

Getting the right people actively involved in a needed change and keeping them engaged is crucial to success. The question "when to involve" has a major impact on this, yet is often undervalued as a key strategic decision in the overall process. This simple tool will let you assess participation levels over time for different people

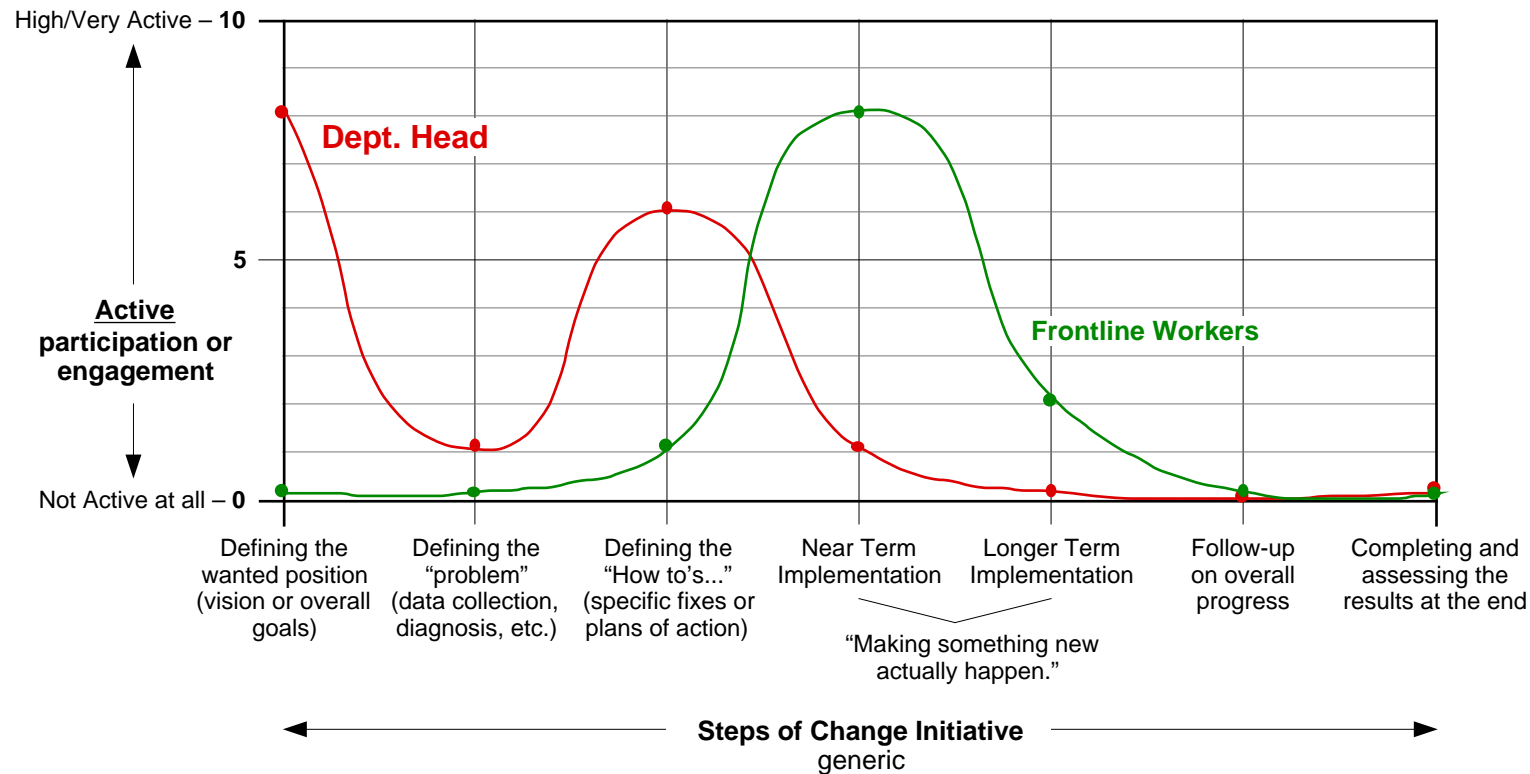
and/or groups important to the change initiative. It can be used as an aid in planning, an assessment of an ongoing process or for evaluation of a recent initiative. The resulting picture can be quite revealing... (see example below)

Instructions: For a recent change initiative (the bigger the better)...

- 1. Plot the participation level....**of each of the people/groups you wish to assess by placing a point at the appropriate level for each of the steps.
- 2. Connect the dots....**for each assessment with a smooth curve. Use different colours for each person/group assessed.
- 3. Look at the resulting picture....**What does it say to you? What curves would you like to re-shape? Why? How?

Who to assess... (examples)

- Unit/Company Head
- Unit/Company Leading Team
 - Individual (or relevant) team members
- Mid-level Managers and Team Leaders
- Frontline Workers.



Instructions: For a recent change initiative (the bigger the better)...

1. **Plot the participation level...** ...of each of the people/groups you wish to assess by placing a point at the appropriate level for each of the steps.
2. **Connect the dots...** ...for each assessment with a smooth curve. Use different colours for each person/group assessed.
3. **Look at the resulting picture...** ...What does it say to you? What curves would you like to re-shape? Why? How?

