
Understanding and Managing Change in the Healthcare Environment

AASP Annual Meeting
May 12, 2017



Change Style Indicator®

Change Style Indicator®

- Everyone does not handle change the same
- Understanding our change preferences and preferences of others we can become better able to lead, manage, and assist others through inevitable changes in our lives and organizations
- CSI measures your preferred style when faced with change
- Your CSI score does not indicate your effectiveness at using your preferred change style

Assessment Instructions

- Distribute a total of 3 points to each pair of statements.
- Depending upon how strongly you agree with statement A or B, assign the statement 0, 1, 2 or 3 points.

0 = Almost never

1 = Sometimes

2 = Often

3 = Almost always

Assessment Instructions

- The total for each PAIR of statements must always equal 3.
- Use only WHOLE numbers, no fractions
- Example:
 - 2** A. *I honor tradition*
 - 1** B. *I break with tradition*
- Word of Caution

Scoring the Assessment

- **Step 1:** Transfer points from the original column to the Conserver and Originator columns.

		<i>Conserver</i>	<i>Originator</i>
1.	$\frac{2}{1}$	A.	$\frac{2}{\quad}$
		B.	$\frac{1}{\quad}$

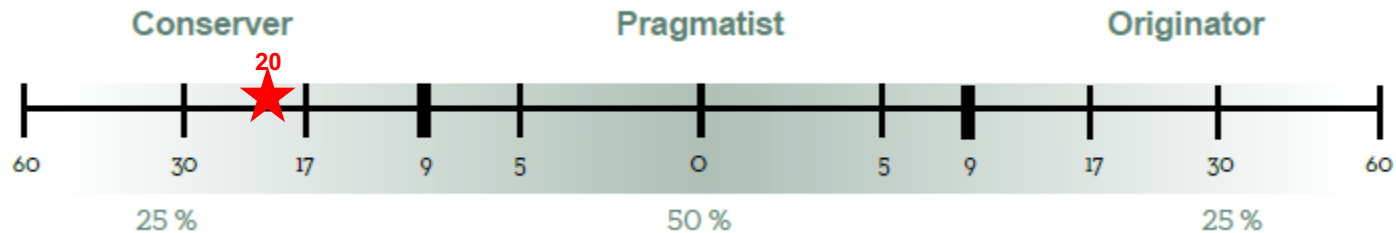
- **Step 2:** Total the Conserver and Originator columns.
- **Step 3:** Find your overall score by calculating the difference in the totals of the Conserver and Originator columns.
- **Step 4:** Plot your score on the graph at the far right.

Scoring the Assessment

Example:

Conserver Score	40
Originator Score	20
Absolute Difference	<u>20</u>

Graphed Example:



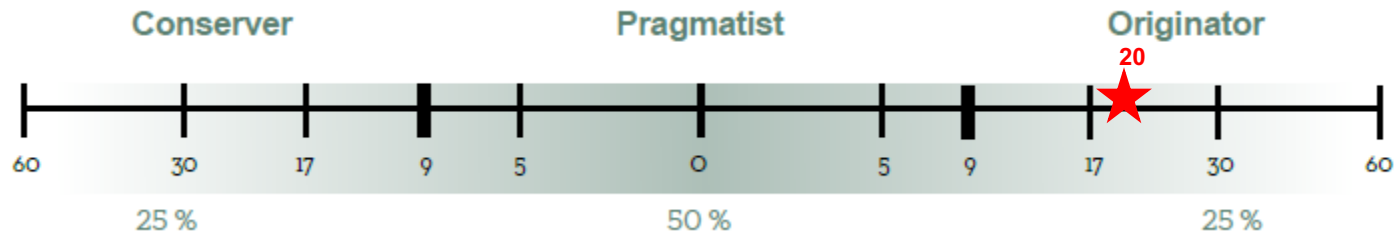
In this example, the score of 20 is placed closer to the Conserver end of the graph, since the total Conserver score was larger than the Originator score.

Scoring the Assessment

Example:

Conservator Score	20
Originator Score	40
Absolute Difference	<u>20</u>

Graphed Example:



In this example, the score of 20 is placed closer to the Originator end of the graph, since the total Originator score was larger than the Conservator score.

CHANGE STYLE PREFERENCE

CONSERVERS

Accept the
structure

Prefer change
that is
incremental

CHANGE STYLE PREFERENCE

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ORIGINATORS

Challenge the
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Prefer change
that is
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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

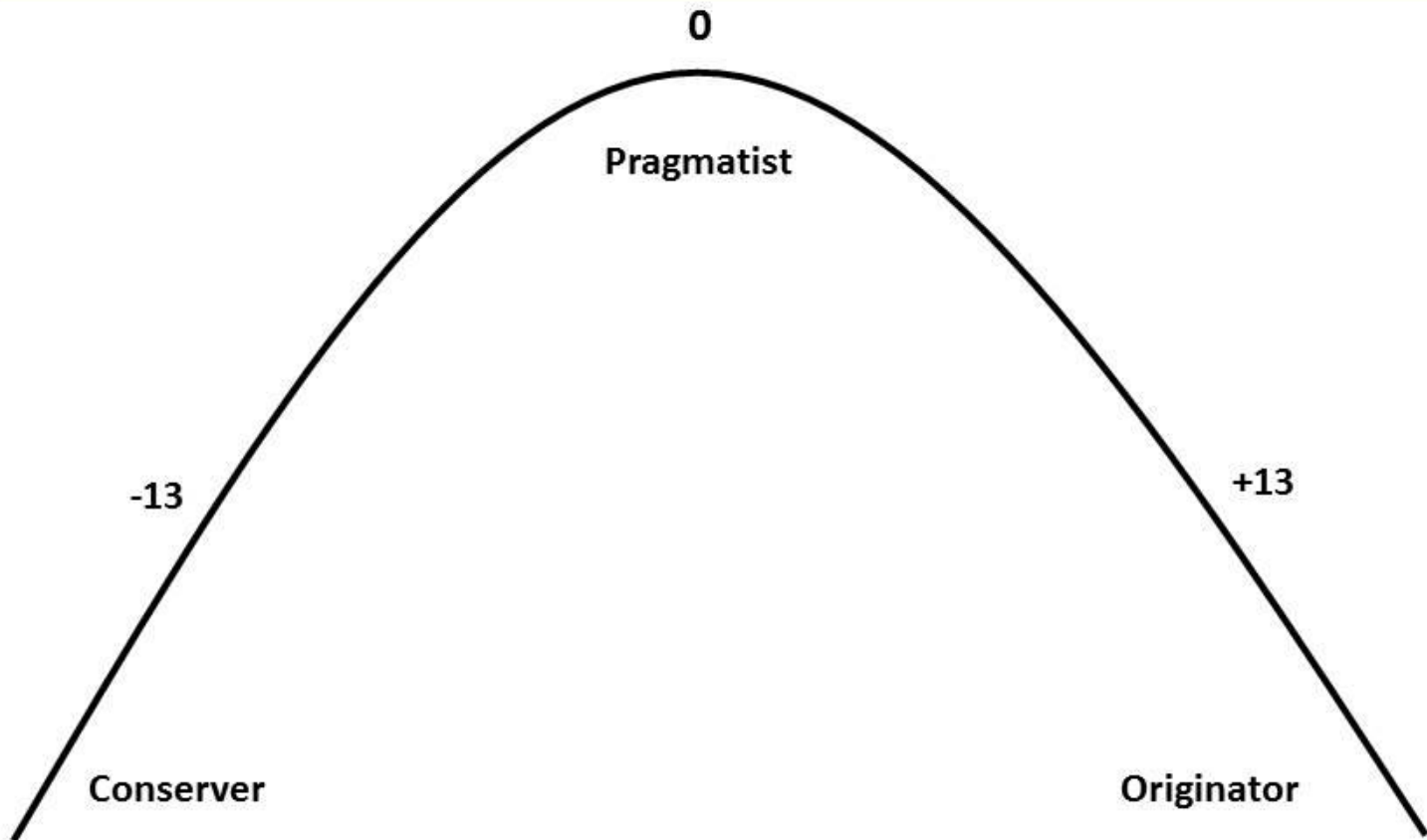
Prefer change
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Activity

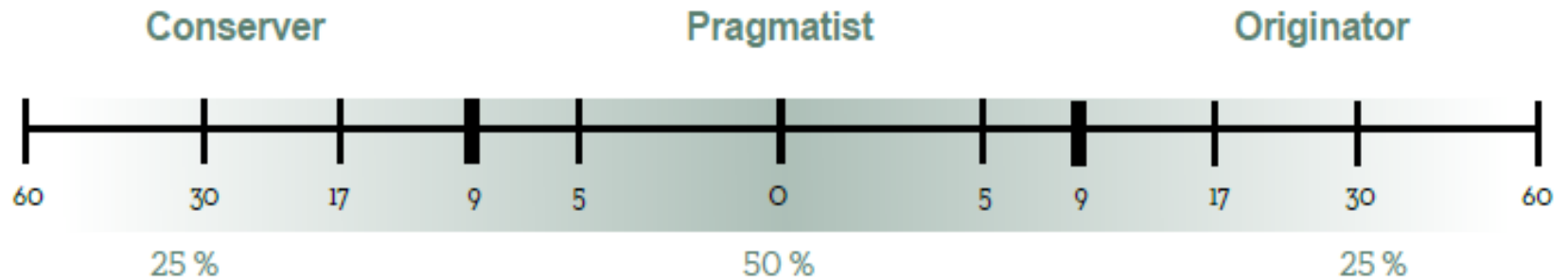


- Find a pen and a piece of paper.
- Quickly sign your name the way you typically sign a check or other document.
- Move your pen to your other hand and sign your name again.

Horseshoe Activity



Change Preferences Scale



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

Group Discussion

- What are your very first thoughts when you hear the words, “There are going to be some changes announced here?”
- What do you appreciate about people with styles different than yours?
- What would you like others to know about people with your Change Style preference?
- How does it feel to be a (Conserver, Originator, Pragmatist) in your organization?



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

Why?

- Helps us better understand internal dynamics and interactions
- Understanding individual, team, and organizational conflict – reframing of conflict from “right versus wrong” to one of difference in perspective and style
- Diagnostic and perspective tool for planning new organizational initiatives

Additional Resources in Booklet

- Change Style Preferences
- Potential Pitfalls of Each Style
- Tips for Increasing Flexibility and Maximizing Effectiveness
- Tips for Working with Change Preferences

