

TEAM SPIDERWEB

Ideally, a change leader is both likeable and competent. FIGURE 9 below shows a spider diagram, sometimes known as a radar diagram, of individual competence (in red) and degree of likeability (in blue) for the eight-person team presented earlier. (Note: These charts are easy to create through Microsoft Excel or other commercially available charting programs.)

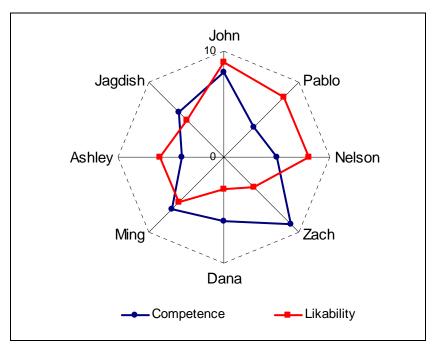


FIGURE 9: TEAM SPIDERWEB

Executive sponsors and change leaders can assess their team members' competence and likeability (for example, on a scale of 0–10) and place them on this standardized diagram to identify potential change agents. The likable yet relatively less competent individuals such as Pablo and Nelson can effect change because they everyone likes them, while leaders can coach the competent yet less well-liked individuals such as Zach and Dana more positively to maximize their much-needed skills.