



# IMPROVE CHANGE EFFECTIVENESS

*“The Change Style Indicator has been a valuable part of my consulting tool kit for years. It is my instrument of choice when working with groups struggling with change. It offers excellent insight into how ones preference for change impacts their approach to change and also how that preference is perceived by others with different preferences. The CSI is a well researched, easy to use assessment that is always well received by participants.”*

**Change Style Indicator®** is an assessment instrument designed to measure an individual's preferred style in approaching change and in addressing situations involving change. Three primary styles exist on a continuum:

**Conservator - Pragmatist - Originator**

Keith Caver

North America Practice Leader  
Towers Watson

# The Assessment Tool

The self-scoring assessment instrument uses 22 items to establish a ranking of how the respondent prefers to address and work with change. The instrument addresses both initiated and imposed change and places the respondent on a 132-point continuum between Conserver and Originator with Pragmatist in between. Most individuals are a blend of Conserver–Pragmatist or Pragmatist–Originator; however the degrees of blending are identifiable. The preferences and behaviors associated with 11 scoring segments along this continuum are described in detail in a personalized report when the assessment is administered online.

## With Change Style Indicator® leaders will:

- ▶ Learn about three unique styles for dealing with change
- ▶ Discover their personal position on this continuum of change style preferences
- ▶ Learn how a preferred style affects how others perceive an individual and how a style influences the perception of others
- ▶ Determine the “traps” in their style that can limit a leader’s flexibility and ability to lead
- ▶ Explore the advantages and strengths that each style offers in a team effort
- ▶ Improve interpersonal communication and understanding
- ▶ Avoid conflicts and reduce unproductive meeting time
- ▶ Realize the value of all perspectives when resolving issues
- ▶ Improve teamwork
- ▶ Enable the group’s creativity and innovation
- ▶ Increase collaboration and cooperation
- ▶ Reach the “win/win” solution more quickly

## The Three Styles

### Conservers

- ▶ Accept structure
- ▶ Prefer retaining existing systems and paradigms
- ▶ Prefer gradual change
- ▶ May appear cautious and inflexible but do ask the hard, detailed questions

### Pragmatists

- ▶ Explore structure
- ▶ Operate as mediators and catalysts
- ▶ Prefer change that best serves the function
- ▶ May appear reasonable, practical and flexible but also noncommittal

### Originators

- ▶ Challenge the structure
- ▶ Enjoy risk and uncertainty
- ▶ Prefer quicker, more expansive and radical change
- ▶ May appear disorganized and undisciplined but are original thinkers

## Materials

### Instrument

Poses 22 assessment items for evaluating preferences. Online and self-scoring versions are available. Check website for language choices.

### Style Guide

- ▶ Describes the three Change Styles in detail and serves as a reference book for each person being assessed
- ▶ Includes sections regarding the implications of Change Style preferences on leadership
- ▶ Discusses how these preferences affect one’s perceptions of the other styles
- ▶ Presents change styles’ roles in creativity and collaboration
- ▶ Addresses how to increase flexibility and avoid traps

### Certification Provides:

- ▶ Downloadable Facilitator Guide
- ▶ Downloadable Powerpoints
- ▶ Online Webinar
- ▶ Online Assessment Center Tutorial
- ▶ Master Trainer Conferencing
- ▶ Access to DLI’s Online Assessment Center

### Change Style Indicator® works well with:

OurTown®  
Paper Planes, Inc.®  
Paper Scrapers®