

In most improvement teams and stakeholder groups, you will generally find the following distribution:

20% of people are extremely enthusiastic and supportive of the project

60% will be participative and accept the change and support the project

20% are reluctant and skeptical and may not support the project

Focus on the **80%** who want to change not the **20%** who are reluctant

Understanding the participants on your team and the staff where your initial PDSA cycles will be happening is important. Every organization regardless of size will follow the 20-60-20 rule. This is normal and natural. Your team should be made up of staff from each group.

By having a mix of staff the group will ask each other the hard questions yet be able to move forward at the proper pace. Team balance is key to creating meaningful change that will be accepted by your organization.

Initially, it is okay to not worry about those who are reluctant everyone is going through a period of education and change. Once some of the opportunities of process improvement become apparent many team members have “ah-ha!” moments in their understanding but some continue to be reluctant and skeptical.

A way of gaining support is by using the “What’s In It For Me?” approach. The improvement project is the opportunity for staff to take charge of their daily work and make improvements to the frustrations and irritations that have bothered them for so long. It is about making their work easier, and allowing them to provide better service and products to our customers.

Their ideas will become solutions that can be implemented. Empowering staff in this way is key to attaining staff engagement. See the one-pager on “Team Engagement” for more detailed strategies on how to engage.