

ChangeStyle Indicator®

A Discovery Learning Product

CHANGE STYLE INDICATOR

CSI DOES:

- Offer an explanation of preferred style of initiating and dealing with change
- Describe three change style preferences that are more personality influenced than situationally influenced
- Create an appreciation for change-style diversity

CSI DOES NOT:

- Present a right or wrong, “better” or “worse” change style
- Measure level of competence at initiating and managing change
- Limit individuals to predetermined responses to change

CHANGE STYLE PREFERENCE

CONSERVERS

*Accept the
structure*

Prefer change
that is
incremental

CHANGE STYLE PREFERENCE

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ORIGINATORS

*Challenge the
structure*

Prefer change
that is
expansive

CHANGE STYLE PREFERENCE

CONSERVERS

*Accept the
structure*

Prefer change
that is
incremental

PRAGMATISTS

*Explore the
structure*

Prefer change
that is
functional

ORIGINATORS

*Challenge the
structure*

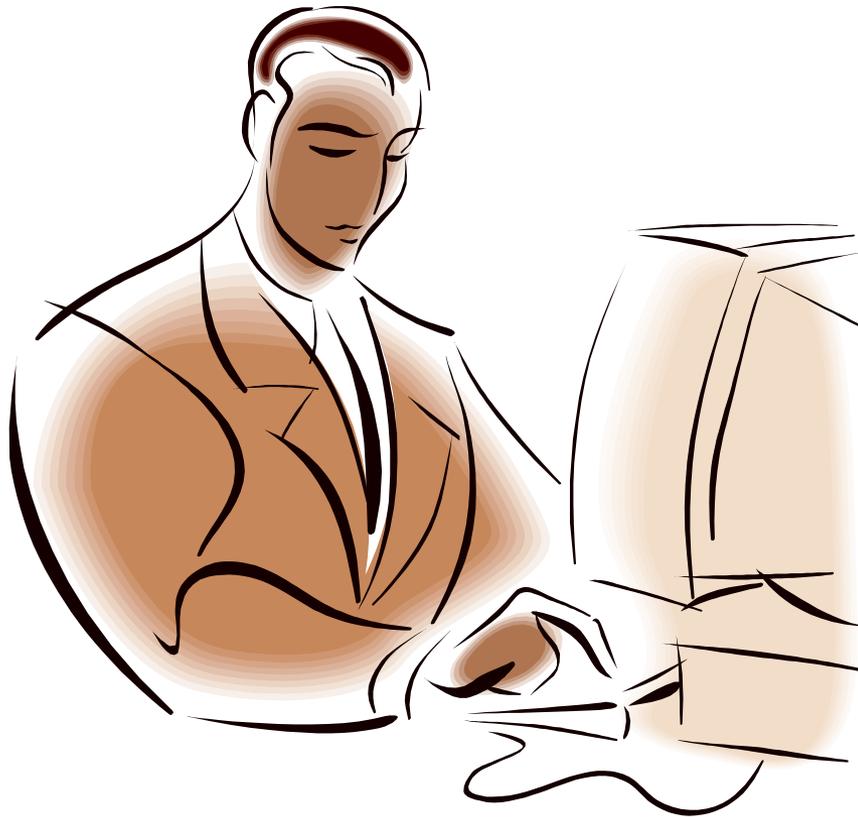
Prefer change
that is
expansive

CHARACTERISTICS

When facing change **CONSERVERS**

- Generally appear deliberate, disciplined, and organized
- Prefer change that maintains current structure
- May operate from conventional assumptions
- Enjoy predictability
- May appear cautious and inflexible
- May focus on details and the routine
- Honor tradition and established practice

What does a Conserver Boss Look For?



CHARACTERISTICS

When facing change **ORIGINATORS**

- May appear unorganized, undisciplined, unconventional and spontaneous**
- Prefer change that challenges current structure**
- Will likely challenge accepted assumptions**
- Enjoy risk and uncertainty**
- May be impractical and miss important details**
- May appear as visionary and systemic in their thinking**
- Can treat accepted policies and procedures with little regard**

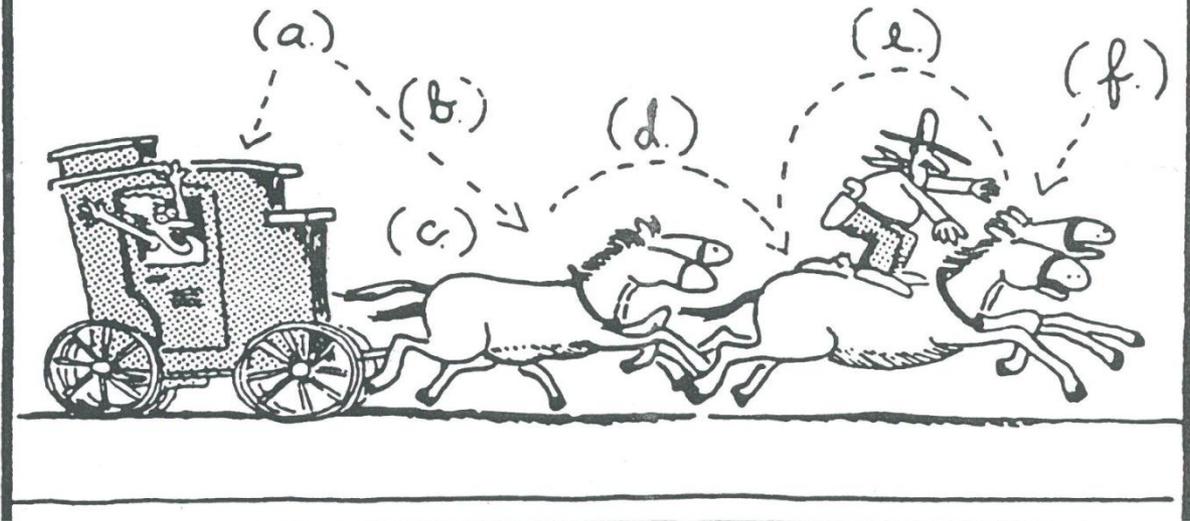
What does an Originator Boss Look For?



How to stop a Runaway Stage

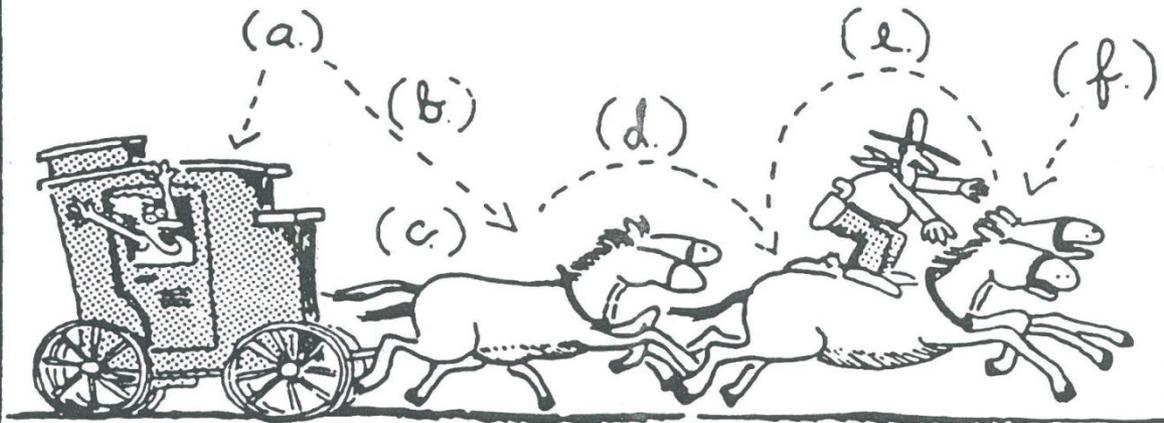
How to stop a Runaway Stage

Method # 1



How to stop a Runaway Stage

Method # 1



Method # 2 (a.)

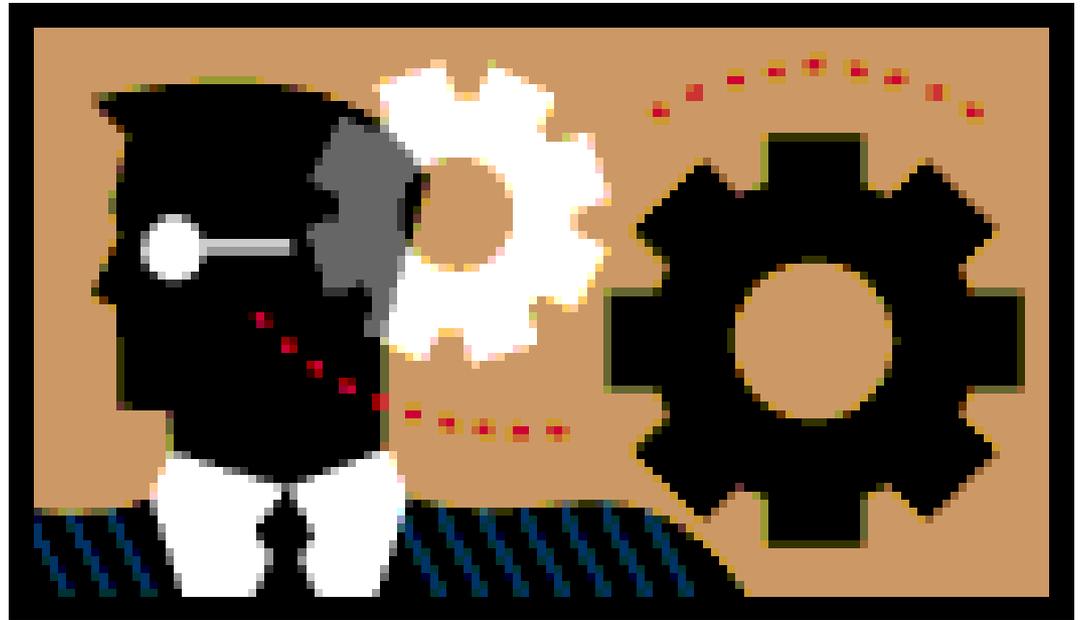


CHARACTERISTICS

When facing change **PRAGMATISTS**

- May appear practical, agreeable, flexible
- Prefer change that emphasizes workable outcomes
- Are more focused on results than structure
- Operate as mediators and catalyst for understanding
- Are open to both sides of an argument
- May take more of a middle-of-the-road approach
- Appear more team-oriented

What does a Pragmatist Boss Look For?



PERCEPTIONS

ORIGINATORS see CONSERVERS as:

- dogmatic
- bureaucratic
- yielding to authority
- having their head in the sand
- preferring the status quo
- lacking new ideas

PERCEPTIONS

CONSERVERS see **ORIGINATORS** as:

- divisive
- impulsive
- lacking appreciation of tested ways of getting things done
 - starting but not finishing projects
 - not interested in follow through
- wanting change for the sake of change
- not understanding how things get done

PERCEPTIONS

PRAGMATISTS can be perceived by strong **CONSERVERS** and **ORIGINATORS** as:

- compromising
- mediating
- indecisive
- easily influenced
- noncommittal
- hiding behind team needs

COLLABORATION

CONSERVERS

Prefer to keep
current structure
operating smoothly

Focus on
relationships

Encourage building
on what is already
working

PRAGMATISTS

Prefer balanced
inquiry

Focus on shared
objectives

Encourage looking
at the current
circumstances

ORIGINATORS

Prefer to challenge
accepted structure

Focus on
the task

Encourage exploring
new possibilities

CREATIVITY

CONSERVERS

Verification

Refine

**Follow
through**

PRAGMATISTS

Perspiration

Concretize

Implement

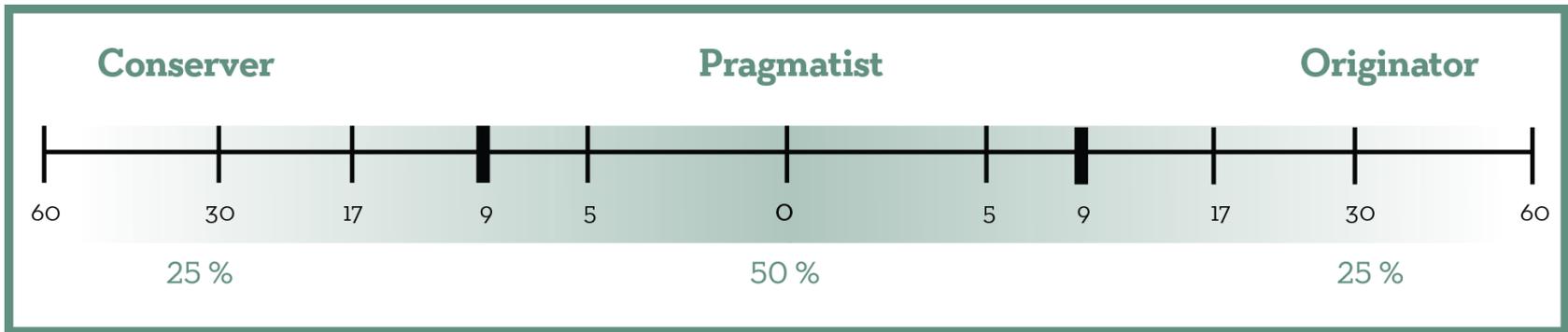
ORIGINATORS

Inspiration

Conceptualize

Initiate

CSI CONTINUUM



Style Summary

Conservers

CONTRIBUTIONS TO THE ORGANIZATION

- Get things done on schedule
- Work well within organizational structure
- Attend to detail and factual information
- Demonstrate strong follow-through skills
- Encourage and adhere to routine
- Respect rules and authority
- Handle day-to-day operation efficiently

LEADERSHIP STYLE

- Lead through reliable, stable, and consistent behavior
- Reward following the rules while getting the job done
- Attend to practical organizational needs
- Expect organizational policies, procedures and rules to be followed
- Promote the traditional values of the organization

Style Summary

Conservers

PREFERRED WORK ENVIRONMENT

- Secure
- Steady and consistent pace rewarded
- Time and space for reflection
- Stable, structured, orderly, and predictable
- Group oriented problem solving and decision making

POTENTIAL PITFALLS

- May be rigid in thought and action
- May discourage innovation by promoting existing rules, policies and regulations
- May not see beyond the present details to understand the broader, strategic context
- May delay completion of tasks because of perfectionism
- May delay action by reflecting too long on a situation
- May appear unyielding and set in their ways
- May overly focus on small details and inconsistencies

Style Summary

Pragmatists

CONTRIBUTIONS TO THE ORGANIZATION

- Willing to address the needs of the organization as they arise
- Get things done in spite of the rules, not because of them
- Negotiate and encourage cooperation and compromise to get problems solved
- Take a realistic and practical approach
- Draw people together around a common purpose
- Organize ideas into action plans
- Have short- and long-range perspectives
- Promote practical organizational structure

LEADERSHIP STYLE

- Facilitate problem solving among people
- Use and adapt past experiences to solve current problems
- Build cooperation rather than expecting it
- Use a facilitative approach in managing people and projects
- Encourage the organization to have congruence between values and actions

Style Summary

Pragmatists

PREFERRED WORK ENVIRONMENT

- Flexible and adaptable
- Harmonious and participative atmosphere
- Action-oriented, productive people who focus on the situation at hand
- Hands-on experiences encouraged
- Adaptive structure that is responsive to the needs of the moment

POTENTIAL PITFALLS

- May appear indecisive and undirected
- May not promote ideas and priorities enough
- May try to please too many people at the same time
- May appear noncommittal
- May be easily influenced
- May negotiate compromise that is too “middle of the road”

Style Summary

Originators

CONTRIBUTIONS TO THE ORGANIZATION

- Understand complex problems
- Bring strong conceptual and design skills
- Push the organization to understand the system as a whole
- Support and encourage risk-taking behavior
- Provide future-oriented insights and vision for the organization
- Serve as catalysts for change
- Initiate new ideas, projects, and activities

LEADERSHIP STYLE

- Catalysts for systemic change
- Energetic and enthusiastic
- Provide long-range vision to the organization
- Conceptualize and build new models
- Constantly reorganize the whole system
- Like to be in charge of the start-up phase
- Prefer unique leadership roles to conventional roles
- Manage more than one task at the same time

Style Summary

Originators

PREFERRED WORK ENVIRONMENT

- Working independently on models to solve complex problems
- Change and risk oriented
- Non-bureaucratic, unconstrained by rules and policy
- Idea oriented and intellectually challenging
- Focus on long-range, strategic planning
- Multiple tasks to work on simultaneously

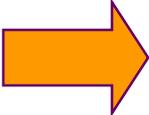
POTENTIAL PITFALLS

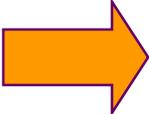
- May not adjust their vision to the facts, logic, and practical constraints of the situation
- May become lost in theory, ignoring or forgetting current realities
- May over extend themselves
- May not adapt well to policies and procedures
- May appear unyielding and discourage others from challenging them
- May ignore the impact of their ideas on the system and other people
- May move on to new ideas or projects without completing those already started
- May overlook relevant details

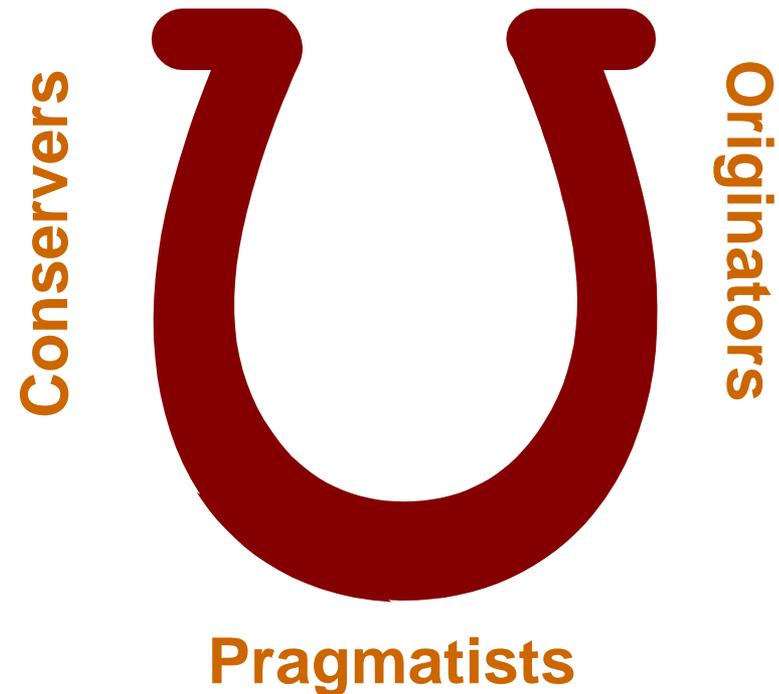
Questions for Assessing Situational Appropriateness of Change Style

- How many solutions have been tried already?
- How critical is time?
- How limited are resources?
- How critical is the situation?
- How long has the team worked together?
- Are politics playing a part in the situation or decision?
- Who is requesting the change?
- Is the client a conserver, a pragmatist, or an originator?
- In what stage of development is the project?
- Is the project of a short- or long-term nature?
- Has the competition changed?
- Are you facing deregulation?

Let's look at your change style

 Get feedback sheet from Claudia

 Line up in a horseshoe



Suggestions for Increasing Flexibility and Avoiding Style Traps

In General

- Consult with a person you believe to have a change style different from yours before proceeding.
- Make efforts to understand the perspectives of those with styles other than your own.
- Imagine putting on a hat of another style.
- Solicit feedback and suggestions.
- Step back and be aware of your initial reaction in a situation, especially when you are aware of having an emotional response.

Suggestions for Increasing Flexibility and Avoiding Style Traps

Conservers

- ❑ Consider at least three alternatives before making a decision.
- ❑ Remember to pay attention to the wider ramifications of problems in addition to present realities.
- ❑ Think of the “big picture” consequences of actions. Ask others to explain them if necessary.
- ❑ Find an originator you respect and ask his or her perspective.
- ❑ Specify a time frame in which the decision will be made or the action taken.
- ❑ When time is critical, identify no more than three or four criteria for deciding who should be included in framing your decision.
- ❑ Develop tools and strategies for exploring and understanding system oriented issues.
- ❑ Find someone who is willing to play devil’s advocate with your proposed solutions/ideas.
- ❑ Write a list of advantages for taking more of an originator-type approach in a given situation.
- ❑ Write a description of a desired future outcome in positive and global terms.

Suggestions for Increasing Flexibility and Avoiding Style Traps

Pragmatists

- ❑ Specify a period of time in which to consider alternatives prior to committing to a solution.
- ❑ Imagine the consequences of your decision on someone for whom you care.
- ❑ When dealing with strong conservers or originators, ask exploratory questions about emotional responses to a situation, for example, *How do you feel about this? How would you like things to be?*
- ❑ Identify a person you suspect to be a strong conserver and a person you believe to be a strong originator and solicit their opinions.
- ❑ Identify decision criteria and apply the criteria to each possible solution.
- ❑ Identify specific questions to ask conservers and originators.

Suggestions for Increasing Flexibility and Avoiding Style Traps

Originators

- Wait a day before taking action.
- Find someone you suspect of being a conserver and ask for his or her perspective.
- Identify and try to understand at least five facts related to the situation, problem, or decision.
- Explore and understand what is already working in the current situation.
- Learn to give up on an impractical idea.
- Attempt to clearly understand the impact of the decision or action on at least two other people.
- Find someone who is willing to play devil's advocate on a given topic or decision.
- Write a list of advantages for taking more of a conserver-type approach.
- Make a list of relevant facts and details.
- Learn to screen activities rather than attempting all that is initially appealing.