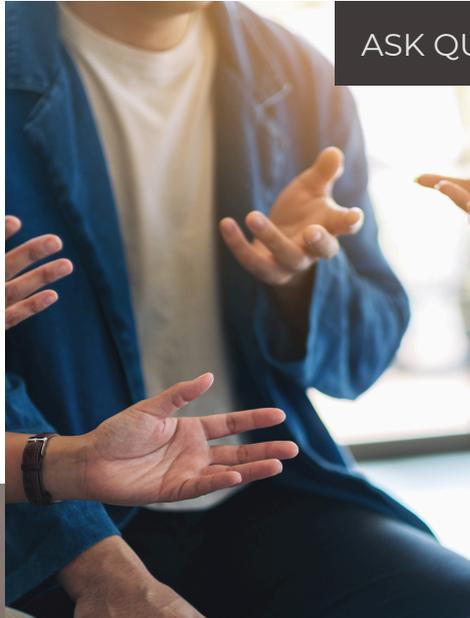


HOW DO WE ADDRESS IT?

Find it, acknowledge it, talk about it



ASK QUESTIONS: FIND THE LOSS

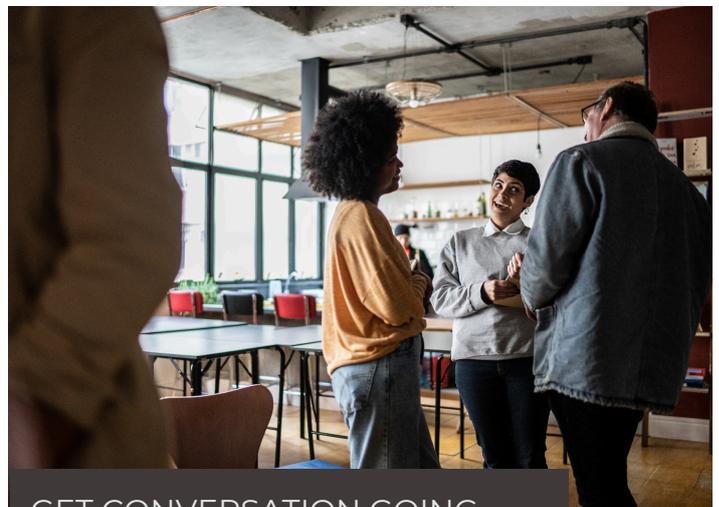
Remember: if someone **resists** change, it is because **they perceive that something they value is threatened to be lost**. They are trying to hold onto those values and they may not even know they're doing it. If you can ask questions to try to identify the value(s) that they are afraid to lose, you might be able to get a conversation going that addresses those concerns, offers reassurance. Ask things like: "It sounds like you might be thinking ____ will be lost, is that right?" or "Can you tell me a little more about ____? Are you afraid that ____ might be lost?"



DON'T DISMISS LOSS FEAR

Some people **"chase" change because they are afraid to lose opportunities that they value**.

Whether they are resisting change or chasing change—they are trying to stop value loss. Ignoring these "fears" is often a bad idea. People tend to "double down" when they feel they are not heard. But remember: showing someone you hear them does not mean you agree with them or that they are right. You CAN have a conversation about value loss without conceding to "their way".



GET CONVERSATION GOING

Remember these 3 change types: **Conservers who try to hold onto things they value about the current situation, Originators who "chase" change because they value opportunity, and Pragmatists that are able to see both sides of any situation but may struggle with decision making**. If you can get conversation going that inquires about what people value, what the priorities ACTUALLY are and generate good discourse around what stays and what needs to "go" or be reinvented, you have a better chance of moving your initiative along with less resistance—in any direction!

Change Style Preference

Conservers		Pragmatists		Originators
Accept the structure	◆	Explore the structure	◆	Challenge the structure
Prefer change that is incremental	◆	Prefer change that is functional	◆	Prefer change that is expansive

The CSI is designed to capture your preferred style in approaching change. The results of the CSI will place you on a continuum ranging from a conserver style to an originator style with the pragmatist style occupying the middle of the continuum. The closer one is to one end of this continuum, the stronger the preference for a conserver or originator approach to change. The closer to the center the stronger the preference for the pragmatist style.

Conservers prefer current circumstances over the unknown. The goal of a conserver is to better utilize resources – people, technology, knowledge, capital – while preserving the existing structure. Conservers prefer change that is gradual and incremental. They represent a total quality management approach to enhancing organizational effectiveness. At its best the conserver style is characterized by gradual and continuous improvement.

Originators prefer a faster and more radical approach to change. The preference of originators is significant and expansive change which occurs quickly. Originators are representative of the reengineering approach to change. The goal of an originator is to challenge existing structure, resulting in fast, fundamentally different, even systemic changes.

Pragmatists prefer to explore the existing paradigm in an open and objective manner. They are likely to advocate for change that is more reflective of the demands of the current circumstance, regardless of the impact on the existing structure. Pragmatists prefer change that is functional. They are most interested in what will work in a given situation. However, even within the pragmatist range, the more scores move toward either the conserver or originator end of the continuum, the more an individual will express a change style consistent with that preference.

Conserver

Pragmatist

Originator