

PERMEATION OF CHANGE MODEL©	
Groups within Organizations	Characteristics in Innovation Diffusion
Initiators	<ul style="list-style-type: none"> • Seek to be first/best • Proceed with change even if no rules • Practical dreamers who implement • Respond to future opportunity
Interestededs	<ul style="list-style-type: none"> • Rely on Initiators • Will proceed if some implementation parameters are established • Respond to present opportunity
Wait-and-See	<ul style="list-style-type: none"> • A large group in most organizations • Wait for documentation details • Need safe and detailed plan to proceed
Followers	<ul style="list-style-type: none"> • Will not risk being wrong • Respond to future external threats/risks
Non-Compliers	<ul style="list-style-type: none"> • Resist change • Motivated only by direct intervention • Respond to current threats

Groups within Organizations	Effecting Change in Corporate Integrity Strategy
Initiators	<ul style="list-style-type: none"> • Manage the risk of Initiators making mistakes that affect the company's reputation and/or discourage others • Encourage Initiators to adopt pilot projects and define success criteria to control risks
Interestededs	<ul style="list-style-type: none"> • Invite Interestededs to work with Non-compliers on implementing change to shore up the weakest links
Wait-and-See/ Followers	<ul style="list-style-type: none"> • Wait-and-See and Follower groups prioritize risk management and are strongly motivated by others • Recommend that Wait-and-See and Follower groups proactively monitor evolving stakeholder expectations
Non-compliers	<ul style="list-style-type: none"> • Business integrity Non-compliers become the weakest links in an organization and must be prioritized for change • Encourage the Interestededs to support the Non-compliers in change. Initiators are not likely to be effective in supporting change within the Non-compliers group

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