
Leading Change

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Follow the instructions as they are given to you by the facilitator

ACTIVITY

Change Style Indicator

Consider these questions:

- ✓ What is a change that is planned or has already begun? what is happening, when will it happen, etc.
- ✓ What concerns you most about this change?
- ✓ What is your role in the change?
- ✓ Who will you have to help navigate through the change?
- ✓ Name the people that are impacted as a result of this change within your workplace.
- ✓ What are some of their reactions to the change (or if it isn't announced yet, what do you anticipate their reaction to be?)



Change Style Indicator® (CSI)

CSI Does:

- Offer an explanation of preferred style for initiating & dealing with change
- Describe three change style preferences...more personality influenced than situation influenced
- Create an appreciation for change-style diversity

CSI Does Not:

- Present a right or wrong, “better” or “worse” change style
- Measure competence in initiating & managing change
- Limit individuals to predetermined responses to change



Change in your organization?

Rate of Change

1

5

10

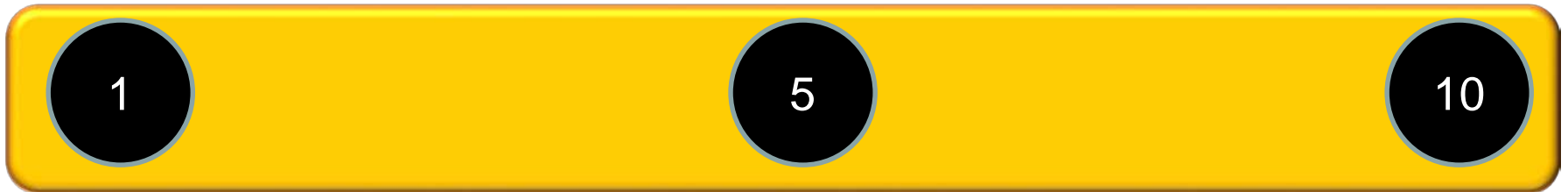
Occasional

Constant



Change in your organization?

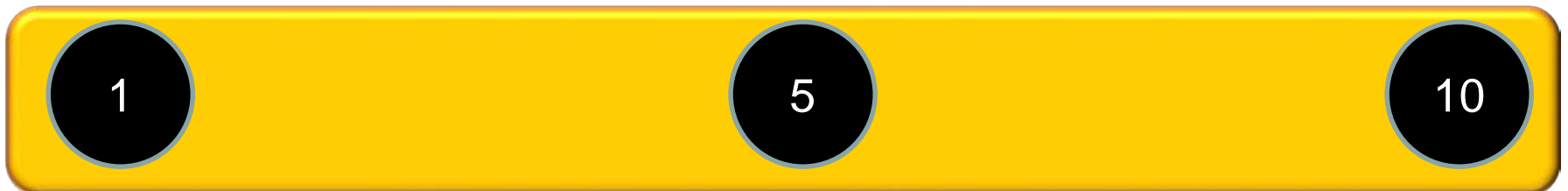
Rate of Change



Occasional

Constant

Intensity of Change



Fine-Tune

Radical



Two Dimensions of Change

Structural vs. Psychological

Two Dimensions of Change

Structural Event

- **New job**
- **New boss**
- **Reengineering**
- **New Technology**
- **Merger/Acquisition**
- **New systems**
- **Revised job**
- **Personal**



Two Dimensions of Change

Structural Event

- **New job**
- **New boss**
- **Reengineering**
- **New Technology**
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- **Revised job**
- **Personal**

Psychological Response

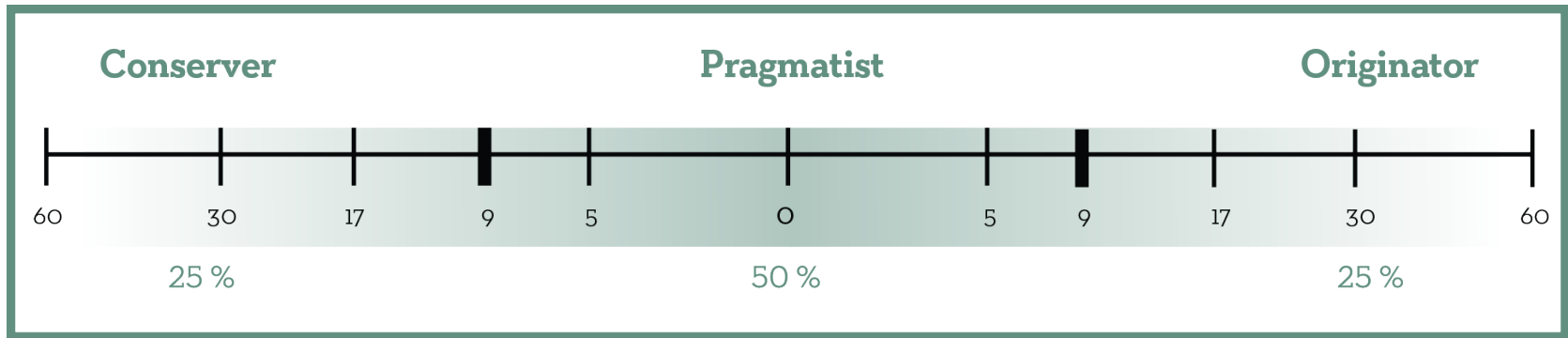
- ↪ **The process we go through to adjust to the new situation (fear, excitement, anxiety, suspense disappointment)**
- ↪ **“Emotions”**

Try This

1. Find a pen or pencil and a piece of paper.
2. Quickly sign your name the way you typically sign a check or other document.
3. Move your pen or pencil to your other hand and sign your name again.



CSI CONTINUUM





Change Style Indicator®

CHANGE STYLE PREFERENCE

CONSERVERS

*Accept the
structure*

Prefer change
that is
incremental

CHANGE STYLE PREFERENCE

CONSERVERS

Accept the
structure

Prefer change
that is
incremental

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

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

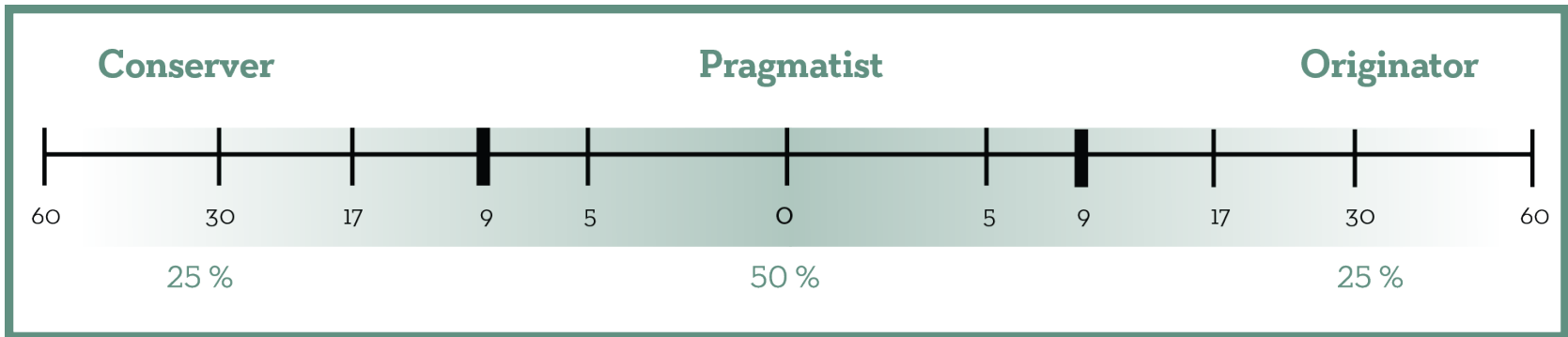
CHARACTERISTICS

When facing change

PRAGMATISTS

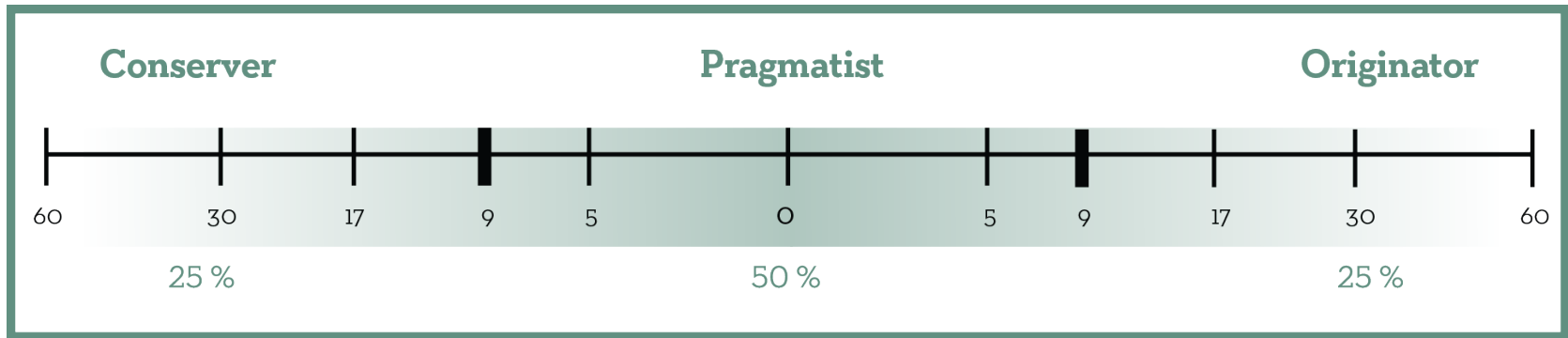
- May appear practical, agreeable, flexible
- Prefer change that emphasizes workable outcomes
- Are more focused on results than structure
- Operate as mediators and catalyst for understanding
- Are open to both sides of an argument
- May take more of a middle-of-the-road approach
- Appear more team-oriented

Place yourself on the continuum





Review Your Style



Style Guide

Conservers 5

Pragmatist 6

Originators 7





Horseshoe

0

Pragmatist

-9

+9

Conservator

Originator



Group Discussion Questions

- By Conserver, Pragmatist and Originator group, answer these question
 - **“Tell me what the folks across from you need to know about working effectively with you”**

Group Discussion Questions

- By Conserver, Pragmatist and Originator group, answer these questions
 - **“What frustrates you about working with the other groups?”**
 - **“What pushes your buttons?”**
 - **What tips would you offer the other preferences to help you work together more effectively?**

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

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

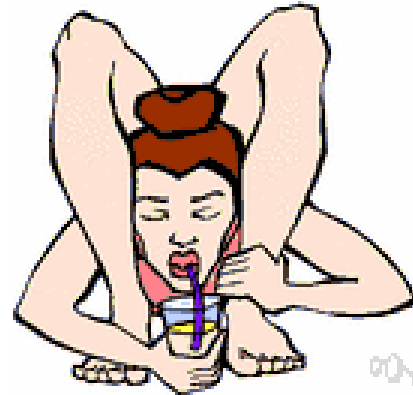
POTENTIAL PITFALLS

- 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

Increasing Flexibility

- Step Back
- Solicit Feedback
- Make effort to understand
- Find another view point
- Imagine

Preference \neq Capacity



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