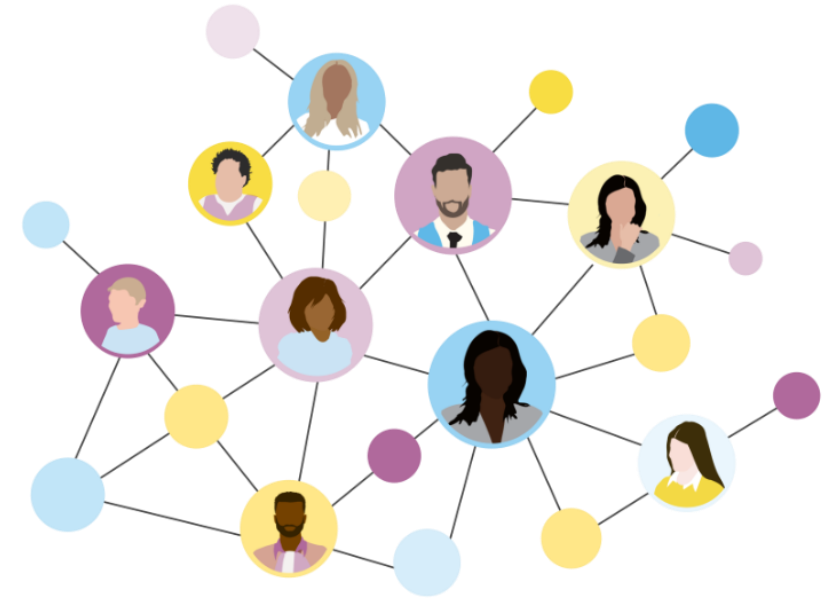




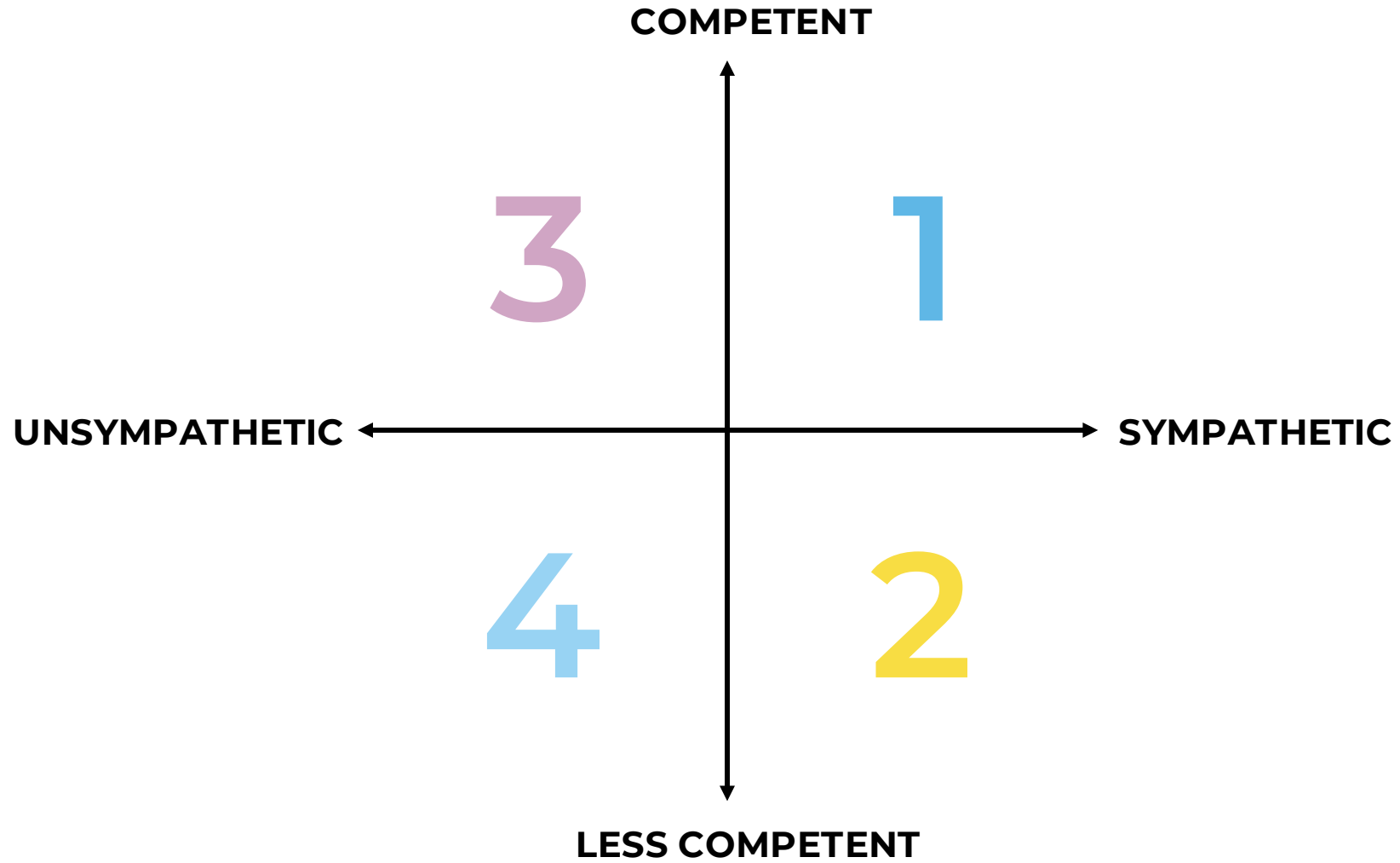
SAMPLE CO.

CHANGE ACCELERATOR
SEPTEMBER 2024 • PARTICIPATION RATE: 91%

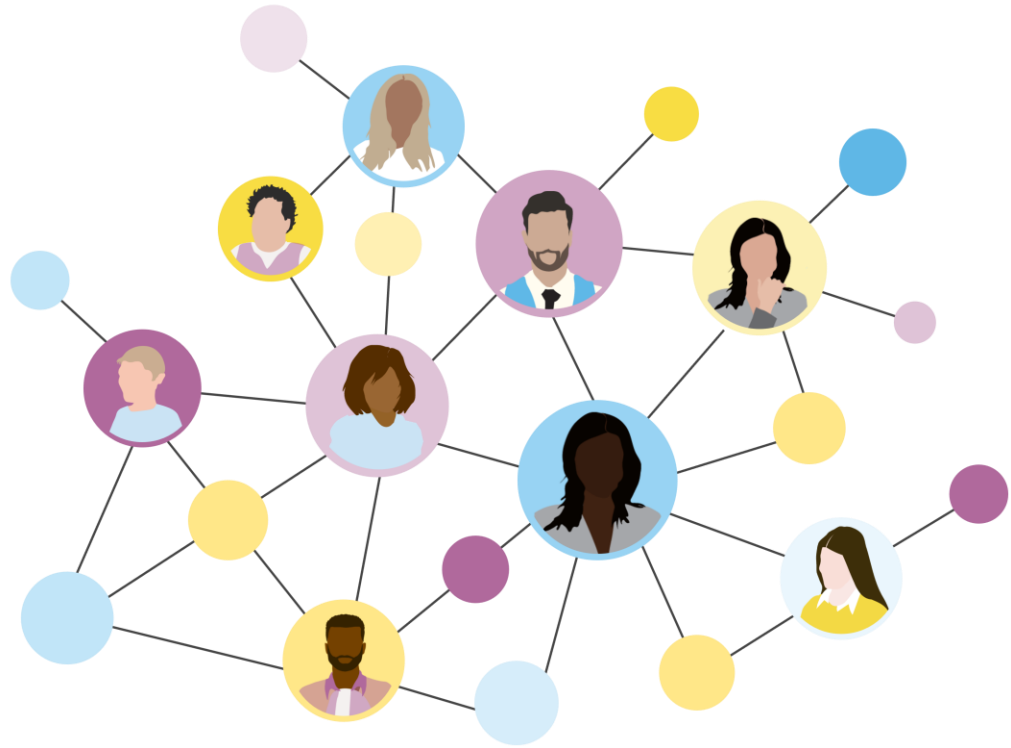
- In Scope:
4,000 employees
- Participation rate:
91%
- Number of leaders and managers in scope:
750
- Listening period:
August 16th – August 23rd, 2024



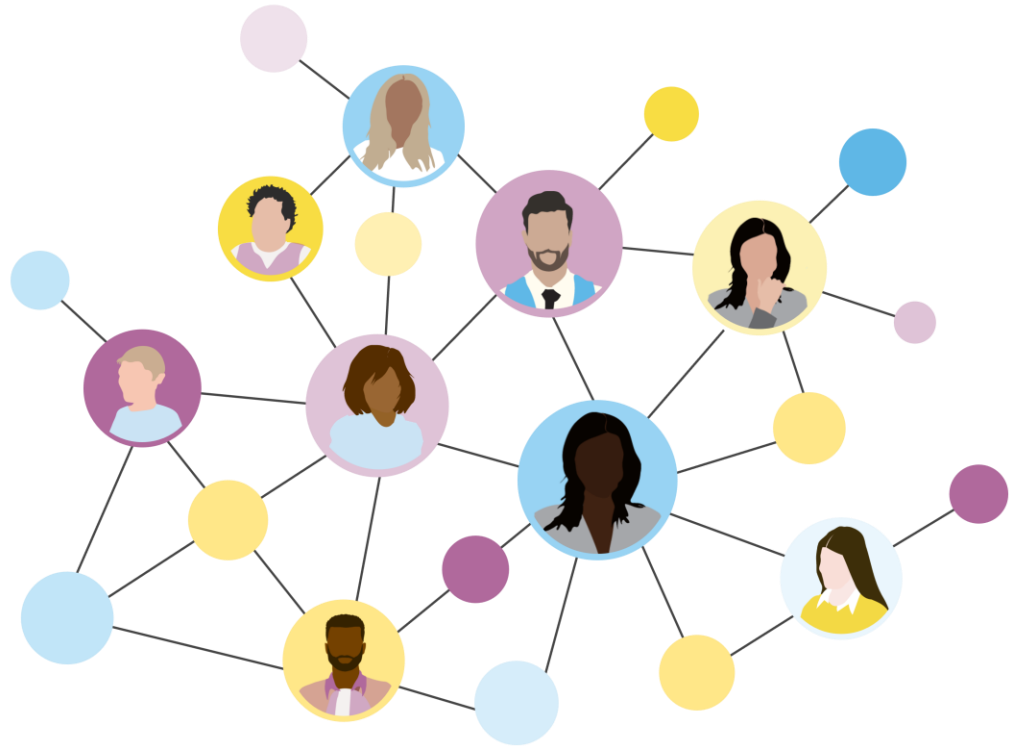
INFORMAL INFLUENCE EXPLAINED



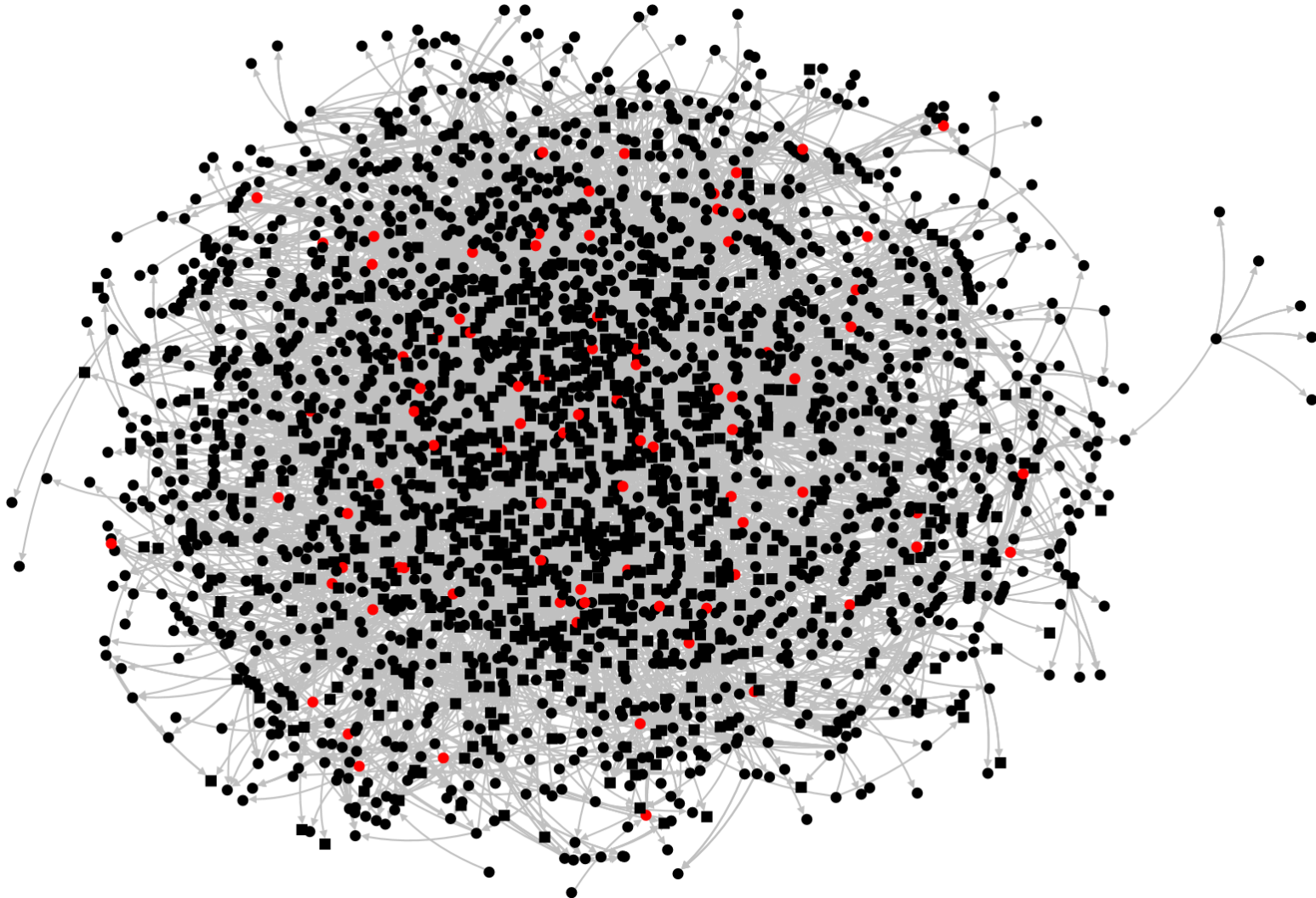
3% INFLUENCE
85% OF SAMPLE CO.




30% OF INFORMAL CATALYSTS DID NOT PARTICIPATE



THE INFLUENCE NETWORK OF SAMPLE CO.



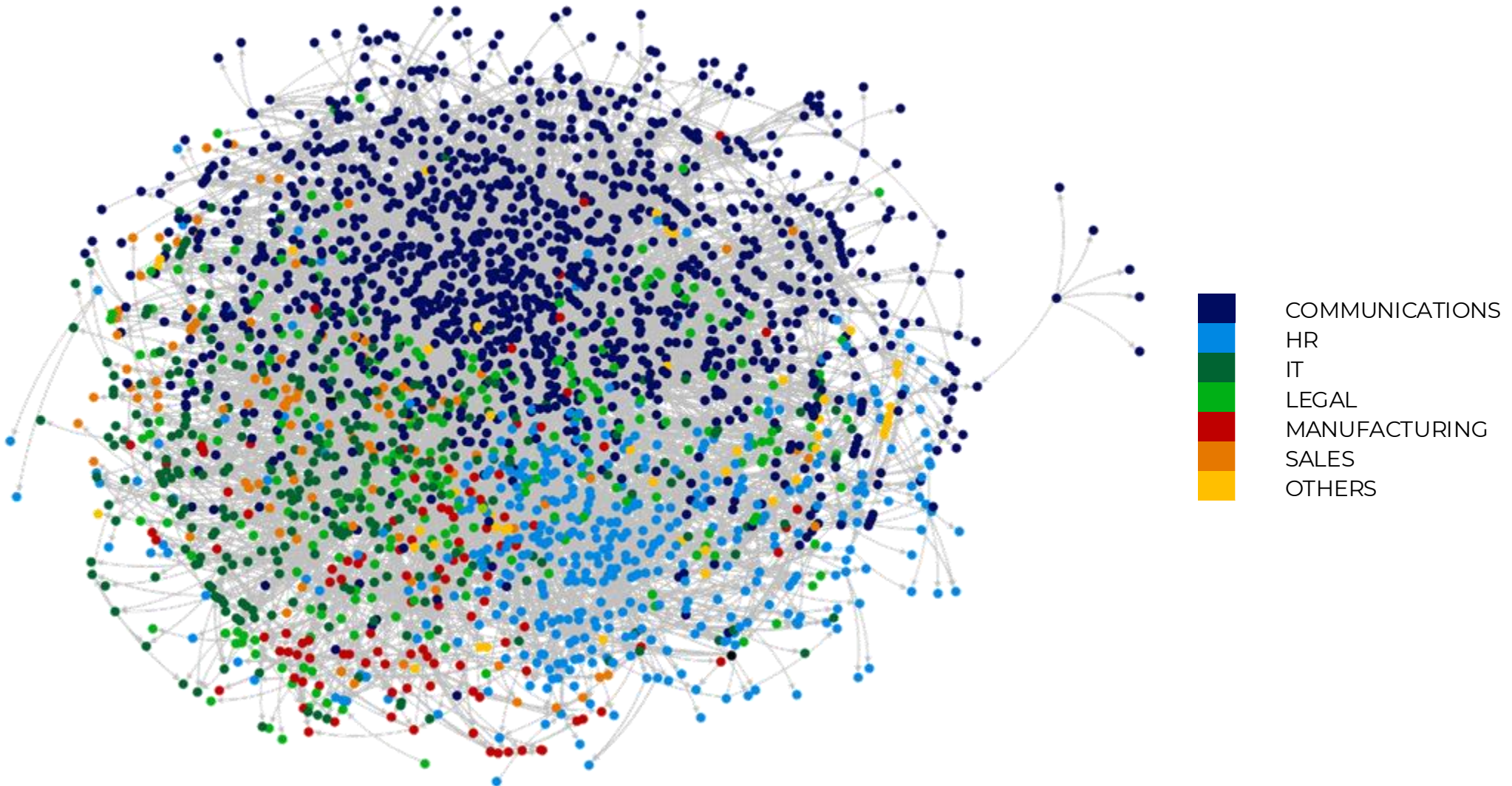
 **INNOVISOR INSIGHT**
**3% influence 85% aka
#ThreePercentRule**

[Learn more about the #ThreePercentRule](#)

? Based on the questions: [REDACTED]

- Non-people managers
- People Managers
- 3% Informal Catalyst
- ↗ Direction

THE INFLUENCE NETWORK OF SAMPLE CO.

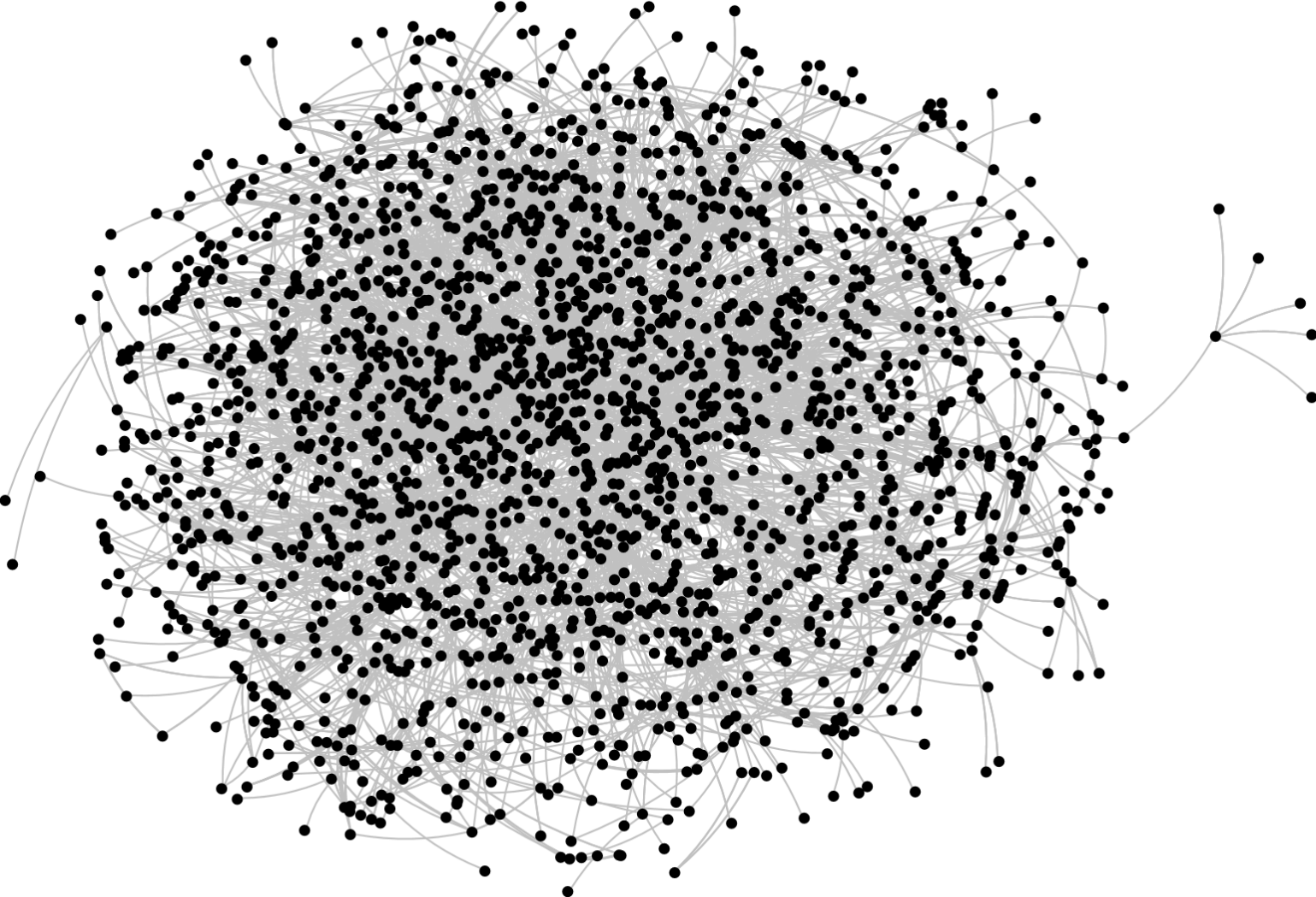


- COMMUNICATIONS
- HR
- IT
- LEGAL
- MANUFACTURING
- SALES
- OTHERS

? Based on the questions: [REDACTED]

- People in sample co
- Direction

ALL OF THIS INFORMAL INFLUENCE EXIST WITHOUT LEADERS AND MANAGERS

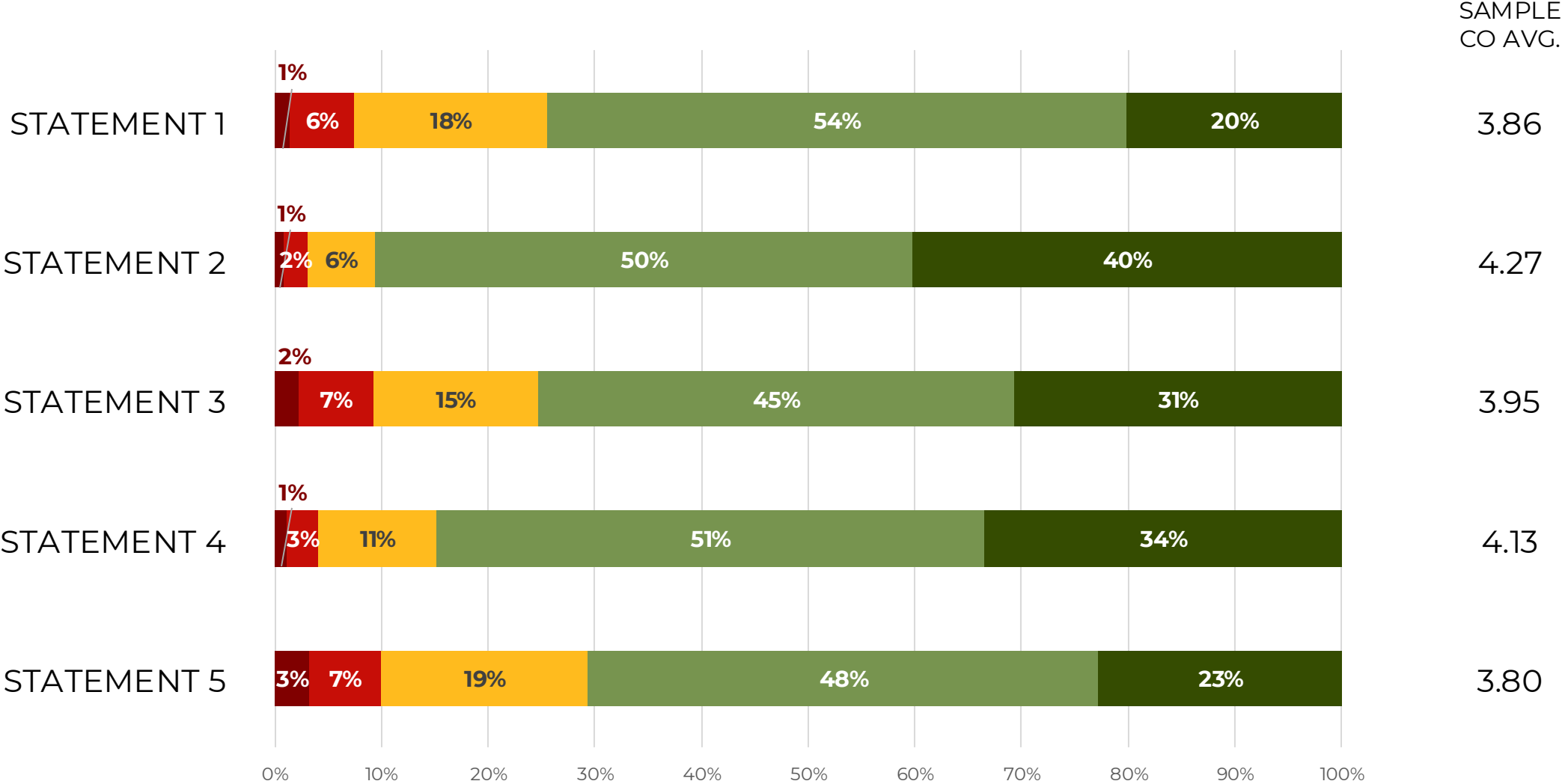


Your network after filtering out leaders and managers

? Based on the questions: [redacted]

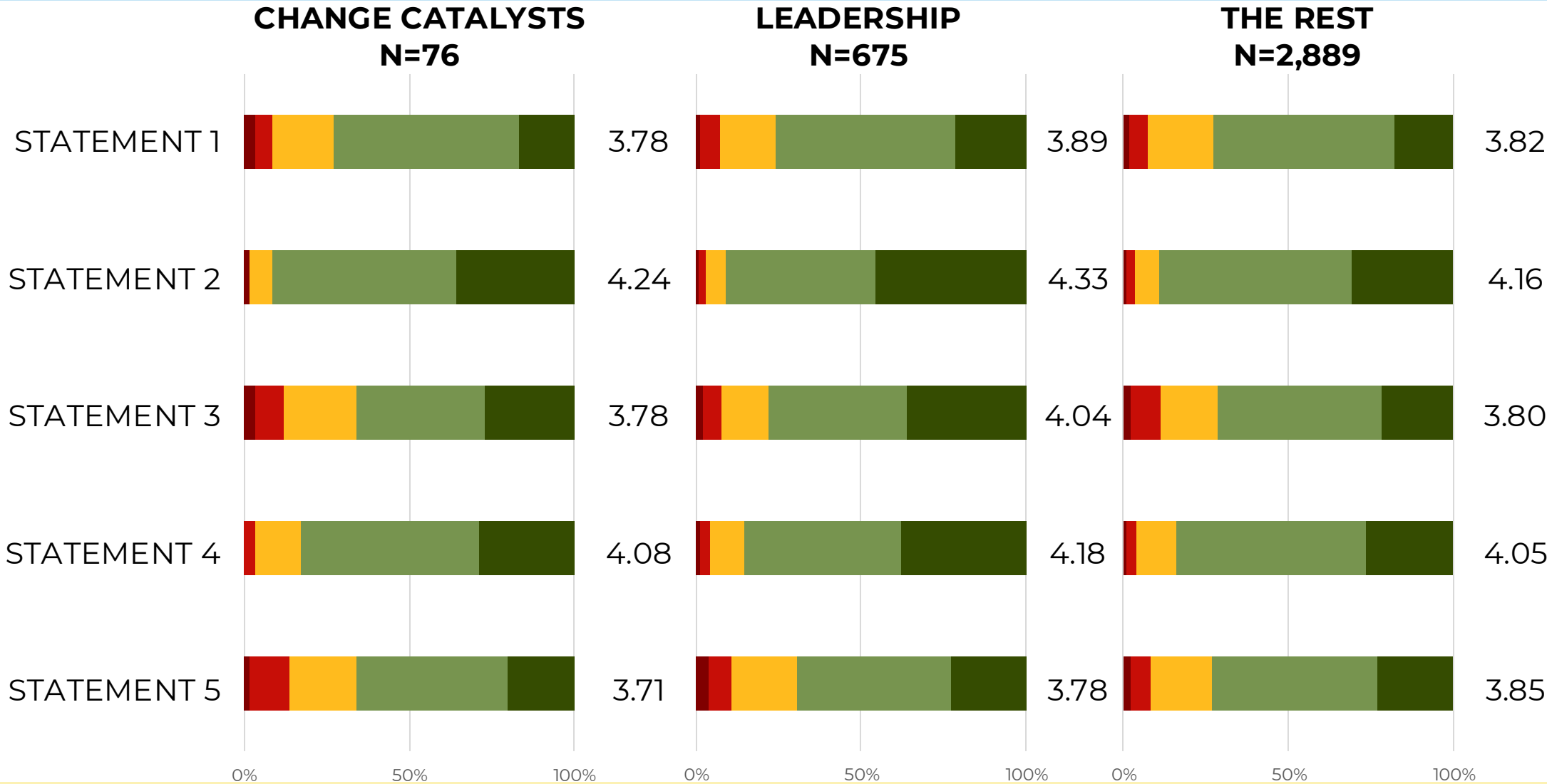
- People in sample co
- ➔ Direction

OVERALL (N= 3,640)



Strongly disagree Disagree Neutral Agree Strongly agree

SAMPLE CO. – KEY STAKEHOLDER GROUPS

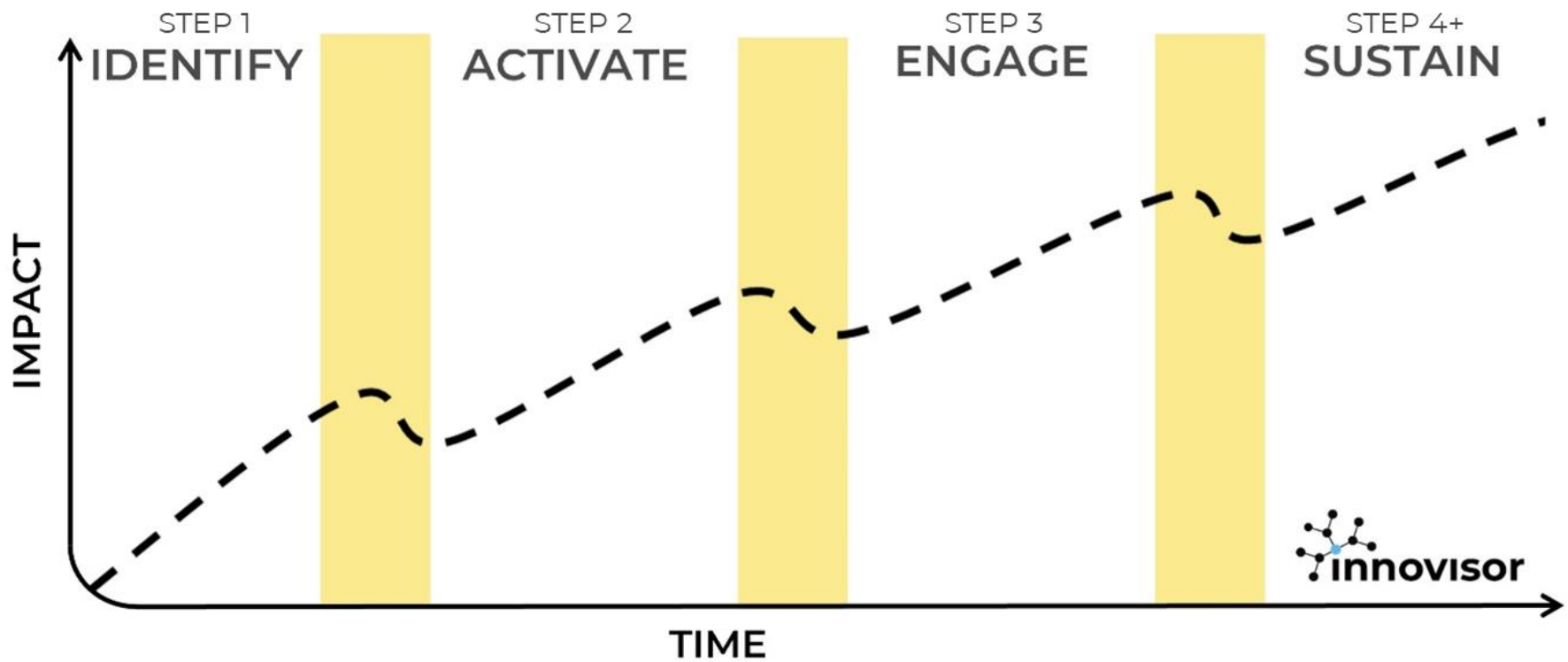


■ Strongly disagree
 ■ Disagree
 ■ Neutral
 ■ Agree
 ■ Strongly agree

ARE YOUR KEY STAKEHOLDERS POSITIVE?

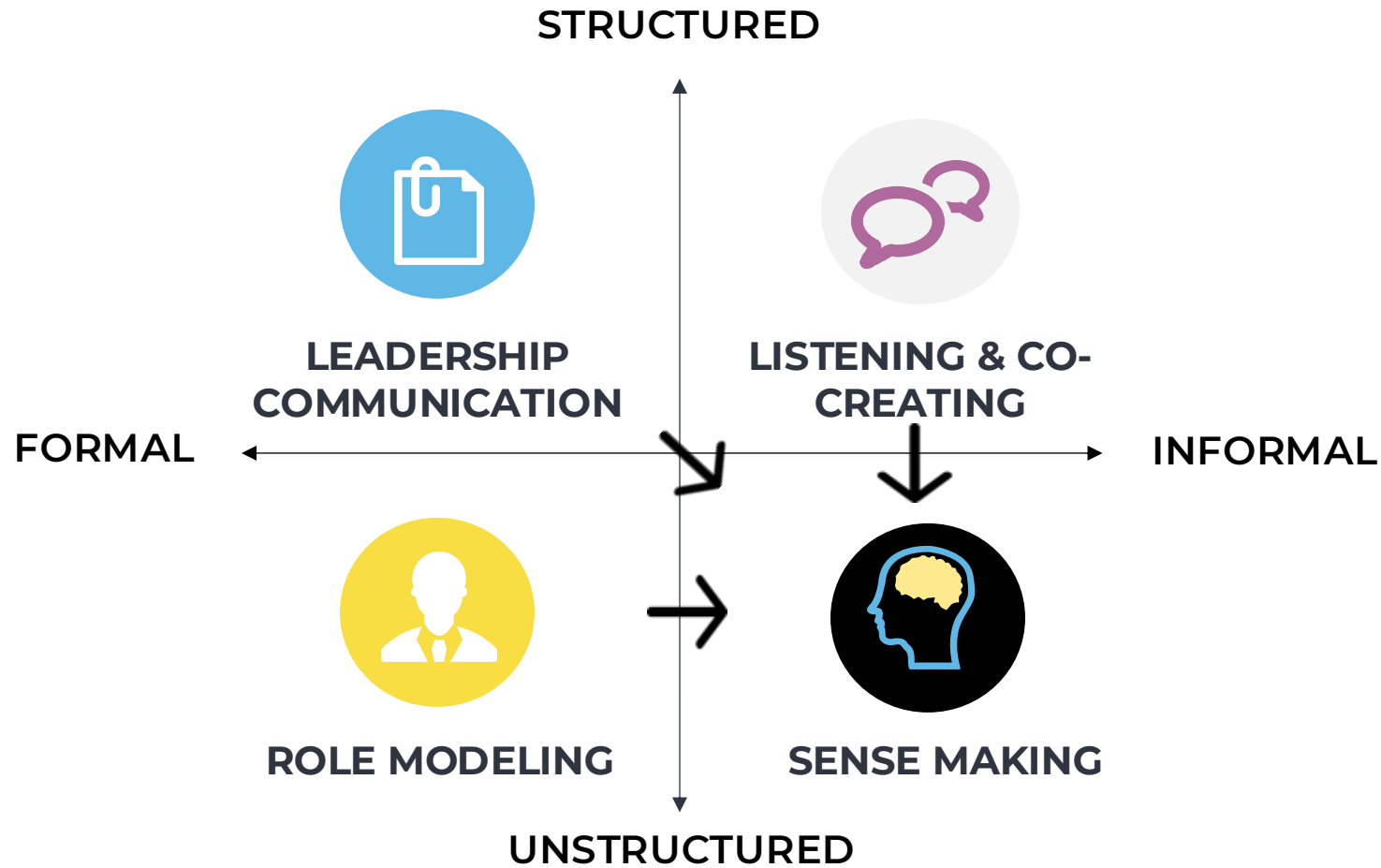


SO WHAT? – NEXT UP FOR SAMPLE CO. IS ACTIVATION!



Learn more from Innovisor's playbook:
Another Change Fiasco! Now What?
by Jeppe Hansgaard





Learn more from Innovisor's playbook:
Another Change Fiasco! Now What?
by Jeppe Hansgaard

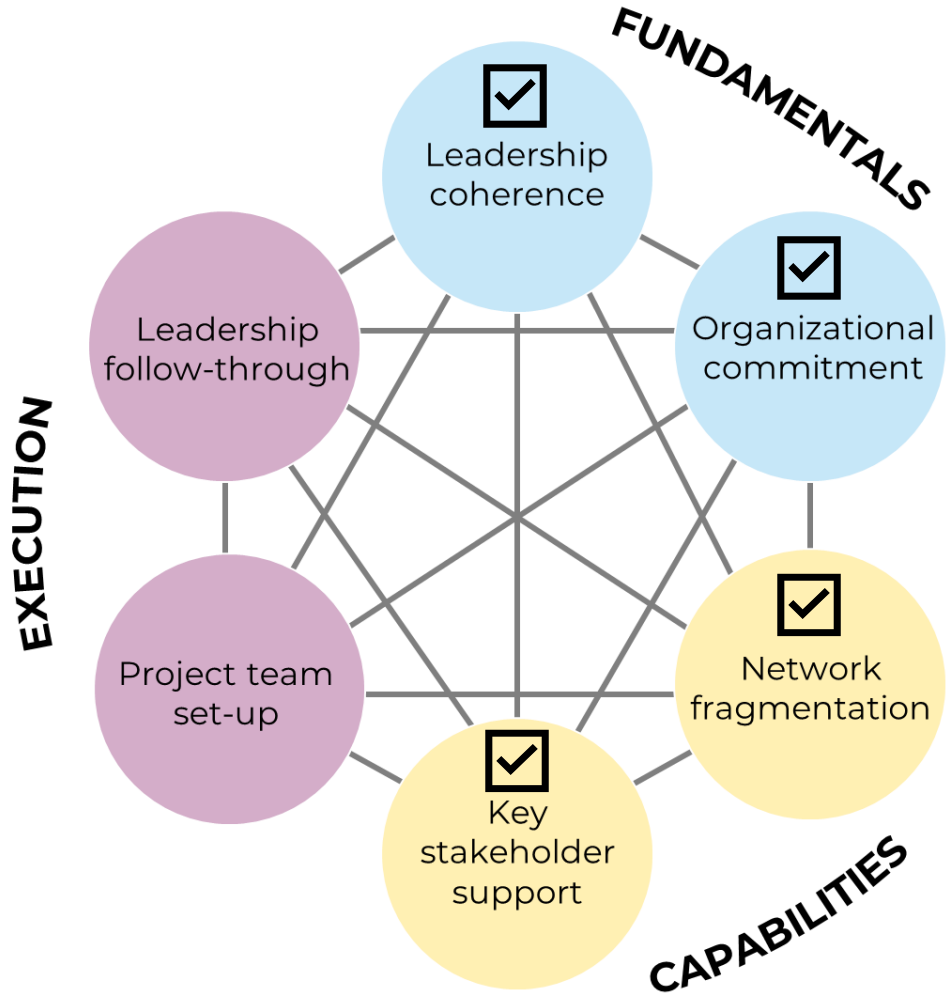


A network diagram consisting of numerous grey circular nodes connected by thin grey lines, forming a complex web of connections. The diagram is positioned at the top and bottom of the slide, framing a central light blue band.

APPENDIX 1

WHAT ARE YOUR CHANGE BLOCKERS?

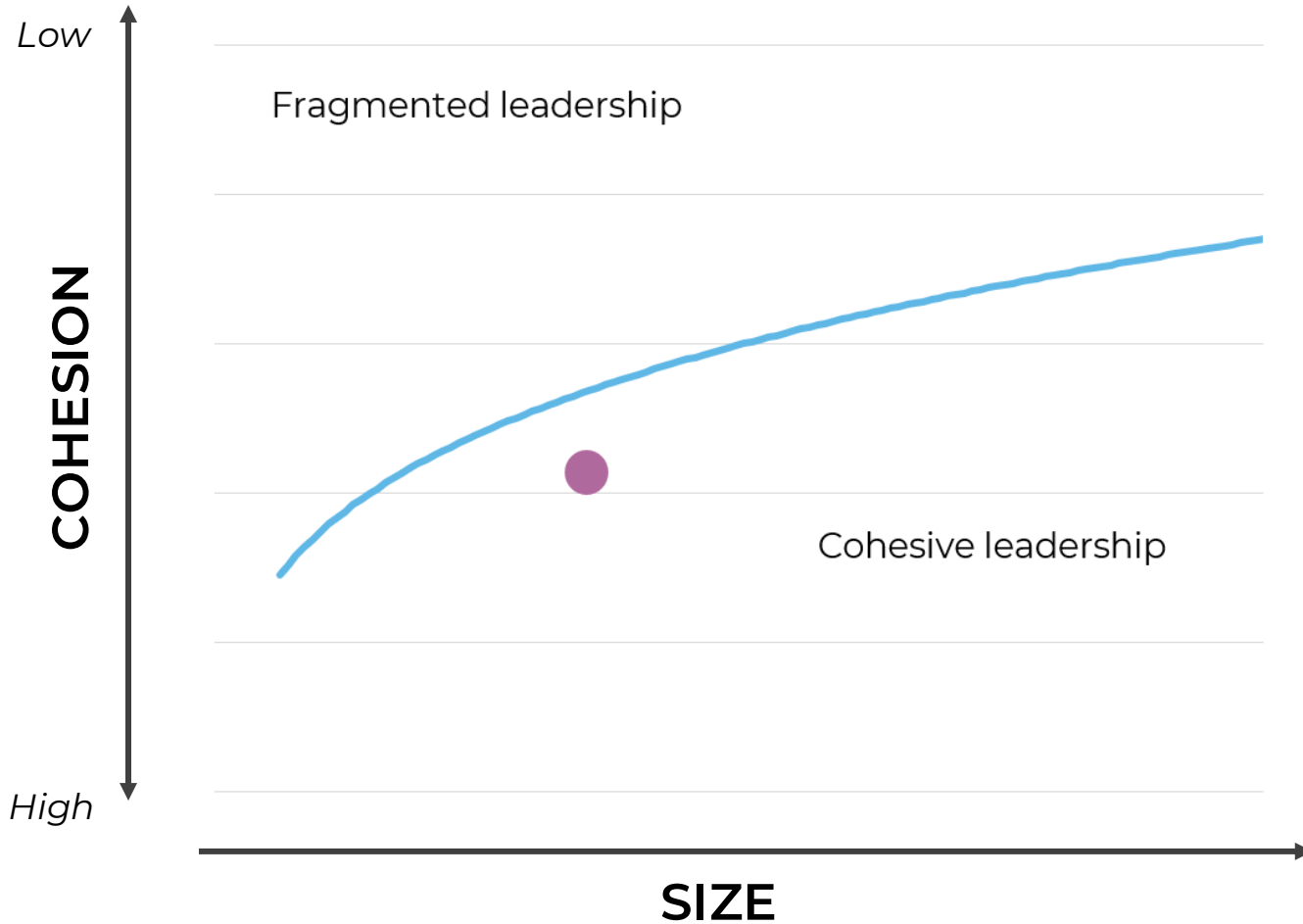
THE CHANGE ACCELERATOR SHOWS INSIGHTS IN FOUR OUT OF #SIXCHANGEBLOCKERS





Learn more from Innovisor's playbook: *Change is Gridlocked! Now What?* by Jeppe Hansgaard





CHANGE BLOCKER #1 – LEADERSHIP TEAM COHESION IS YOUR LEADERSHIP TEAM WELL-CONNECTED?



 **INNOVISOR BENCHMARK**

 **You are X% better than benchmark**

HOW TO READ THE GRAPH?

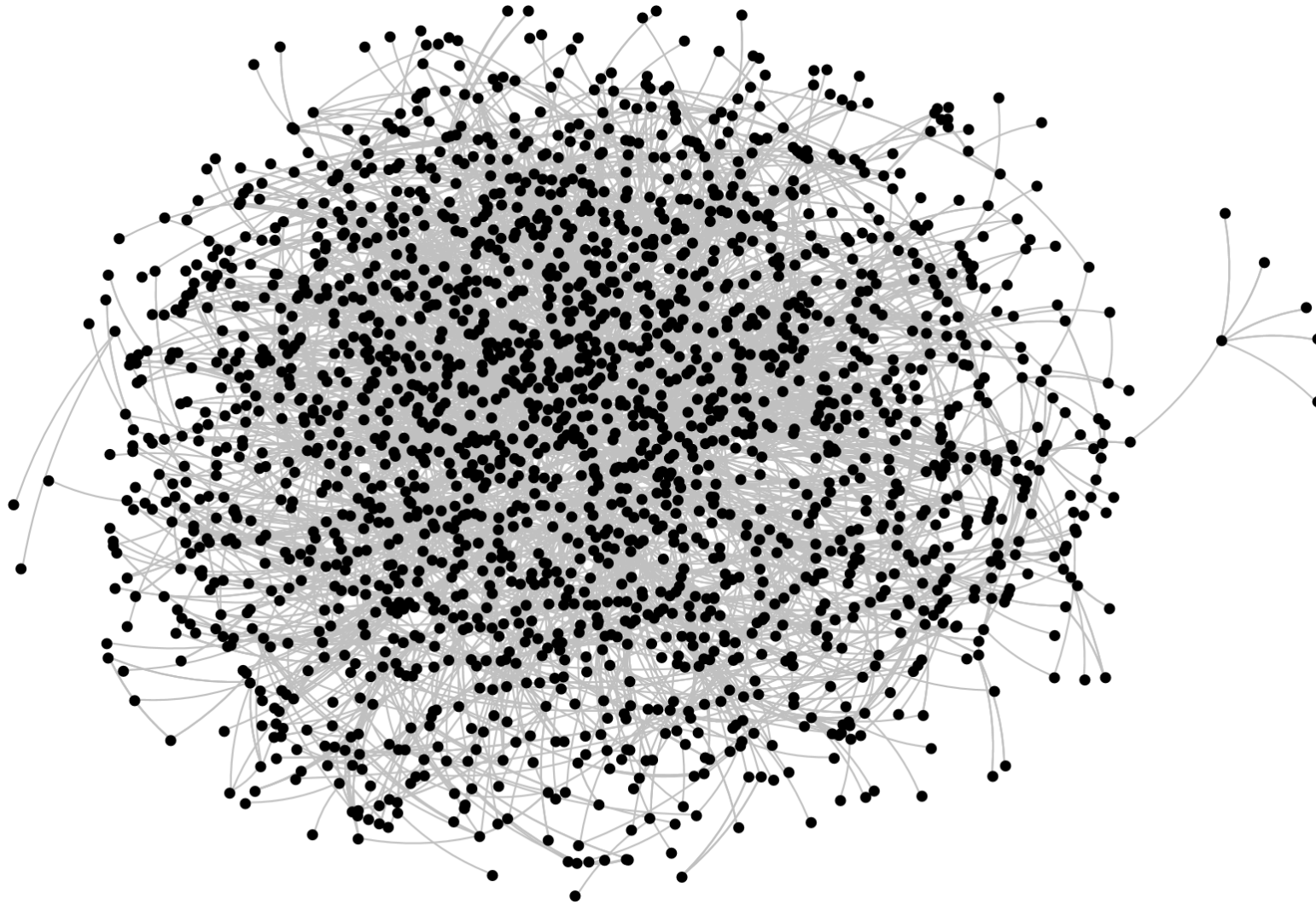
-  Innovisor Benchmark
-  SAMPLE CO Leadership

CHANGE BLOCKER #2 – KEY STAKEHOLDER SUPPORT

ARE YOUR KEY STAKEHOLDERS POSITIVE?



CHANGE BLOCKER #3 – NETWORK FRAGMENTATION ARE YOUR INTERNAL NETWORKS FRAGMENTED?



INNOVISOR BENCHMARK



X% faster ripple speed than benchmark



X% of your people are **NOT** sought out by others.

Post-pandemic benchmark is X%

HOW TO READ THE NETWORK VISUAL? See page 21 for more information



Based on the questions: (...)

● Employee

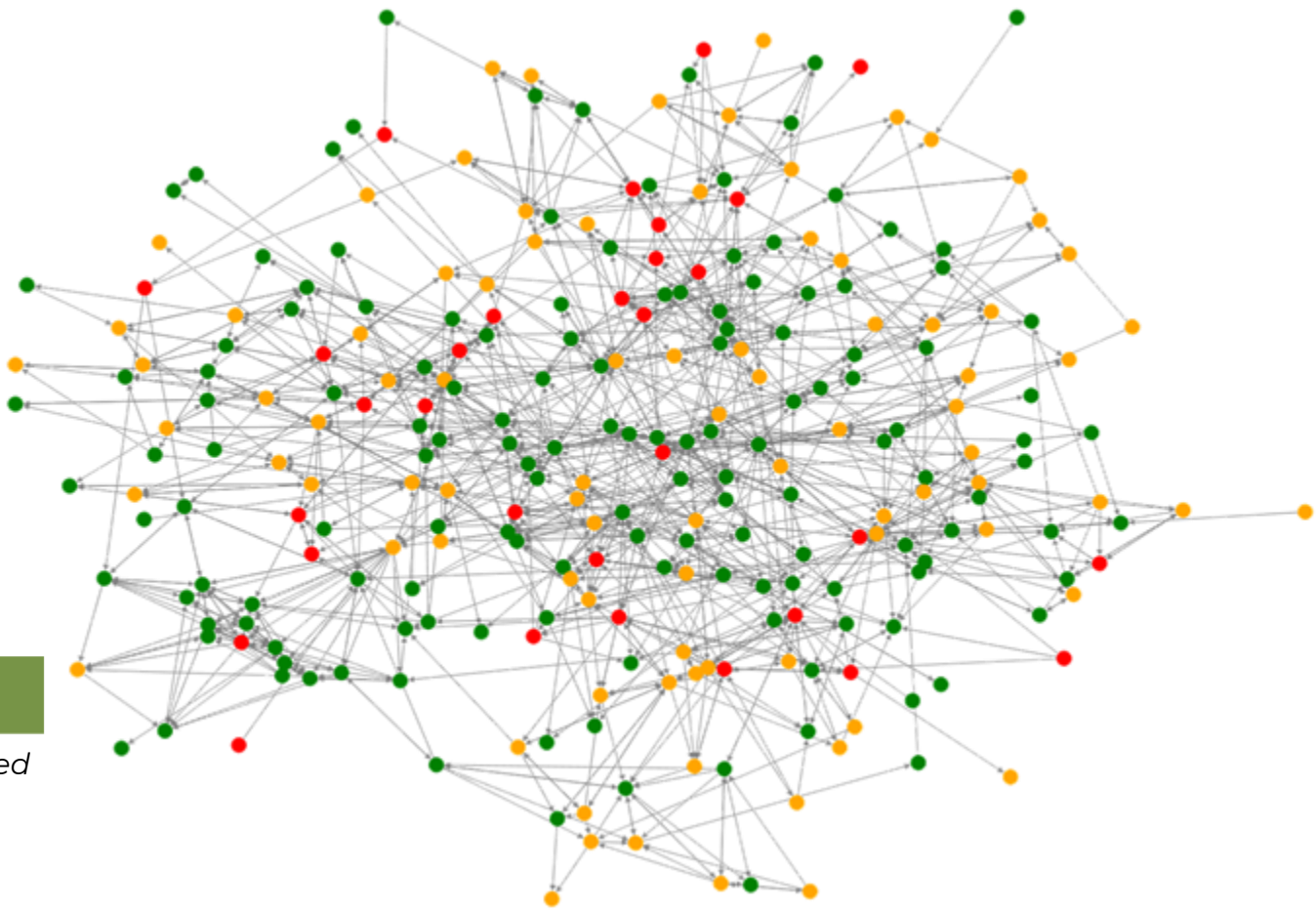
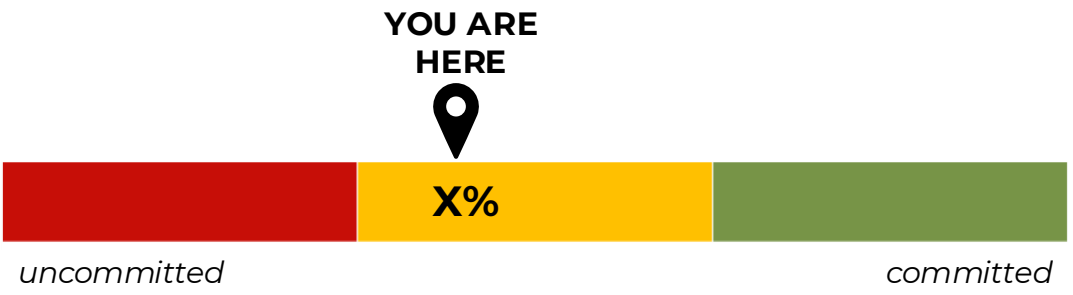
■ Leader

➤ Direction of influence

CHANGE BLOCKER #4 – ORGANIZATIONAL COMMITMENT ARE YOUR PEOPLE COMMITTED TO YOUR COMPANY?

INNOVISOR EVALUATION

You are in the worry zone



HOW TO READ THE NETWORK VISUAL? See page 21 for more information

Influence network is overlaid with the scale question: (...)

- Agree & Strongly Agree
- Neutral
- Disagree & Strongly Disagree

- No response
- Direction of influence



**INNOVISOR RECOMMENDATION
ON WHAT TO PRIORITIZE:**



Change Blocker #3:

Key Stakeholder Support



Change Blocker #4:

Organizational Commitment

The next section of this report will outline how to work with the recommended focus area(s).

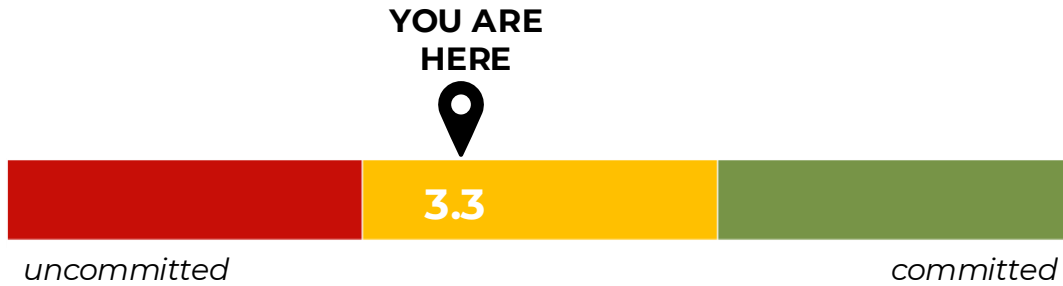
A network diagram consisting of numerous grey circular nodes connected by thin grey lines, forming a complex web of connections. The nodes are distributed across the top and bottom portions of the slide, with a solid light blue horizontal band in the center.

APPENDIX 2

HOW TO COMBAT YOUR CHANGE BLOCKERS?

HOW: CHANGE BLOCKER#3 - STAKEHOLDER SUPPORT





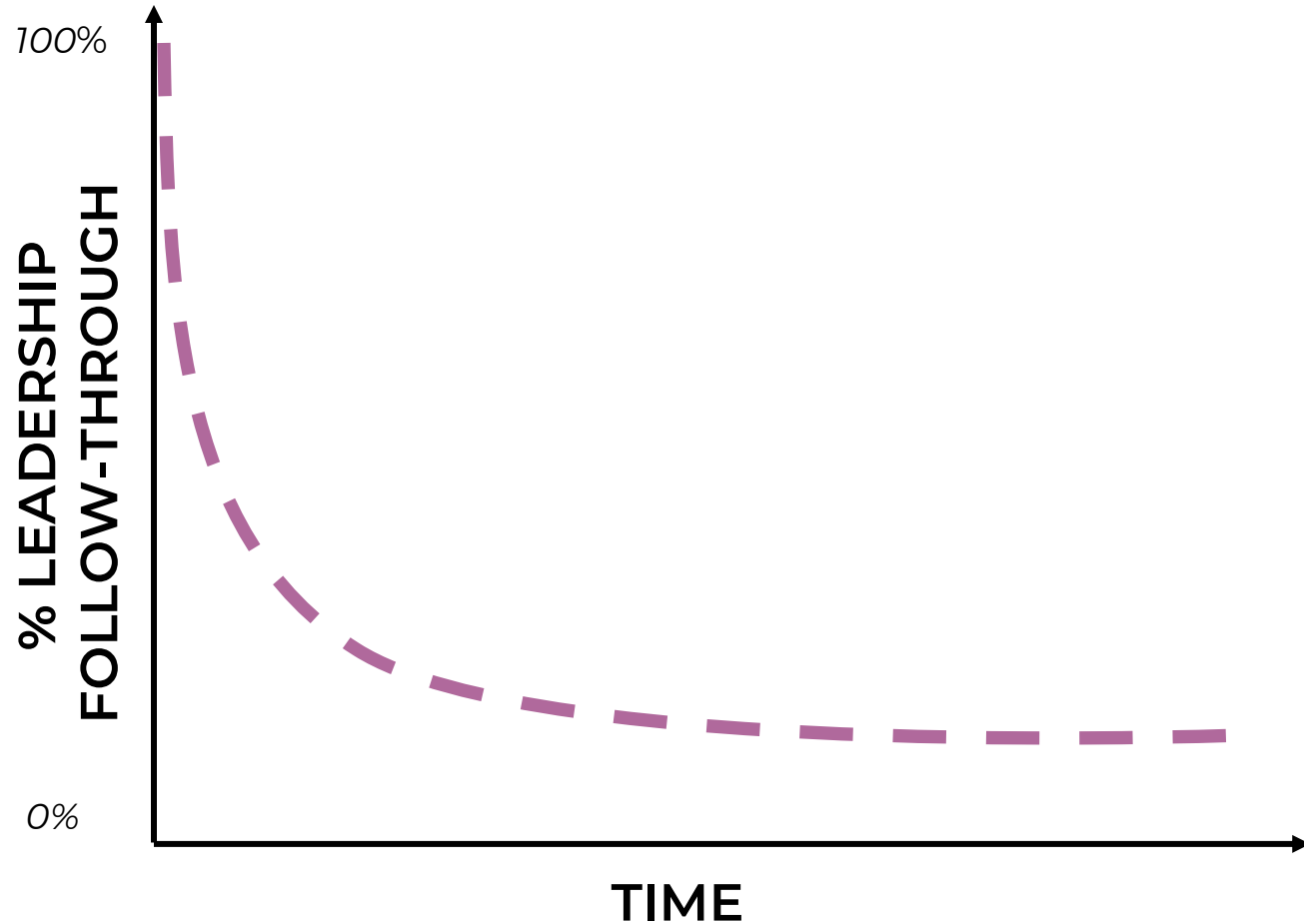
You are in the worry zone:

- Suggestion #1
- Suggestion #2
- Suggestion #3
- Suggestion #4

A network diagram consisting of numerous grey circular nodes connected by thin grey lines, forming a complex web of connections. The diagram is positioned at the top and bottom of the page, framing a central light blue horizontal band.

APPENDIX 3 INSPIRATION ON THE REMAINING TWO CHANGE BLOCKERS

HOW: CHANGE BLOCKER#5 - LEADERSHIP FOLLOW-THROUGH



Most Change Programs suffer from leaders not following through! Don't be that leader!

- Suggestion #1
- Suggestion #2
- Suggestion #3
- Suggestion #4

Most Change Programs suffer from project teams that are not set up for success over time. Do your best to avoid this! Here is a checklist to help you:

- Suggestion #1
- Suggestion #2
- Suggestion #3
- Suggestion #4





Innovisor is the recognized boutique advisory within organizational network analysis. It delivers its organizational diagnostics products and services to clients across the world. It documented and coined the “Three Percent Rule” for identification of influencers inside organizations.

The clients of Innovisor come in all sizes and from all industries. The one thing they have in common is that they share our belief: if you listen to your people, trust and engage them, there are no limits to what you can achieve as an organization.

Innovisor is committed to the SDGs. Its operations are closely aligned with the two SDG goals to which it can contribute with the greatest impact – no. 4 and 5 – Quality Education and Gender Equality.



INNOVISOR is organized into two geographic areas: North America and Europe

INNOVISOR Europe ApS
Firskowvej 32
DK-2800 Kgs. Lyngby, DENMARK

INNOVISOR NORTH AMERICA Inc
228 Park Avenue S, #300
New York, NY 10003, USA



In support of

**WOMEN'S
EMPOWERMENT
PRINCIPLES**

Established by UN Women and the
UN Global Compact Office

FOLLOW INNOVISOR ON:

