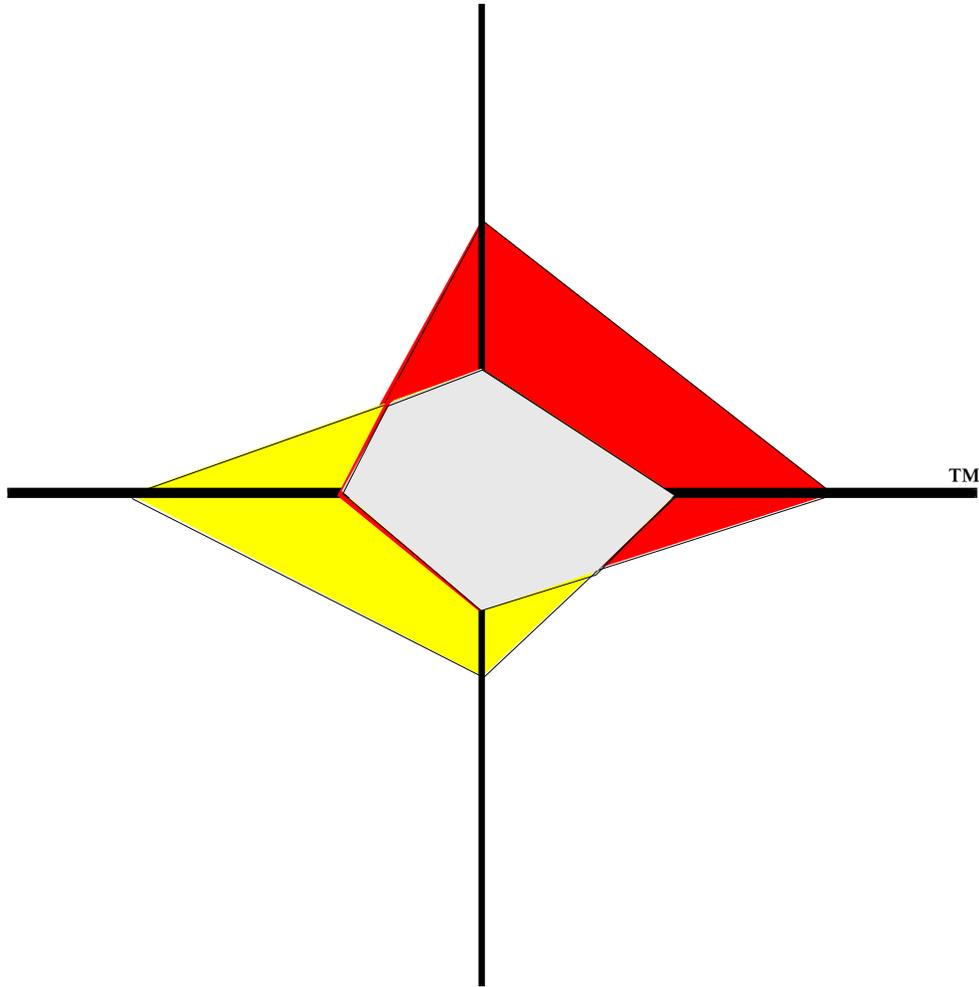


# “I OPT”<sup>®</sup>

(Input Output Processing Template)

## CHANGE MANAGEMENT REPORT



This report has been prepared for:



# Change Management Report

Prepared for:

Date Prepared:

Thank you for completing the “I Opt” Survey. Your responses to the questionnaire have been tabulated and your own personal strategic style(s) have been identified.

Your answers indicate that you scored highest in the ranges of **Reactive Stimulator** and **Relational Innovator**, respectively. This report contains a sketch of the behavioral traits and preferences common to those styles. These styles describe the general preferences that a person uses to navigate life.

This report focuses on change. Everybody can and does change. How-ever, we go about it in different ways. The ease or difficulty we experience depends on how well the kind of change we are attempting matches our way of doing things. This report will outline your likely responses to different kinds of change. It will also offer some suggestions on how you might better align your style with the change situation that you confront.

The style classifications above are based on the scores calculated from the answers that you provided. The scores do **NOT** reflect or predict your personality, ability, experience or suitability. They are simply a natural outcome of the way you process information. Any interpretation of this report should take into account ALL relevant input such as actual experience, skills, interests and abilities.

## Your Primary Style is Reactive Stimulator

### REACTIVE STIMULATOR (RS)

#### COMMON CHARACTERISTICS

- Goals:** To fully meet the goals that have been accepted.
- Wants:** An agenda, not a detailed plan.
- Likely to:** Use shortcuts, practical approaches and expedient solutions.
- Driver:** Tangible results as measured by volume.

#### RESPONSE TO CHANGE

- Readily accepts change that promises improvement in speed or volume.
- Will quickly offer ideas for improving speed and effectiveness.
- Enjoys the volatility that change brings. May act to heighten it.
- May tend to move to action before the changes are fully understood.
- Resists changes that introduce complexity or slow the ability to respond.
- Likely to resist added detail. May attempt to use shortcuts.
- Will discard changes that do not quickly work when they are applied.
- Tends to be vocal in judgment of the change effort (positive or negative).

**ATTITUDE:** Tends to be naturally expressive, energetic and outgoing. Generally enjoys fluid situations and will tend to look on change in that light.

**HORIZON:** Focuses on relatively short-range objectives. May have difficulty relating to changes that extend far into the future.

**REACTION:** Is likely to display judgement of the value of change openly. Can be expected to react severely to changes that are found to be unsatisfactory.

**FOCUS:** Wants to hear about what is expected and “when” things are to be done. Needs to hear about tangible, visible targets, milestones and events.

**RISK:** Generally ignores risk. Tends to rely on the ability to react quickly to recover from any missteps. Is unlikely to be intimidated by uncertainty associated with change.

**COMPLETION:** Will tend to quickly adopt change initiatives. However, if implementation requires long-term effort, interest may decline and projects may be left unfinished.



## Your Secondary Style is Relational Innovator

# RELATIONAL INNOVATOR (RI)

### COMMON CHARACTERISTICS

- Goals:** Personal control and exploration possibilities.
- Wants:** Creativity, excitement, variety and challenges.
- Likes:** Fluid, fast moving situations needing creative solutions.
- Driver:** To contribute to a big difference.

### RESPONSE TO CHANGE

- Encourages change of all types. Readily cooperates.
- Wants to contribute to the plan or idea.
- Change cannot be too fast. Will probably try to accelerate it.
- Action is a secondary consideration. For the RI, the idea is what counts.
- Tends to resist changes involving use of traditional, unexciting methods.
- Is likely to see and recommend additional ideas and changes.
- Becomes frustrated if changes are too slow or too modest.
- Likely to offer quick, vocal judgement on changes (positive or negative).

**ATTITUDE:** Tends to have an “idea generator” self-image and is likely to live up to that image. Is generally open, expressive and free in offering ideas and suggestions.

**HORIZON:** Thinks in terms of overall mission or end purpose. Ordinarily takes a long-range view of major issues.

**REACTION:** Is likely to openly display the full depth of negative judgements. Tends to be candid in judgment.

**FOCUS:** Wants to know “what” the overall objective is and how it fits into the “big picture.” Attention quickly centers on change and existing processes may be neglected. The exposure for the RI is things that do not change.

**RISK:** The RI tends to think in central concepts rather than detail. This can mask possible exposures. The RI also tends to believe that added ideas can be generated to offset any risk encountered. Overall, they are risk takers.

**COMPLETION:** Will usually support changes energetically. However, may be slow to implement them. The reason is that they tend to be diverted by even newer ideas.



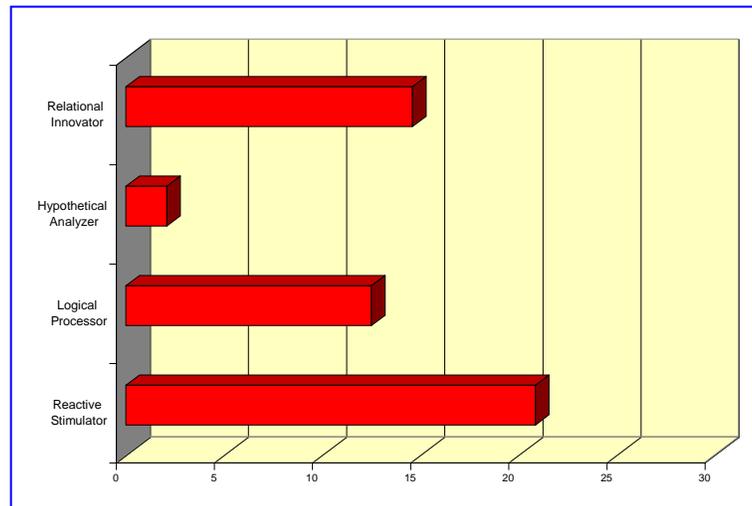
## What Did the Survey Measure?

The survey you took measures how you process information. There are different ways of doing this. Some ways stress planning. Others focus on action. Some will value stability. Others see change as desirable. There is no “right” or “wrong” way. All of these qualities are needed in the conduct of life.

All styles are valuable but may differ in their approach to particular change situations. Some will stress efficiency while others will emphasize speed. Some will focus on practical implementation issues while others will see system effects. Efficiency, speed, implementation and system effects are all important. There is no good or bad. But the different emphases can create tensions as change is attempted.

## Your Information Processing Style

Any type of change involves information exchange. The way you handle change will be affected by your way of processing information. The emphasis you give to each of the four basic processing strategies is shown in the chart below.



### **YOUR STYLE PREFERENCE STRENGTHS**

Each combination of styles produces unique traits and behaviors. The higher your score in a category, the more likely you are to display characteristics typical of that strategy. If two or more of your highest scores are close to each other, you are likely to find yourself displaying the qualities of each of the styles about equally. Your unique mix of strategies creates your style.

Report for:



## Change and the Reactive Stimulator (RS)

You favor the RS strategy as a way of navigating life. As an RS you probably enjoy fast moving situations. A relatively short-term focus lets you see passing opportunities vividly. Your quick reaction time allows you to take advantage of many of them. You are probably energized by volatility and may believe that you are at your best when things are most chaotic.

**Stop:** Your RS strategy equips you well for handling change situations. Change requires that people divorce themselves from existing practices and behaviors. You are likely to find this effortless. In fact, you are likely to be eager to be rid of the restrictions that the past practices imposed.

**Learn:** The next step in any transition involves the change itself. In this phase you acquire new information, behaviors and perspectives. Depending on the extent of the change, you may encounter an exposure in this stage. Your fast response capabilities, tight focus and result-orientation can lead you to see only a part of the changes being introduced.

One way to “see” more broadly is to arrange a “walk through” of change in detail. It is unlikely that you will be able to do this in one sitting. Instead, schedule it in small bites. You probably have no difficulty in picking things up where you left off and so continuity is not a major issue. Breaking the review up increases the likelihood that you will get a full picture. This can allow you to position yourself optimally within the changed environment.

**Implement:** The final phase of a change process is adopting and embedding the new practices and behaviors so as to capture the value of the changes you have made. This stage may create a small exposure. It is likely you will continue to see opportunities that were not in the original change design. Your instinct will be to take advantage of them immediately. However, these private initiatives can result in compromising some part of the change process that you may not have paid close attention to. While it may not seem natural, you may want to adopt a practice of asking before acting. This could help keep you from “going over the edge” unknowingly.



## Your Strategic Pattern

Your primary style is RS but it is not the only style that you can access. If your RS style does not fit a situation you are likely to use to your secondary style. This is the style that is your next highest in strength. The closer your primary and secondary style, the more likely you are to exhibit a blend of the behaviors associated with each. If your secondary style is:

**Logical Processor (LP):** This is called a **Performer pattern**. Your LP component is action oriented. It uses proven, well-understood methods. This contrasts with the expedient methods of your RS style but remains focused on getting things done. This pattern tends to accept change. The risk is moving too fast. You are likely to be eager to post results and may move before you fully understand all of the implications of the change.

**Relational Innovator (RI):** This is called a **Changer pattern**. Your RI capacity gives you an unending stream of new ideas and options. Your RS ability enables you to quickly translate these ideas into action. This combination is likely to produce a stream of innovative initiatives.

The danger with this pattern is piling change on top of change. You would be well advised to pay attention to those around you. If you sense strain, you may want to restrain yourself a bit. In major change initiatives, success is measured by the overall initiative. Well-intentioned local initiatives can sometime frustrate fully achieving this overall goal.

**Hypothetical Analyzer (HA):** This is called a **split style**. It is called a split style because your responses tend to split between very different approaches. In your primary style (RS) you can react quickly without undue thought. In your secondary style (HA) you tend to be reflective, analytical and focused on planning. This style equips you to handle widely divergent things.

A possible difficulty arising from this style lies in coordination and consistency. Other people may expect you to respond in one way while you may choose another. You may want to state intentions clearly so that others can better coordinate your work with theirs.



## Local Culture and the RS Style

You exist in a local culture. Changes affect you directly. It also affects you through the people around you. Your ability to work with these people who use different styles can determine your success as well as that of the entire change effort.

### **Working with RS'**

You can recognize an RS by their **direct, positive and straightforward approach with a focus on action**. This is your style and you are likely to be at home with this segment of your local culture. However, keep in mind that everyone has a "fast fuse." There is a danger of getting caught up in quick action that is not fully thought through. Counting to 10 while you analyze the situation will probably pay dividends. Alternatively, checking with an LP could give you a better picture of the implications of your actions.

### **Working with LP's**

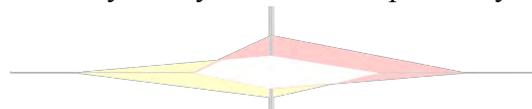
You can recognize the LP by **a formal, guarded and dispassionate approach**. You are likely to view the LP as too concerned with detail and a bit slow. They will see you as somewhat impulsive and maybe inattentive. Both of you are probably right. You might want to pay attention to LP's when the penalty for error is high. They will make fewer mistakes. When the price of error is small you might want to trust your own instincts. If you can work together, each style will likely compensate for the vulnerabilities of the other.

### **Working with the HA's**

The HA is likely to be the style that you will find most difficult to work with. You can recognize the HA by **their patient, unhurried and relaxed approach**. The HA is usually interested, supportive and will ask many questions. You are likely to see them as indecisive, slow and unconcerned with actually "doing" anything. They probably see you as too focused on the short-term, insensitive to detail and too quick to act. Again, you are probably both right. Your best strategy in working with HA's is to get them to agree to a near-term step. Then leave and do it. Keep them cycling in this near-term frame when working with you. If this cannot be done, try to arrange for a firm deadline. HA's will typically honor their deadline commitments.

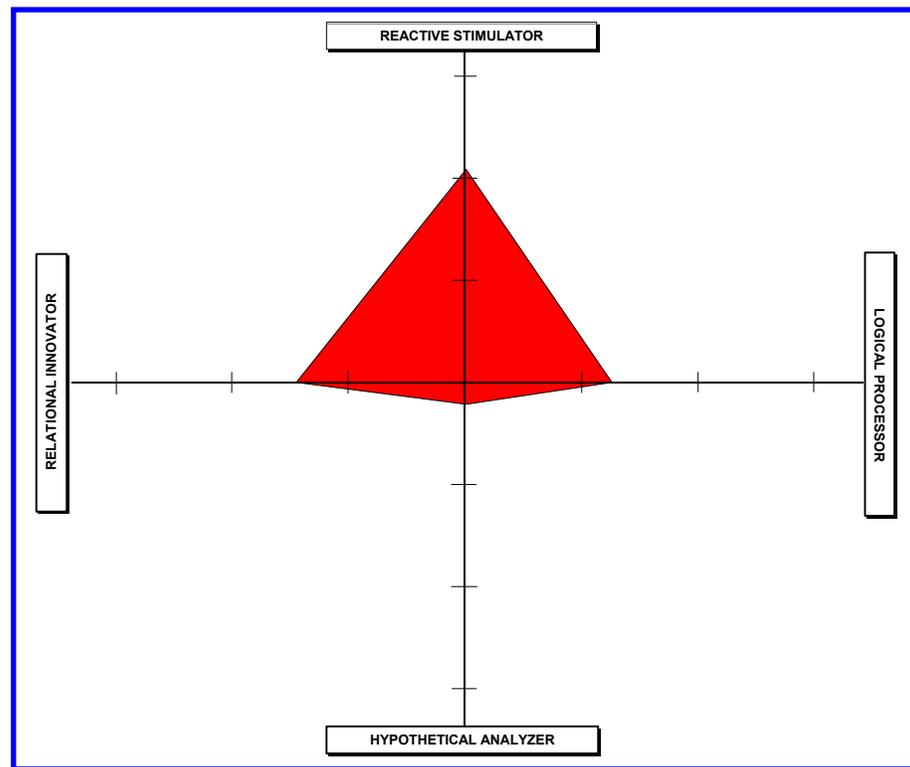
### **Working with RI's**

You can recognize the RI by their **frequent use of analogies, a dislike of detail, obvious enthusiasm and a steady flow of new ideas**. You are likely to find the RI's ideas interesting and even exciting. They are likely to find your ability to make their ideas come true equally attractive. The RI/RS relationship is potentially very productive. However, keep in mind that many of the RI's ideas do not work out as planned. Before you commit yourself, you may want to seek the counsel of an HA. They can handle the conceptual level of thinking of the RI and may alert you to some exposures you might not notice.



## Your Change Profile

This report is focused on your primary change style. However, most people have some ability in each of the four basic directions. The graphic below gives you a picture of your total change profile in all of its directions.



### **YOUR CHANGE PROFILE**

You can use the above graphic to get an idea of your capacity along each dimension. Generally, the higher you scored on a style, the easier it is to use that style in approaching change issues. The strength also indicates how long you will be able to stay within that style. For example, if you scored low in a dimension it is likely that you will only be able to effectively use it for a short time. You can use this knowledge in planning the change efforts that use your peripheral strengths.

Your profile describes the way you navigate life, as well as the way that you prefer to handle change. Other people live in different situations and have developed different strategies. No one is right or wrong. They are just different.

Report for:

