



Change Agent Playbook: Turning ADKAR into Action

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Purpose of the Role

Change Agents serve as the bridge between enterprise change and frontline reality. They are trusted peers who help translate strategy into daily practice while providing real-time feedback to leaders and project teams.

What Change Agents *Do* (Aligned to ADKAR)

Awareness

- Share clear, consistent messages about *why* the change is happening
- Reinforce the case for change using local examples

Desire

- Listen for concerns and “what’s in it for me” questions
- Normalize uncertainty and encourage participation

Knowledge

- Communicate key milestones, training expectations, and readiness activities
- Use “know, say, do” guidance to keep messaging simple and timely

Ability

- Encourage practice and preparation
- Help peers navigate early challenges and new workflows

Reinforcement



- Celebrate progress and small wins
 - Share recognition for individuals and teams
 - Surface feedback and confirm how it's being addressed
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What Makes a Strong Change Agent

- ✓ Leads by influence, not authority
 - ✓ Trusted and respected by peers
 - ✓ Comfortable with ambiguity
 - ✓ Willing to listen and escalate issues early
 - ✓ Committed to helping others succeed
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Tools That Keep the Network Engaged

- **At-a-glance newsletters** (what's new, wins, people highlights)
 - **Simple feedback trackers or surveys**
 - **Regular touchpoints** (brief town halls or huddles)
 - **Visible leadership support and recognition**
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Success Looks Like...

- Fewer surprises at go-live
- Faster adoption and stabilization
- Stronger engagement across roles and sites
- Change that sticks—because people own it