

Leading through change: The 20-30-50 rule

L leading an organization through change can be a daunting task. To introduce change, you need support. The 20-30-50 rule identifies what portion of staff will give you the most support, what portion will wait and see if you can do what you say you are going to

Work Matters

Diane Faulkner

do, and what portion will fight you every step of the way.

Understanding the nature of change

Whatever the type of change, you can be sure of two things: change will come and so will resistance.

As a leader, what can you do to make changes less traumatic and more productive? Your first step is to understand the order of organizational change to help

you become a better manager.

Identifying your support base

To lead through transition, you must understand how people react to change.

No matter the size of your group, expect your base of support to be separated into three different segments.

■ **Innovators** are the most open to change. They operate under the assumption that whatever change brings, they will probably be at least as well off after

the transition than they were before. Innovators envision and facilitate change. If they haven't thought up the newest trend, they at least want to play a part in bringing it about. In meetings, they are the ones who question long-standing procedures and ideas. You can expect about 20% of your population to fit into the Innovator category.

■ **Resisters** are the least open to change. At the mere mention of impending change, Resisters stop dead in their tracks and begin a complete corporate rewind that will take you—and whomever else they can get to listen to them—through the history of "how we used to do things around here." They may not always know why things are done a certain way, but they always know "the way." Resisters make up about 30% of the population and will change only when they have no other choice. If you do not manage them correctly, they may work against you.

■ **Wait-and-Seers** make up the other 50%. These people do not necessarily oppose change, but they tend to worry that they will lose more than they gain after change takes place.

According to organizational development psychologist Elaine Johnson, vice president and consultant with Jacksonville, Fla.-based Right Management Associates, "what these Wait-and-See folks usually notice is that those who embrace change are ignored while the noisy Resisters get large measures of management's time, energy and attention. By focusing on the 'squeaky wheel,' management inadvertently sabotages change in a well-meaning, but ultimately fruitless, attempt to make everyone happy."

Making change work

Once you've identified your support base, figure out which segment you fit into and adjust your thinking and actions to ensure everyone sees you heading in the direction you're leading. Next, involve key players from each support segment at key intervals of the change process to achieve the following goals:

- Expose a variety of staff to the change process at the executive level
- Gain buy-in from Resisters and Wait-and-Seers by enlisting them to help create surveys or head up round-table discussions
- Break down barriers between groups. Have people work with each other in a way that stretches skills and gives staff company-wide exposure
- Build into the change process a respect for policies and ideas of the past.
- Give Resisters an opportunity to earn respect from coworkers and managers

The results? New and better working relationships develop between people you never thought would work well together. Your people get to gain skills not normally used in their current positions. And most importantly, your change gets implemented with minimal trauma to the organization.



Announcing ALLTEL's Business Phone Service for companies of all sizes.

You need:		We provide:
simplified business telephone service	→	60 years of business telephone expertise
data, network and internet capabilities	→	integrated digital data connections and internet services
economical wireless service for your staff	→	exceptional wireless clarity and cost-effective rate plans
state-of-the-art communications system	→	reliable Nortel Networks™ solutions

You're more than a small business. We're more than a wireless business. And your choice for business phone service is definitely more than you think. In fact, ALLTEL has been providing business phone service in cities across the country for more than 60 years. And now, we're offering this service to customers right here in Charleston. Add in all our other specialized business services, and ALLTEL is your ideal choice for a single-source communications provider.

But enough of the small talk. To find out how ALLTEL can meet your business communications needs, call 877-340-1381. Ask about our new Business Ovation product that combines your voice, data and long distance over one high-speed line. All for one low price. All on a single bill.



The Nortel Networks logo is a trademark of Nortel Networks™

