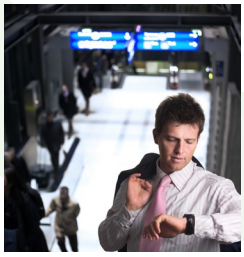
Your Preferences for Change Package
Type and Change Story

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Your ***human behaviour*** pattern ***experts***



This story explores a fictional situation in which change is imposed in an organisation, as we look at the relationship between behavioural type and the success of a change management project. The main text is accompanied by extracts from the personalised 'Your Preferences for Change' reports for each of the characters.

Change Here for Swindon



Nick is an Assistant Sales Director in a large firm of stationery suppliers. His office is located in a business park just outside Newbury. It has just been announced that there is to be a change in the structure of the company: as a result, Nick has been promoted to Sales Director of a newly created offshoot of the company, with offices in the centre of Swindon. His sales team will half be drawn from his existing colleagues at the Newbury office, and there will be quite a number of new faces – including his new Assistant Sales Director, Helen – joining from the London branch.

Although he has some natural leadership qualities, Nick has only been working at the company for 18 months, and he is unsure about taking charge of his colleagues. He is more of a listener and a supporter than an active go-getter, and while he has a great head for sales statistics, he wouldn't describe himself as much of a 'people person'. He has the internal vision to get things done, and that has served him well at the company so far — this change is a big step for Nick.

Preliminary meetings with his new Assistant Director, Helen, have not been helpful. She is concerned about the negative reaction of her colleagues from the London branch to this change of workplace, and she worries that Nick's internal vision is sidelining the needs of those involved.

The appointed Sales Team change coach, Lisa (from the company's Bristol Head Office), realises that this is a stressful time for both Nick and Helen. These two directors, both new to their roles, approach Lisa individually, explaining that they find themselves running into resistance as the time for change approaches — they're interested in learning more about why this is and what they can do about it.

Lisa recognises that there is a clash of type preferences, here: Nick, a reflective, solution-focused 'Director', has a completely different way of coping with Change than Helen, an active, people-focused 'Helper'. While they are both very structured and driven, and see the sense behind this company move, they are clashing over the Sales Team focus.

Lisa recommends the **Your Preferences for Change** package to them both, to give Nick and Helen a better idea of their own working styles and approaches to change, and that of those around them.

Your Preferences for Change Package

- Your Type World
- Introduction
- Your Personal Responses to Change
- Change and Transition
- The Change Process
- The DREC Model
- Type and Change Energy
- Telling People What They Want to Hear
    - i In the Denial Stage
    - ii Moving from Resistance to Exploration
    - iii Supporting Exploration
- Recognising Achievements and Celebrating Successes
- Next Steps
- Change Workbook
- 3 x 3 x 3 Action Plan

Read more on the next page.

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Your Preferences for Change Report

Nick: *Director.* You are interested in ideas, and in putting together strategies to turn theories into reality. You speculate about the future and what it means for you. You enjoy structuring and planning, and will drive yourself to achieve personal goals.

Helen: *Helper.* You like life to be organised and uncomplicated, placing a high value on harmony: you like getting things done with and for other people, and appreciate practical things that make a difference to others. Praise and thanks motivate you to work harder.

Lisa: *Innovator.* You love tackling new and unusual challenges. You appear confident in public, and will want to engage fully in discussion and debate: you can be outspoken and forceful when discussing something about which you feel passionately.

People and Change

Nick and Helen read the Your Preferences for Change package (separately – Nick prefers to think things through on his own!). They are struck by different things within their reports:

- Nick works through the DREC Model presented in the report — he can use this model (he likes models!) to get a better understanding of what others might be feeling:



- Helen appreciates the personal insights into different type preferences, which explain why various members of the Sales team – including Nick! – were reacting to change in different ways.

Your Preference for Change Report (for Helen)
Planners and Directors (people *not* like you): thinking it through, solution-focused, organised.

IF THEY ONLY HEAR:
The need to match personal values. Whether or not the change creates a conflict with an individual's personal value system, and whether or not the change supports this system.

THEIR RESPONSE IS:
They find it hard to support change when the originator of the change effect lacks credibility, or when there is no flexibility in the change structure.

THEY NEED TO HEAR:
The logical framework and process. What will be the process of the change? Is the process fair, well-conceived, and does it fit with an individual's logical framework?

SO THAT THEY CAN EXPLORE:
An individual contribution is made in deciding which processes will be most effective for the change, and the most successful of possible alternative approaches.

Your Preferences for Change Report (for Helen)

Your Preferences as a ***Helper*** predict that you want the following:

- to talk about what's going on
- to be told what's actually changing
- to know how the changes will affect both yourself and others, personally
- to know that the concerns of you and your colleagues will be heard and addressed
- to know that there is a plan in place for the projected changes
- to be given encouragement and support at all times

Nick and Helen now have the confidence to work together, relying on the perspectives that their own preferences bring to the change programme, especially:

- Helen's insights about how this change affects those who will have to move office and roles
- Nick's clarity of the process by which change will happen, and his ability to explain this to others

They also have an increased awareness of their personal blind spots:

- Nick's tendency to withdraw from interaction in times of stress – just at a time when others affected need Communication, Communication and Communication
- his tendency to concentrate on 'what has to happen' over 'who is affected, here'
- Helen's tendency to overwhelm people (including her own boss…) with her energetic and enthusiastic reaction in many situations
- her tendency to focus on 'who is affected' over 'what has to happen, here'

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The Results

Nick and Helen can use this knowledge to develop their less preferred approaches and behaviours, smoothing the change process for all involved. They work together through some of the exercises in the Workbook, and agree on their respective Action Plans.

Change is tough for everyone. Badly handled, the fallout and breakdown of interpersonal relationships can take years to overcome. In this case, as well as successfully navigating the challenges of change, Nick and Helen have also improved their respective leadership competences:

- Nick makes the effort to communicate his thoughts and wishes to his colleagues, including Helen, at all times
- he makes sure to take into account the 'people stuff' — sensitive feedback, listening to understand what is going on, appreciating effort as well as looking at what's wrong

Your Preference for Change Report (for Nick)

CONCLUSIONS: SOLUTION-FOCUSED
YOU NEED:

i to take part in creating the structures for change
ii to know the reasons and rationale behind the changes
iii to be critical, and to give critical feedback in discussing what's going on
iv fairness and equality in the implementaton of the changes

CONCLUSIONS: PEOPLE-FOCUSED
YOU WON'T NEED SO MUCH:

i for your own and other people's concerns to be heard and addressed, constantly
ii to know how the changes will affect yourself and others
iii regular encouragement and support

- Helen makes sure to remember reflection time is needed for many of those involved, including Nick
- she remembers that she'll have to think more about the processes behind change

Your Preference for Change Report (for Helen)

ENERGY: TAKING ACTION
YOU NEED:

i to discuss and actively get involved with what's going on
ii lots of information and communication
iii the opportunity to ask questions and discuss what's going on
iv recognition of what's being lost in terms of community and interaction with colleagues, clients and people around you

ENERGY: THINKING THINGS THROUGH
YOU WON'T NEED SO MUCH:

i private reflection
ii written information, to be read in your own time
iii recognition of the fact that change often affects inner routines and thoughts

And Lisa? She's already looking at what has to happen to integrate the newly acquired Irish company into the parent company. . .

For more information about the **Your Preferences for Change** Package please contact us on the details below.

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