



Enlisting Others

(Source: *Diffusion of Innovations, Rogers*
Achieve Global Change Adoption Continuum)

- What:** Research has shown people can be classified into groups based on the speed at which they adopt innovation and accept change. The “Change Adoption Continuum” can help you better understand the various responses people have to change and this tool will help you identify where different people fall in the “change adoption continuum” as well as some suggestions for how to adjust your efforts accordingly.
- Why:** There is no one best approach for enlisting others in your change effort. You will need to adjust your approach in order to appeal to individual differences.
- When:** You will want to enlist the support and participation of others at every stage of the change process. Use this tool when you want to bring people “on board” and before approaching individuals or groups to ask for their support or participation. You may also want to use this tool as you plan your change strategies or develop your communication plan (see *Strategic Communication During Change*)
- How:** To incorporate the change adoption continuum into your change effort, you need to:
- 1) Identify who matches which adoption profile.
 - 2) Develop strategies and plan actions to enlist others in the change.

Change Adoption Profiles Worksheets

Innovator (2%)	
<p>These individuals are very eager to develop and try new ideas and approaches. They may be viewed as outside the main stream, eccentric or idealistic. Many of their ideas may be ignored until championed by Early Adopters. They prefer to learn from their own experiences and discoveries and perceive change as an opportunity rather than a risk. Innovators often prefer to work on change behind the scenes, may make little effort to communicate their ideas to the organization and are quickly bored by the public dialogue that comes with implementation.</p>	
<p>Who in your work group or team most resembles this profile.</p>	
When working with Innovators:	
Do:	Don't:
<ul style="list-style-type: none"> ⇒ Allow them the freedom to try out their ideas about the change ⇒ Build on their desire for change ⇒ Use their creativity to identify areas of improvement in your change plan ⇒ Let them learn on their own 	<ul style="list-style-type: none"> ⇒ Rely on them to communicate with rest of the organization ⇒ Rely on them to participate in formal education and training events ⇒ Punish them when they get bored with implementation discussions ⇒ Punish them when they move on to new ideas

Early Adopters (14%)	
<p>These individuals are often the opinion leaders in the work group. They are socially oriented, well networked people with a broad knowledge of the issues confronting various groups within the organization. They are eager to share knowledge and insights, often seek an active role in change efforts and are among the first to test new ideas. Early Adopters perceive low levels of risk and high levels of opportunity in change and make excellent change agents, facilitators, role models and communicators.</p>	
<p>Who in your work group or team most resembles this profile.</p>	
<p>When working with Early Adopters:</p>	
Do:	Don't:
<ul style="list-style-type: none"> ⇒ Invite their participation during the early stage of the change project ⇒ Use their contacts and networks to identify issues and concerns ⇒ Provide them with information and training related to change to broaden their knowledge ⇒ Include them as pilot participants, facilitators, change agents or role models during the change process 	<ul style="list-style-type: none"> ⇒ Leave them out of the initial planning process ⇒ Forget to recognize their contribution to the change process ⇒ Suppress their thirst for learning ⇒ Suppress their willingness to share their knowledge and insights with others
<p>When and how will you approach the Early Adopters (eg. One-on-one, email, meeting):</p>	
<p>What do you want them to do (eg. Support, ideas, involvement, resources, etc.):</p>	
<p>Factors that might motivate them or they might object to:</p>	
<p>What will you say (See <i>Managing Change</i>):</p>	

Early Majority (34%)	
<p>These individuals are cautious about change and are not excited about new ideas and possibilities. Before fully supporting a new idea or a change, they need time to think, deliberate and find evidence the proposed change is workable. They prefer to follow at a distance, may eventually adopt the change in order to be accepted by their more innovative peers and see more risk than opportunity in change. Those in the Early Majority category are seldom in leadership roles.</p>	
<p>Who in your work group or team most resembles this profile.</p>	
<p>When working with the Early Majority:</p>	
Do:	Don't:
<ul style="list-style-type: none"> ⇒ Stress the benefits of the change ⇒ Keep communication clear and straight forward ⇒ Provide lots of support in the way of information, training and counselling ⇒ Give them examples of success stories and results related to the change ⇒ Encourage continued involvement with opinion leaders in the Early Adopters group 	<ul style="list-style-type: none"> ⇒ Ask them to lead the change process ⇒ Ask them to oversee the change ⇒ Push them to change too fast
<p>When and how will you approach the Early Majority (eg. One-on-one, email, meeting):</p>	
<p>What do you want them to do (eg. Support, ideas, involvement, resources, etc.):</p>	
<p>Factors that might motivate them or they might object to:</p>	
<p>What will you say (See <i>Managing Change</i>):</p>	

Late Majority (34%)	
<p>These individuals are more fearful and skeptical of change and do not adopt new ideas and changes until the change has proven effective and the majority of their peers have done so. They will not put time and energy into making the change work. They may filter out and even distort information and ideas related to the change. Late Majorities resistance will deepen if coerced or penalized for speaking out.</p>	
<p>Who in your work group or team most resembles this profile.</p>	
When working with the Late Majority:	
Do:	Don't:
<ul style="list-style-type: none"> ⇒ Provide them with consistent, repeated information about the change ⇒ Provide them with regular updates on the progress of the change ⇒ Provide solid business and personal reasons for the change ⇒ Provide opportunities for them to connect with opinion leaders from the Early Adopters group 	<ul style="list-style-type: none"> ⇒ Push for their involvement early in the change process ⇒ Penalize them for speaking out against the change ⇒ Get frustrated with them for fearing the change ⇒ Rely on them to pass information along to their colleagues

Traditionalists (16%)	
<p>These individuals are more likely to be hostile toward a change but can provide a stabilizing influence within the organization. They see no opportunity in change, emphasize continuing with the past and see the past as a golden age. They are strongly inclined to derail the change effort and may deny the existence of problems and issues that call for a change. They will adopt a change only when it becomes part of the organizations standard and when they see the consequences for non-compliance outweighs the perceived risks. By resisting, Traditionalists play a role in helping change leaders ensure their change efforts are solid and solutions are valid.</p>	
<p>Who in your work group or team most resembles this profile.</p>	
When working with Traditionalists:	
Do:	Don't:
<ul style="list-style-type: none"> ⇒ Stay aware of the fact that they will look for ways to stop the change process ⇒ Stay aware of the fact that they may try to distort the facts ⇒ Recognize the stabilizing influence they can provide during time of rapid change ⇒ Consistently and repeatedly emphasize the consequences of not complying with the change 	<ul style="list-style-type: none"> ⇒ Spend a lot of time and energy trying to convince them about the merits of the change ⇒ Ignore their concerns about the change (they may see a more risk-free solution) ⇒ Rely on them for information about current problems or issues ⇒ Totally negate the role they can play in stabilizing the organization
<p>When and how will you approach the Traditionalists (eg. One-on-one, email, meeting):</p>	
<p>What do you want them to do (eg. Support, ideas, involvement, resources, etc.):</p>	
<p>Factors that might motivate them or they might object to:</p>	
<p>What will you say (See <i>Managing Change (May not be able to link)</i>):</p>	