simple, unexpected, concrete, credible, emotional
  - Visionary
Desire

What are triggers?

1. **Urgency** – make the crisis perceptible.
2. **Make it desirable** – satisfy human needs: status, community, honour, meaning, acceptance of others …

Why raise the desire?

- To connect rational knowledge with emotional triggers
- To establish a personal connection towards the challenge

Desire to be part of the change
Knowledge

Who is the trainer?
1. Experts
2. Mission statements, role models

The necessary knowledge

How to train?
- If possible: Face-2-Face!
- Respect the main principles of learning:
  - interactive presentation
  - practical, clear presentation
  - involvement of all senses
  - short, concise and clear contents
Ability

The chance for a real change

1. Generate and don’t lose a momentum!
2. Develop tools!
3. Recognize and use leverage!
4. Practice, practice, practice… !!

Ability

Environmental

Processes

Corporate culture

National culture

Communication

Every change is difficult…
Change needs time, planning, patience and sustainability

Regular confirmation of all four factors

**Reinforcement**

1. Demonstrate improvement and celebrate small progresses!
2. Show persistence!
3. Keep upcoming problems and difficulties open and transparent!
4. Recognize short-term wins and spread them evenly!
The Technology Adoption Lifecycle was developed by Joe M. Bohlen, George M. Beal and Everett M. Rogers at Iowa State University built on earlier research conducted there by Neal C. Gross and Bryce Ryan.
Thank you
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