

# Change Style Assessment

## Instructions

The Change Style Assessment consists of twenty-one questions. You complete the assessment using sentence completion and checking the phrase that best describes you.

Please answer every question. Do not leave any question unanswered.

If you have difficulty selecting a single answer, ask yourself which response would be most natural or likely for you at work.

There are no *wrong answers* to these questions, so base your response on how you are today, not how you think you should be or would like to be in the future.

### Example

1. When planning change, I want to know ...
  - a. *What do we need to do to be competitive?*
  - b. *What people needs are being considered?*
  - c. *What has worked in the past?*
  - d. *What opportunities will the change create?*

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1. When planning change, I want to know . . .
  - a. What do we need to do to be competitive?
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  - c. What has worked in the past?
  - d. What opportunities will the change create?
2. If an important decision is to be made, I . . .
  - a. Think it through completely before deciding.
  - b. Go with my gut instincts.
  - c. Consider the impact it will have on other people before deciding.
  - d. Run it by someone whose opinion I respect before deciding.
3. During change, I want to know . . .
  - a. How will the change affect people?
  - b. Who is committed to the change?
  - c. Why are we making the change?
  - d. What needs to be done?
4. If I am having a conflict with a co-worker or customer, I . . .
  - a. Try to help the situation along by focusing on the positive.
  - b. Stay calm and try to understand the cause of the conflict.
  - c. Try to avoid discussing the issue causing the conflict.
  - d. Confront it right away so that it can be resolved as soon as possible.
5. My preferred role during change is to . . .
  - a. Take charge.
  - b. Build consensus.
  - c. Work behind the scenes.
  - d. Pay attention to the details.
6. My motto is . . .
  - a. "Don't speak ill of boss or colleagues."
  - b. "Let's do it right, no matter what it takes."
  - c. "Don't bug me with rules, limits, and details."
  - d. "Let's get it done and get it done now."

7. I approach change . . .
- a. With caution: "Is this just another change for change's sake?"
  - b. As necessary to achieve goals.
  - c. With enthusiasm for new opportunities.
  - d. With concern about how the change will affect responsibilities, relationships and culture
8. The word that most accurately describes me during change is . . .
- a. Persuasive.
  - b. Cautious.
  - c. Loyal.
  - d. Commanding.
9. When a co-worker or customer is explaining a problem to me, I . . .
- a. Try to understand and empathize with how he or she is feeling.
  - b. Look for the specific facts pertaining to the situation.
  - c. Listen carefully for the main issue so that I can find a solution.
  - d. Use my body language and tone of voice to show her or him that I understand.
10. When attending training programs or presentations, I . . .
- a. Become bored if the person moves too slowly.
  - b. Try to be supportive of the speaker, knowing how hard the job is.
  - c. Want it to be entertaining as well as informative.
  - d. Look for the logic behind what the speaker is saying.
11. When I want to put my point across to others, I . . .
- a. Listen to the individual's point of view first and then express my ideas gently.
  - b. Strongly state my opinion so that person knows where I stand.
  - c. Try to persuade him or her without being too forceful.
  - d. Explain the thinking and logic behind what I am saying.
12. It is important for me to know . . .
- a. What is the realistic reason for the change?
  - b. What is expected of me personally?
  - c. What has to be accomplished?
  - d. Will I be involved with new people, ideas and initiatives?

13. I set goals and objectives at work that I . . .
- a. Think I can realistically attain.
  - b. Feel are challenging and would be exciting to achieve.
  - c. Need to achieve as part of a bigger objective.
  - d. Think will make me feel good when I achieve them.
14. When explaining a problem to a co-worker from whom I need help, I . . .
- a. Explain the problem in as much detail as possible.
  - b. Sometimes exaggerate to make my point.
  - c. Try to explain how the problem makes me feel.
  - d. Explain how I would like the problem to be solved.
15. Words that best describe me are . . .
- a. Outgoing, enthusiastic, and creative.
  - b. Diplomatic, dependable, and sensitive.
  - c. Serious, quiet, and business-like.
  - d. Decisive, forceful, and blunt.
16. When I am behind on a project and feel pressure to get it done, I . . .
- a. Make a list of everything I need to do, in what order, by when.
  - b. Block out everything else and focus 100 percent on the work I need to do.
  - c. Become anxious and have a hard time focusing on my work.
  - d. Set a deadline to complete the project and do it.
17. When I feel verbally attacked by a customer or a co-worker, I . . .
- a. Tell the person to stop.
  - b. Feel hurt but usually don't say anything about it to him or her.
  - c. Ignore her or his anger and try to focus on the facts of the situation.
  - d. Let the person know in strong terms that I don't like his or her behavior.

18. I am most interested in . . .

- a. A warm social environment with secure working conditions where my loyalty and teaming skills are valued.
- b. A predictable environment with set rules and procedures where I can use my logic and diagnostic skills.
- c. An environment that is constantly changing, where I can affect growth, efficiency, and production.
- d. A friendly, collaborative environment where I can use my creative and social skills to benefit the company.

19. My communication style is . . .

- a. Fast-paced, enthusiastic, big-picture oriented.
- b. Business-focused, to-the-point, authoritative.
- c. Personal, soft spoken, good listener.
- d. Formal, structured, facts, and detail focused.

20. What is important to me is . . .

- a. Job security, cooperation, and approval.
- b. No surprises, ample resources, and alone time.
- c. Challenging goals, control, and power.
- d. Variety, new possibilities, and flexibility.

21. What I can do to be more effective is . . .

- a. Take more risks, decide faster, and monitor my perfectionism.
- b. Look before I leap, improve my time management, and be more objective.
- c. Disagree when necessary, develop greater assertiveness, and be more open to change.
- d. Ask, listen more, and monitor my high expectation of self and others.

## Scoring

Referring to your responses to the questions on the Change Style Assessment, circle the appropriate letter that corresponds to your answer to each question.

Question Number	Collaborator	Protector	Initiator	Questioner
1	d	b	a	c
2	d	c	b	a
3	b	a	d	c
4	a	b	d	c
5	b	c	a	d
6	c	a	d	b
7	c	d	b	a
8	a	c	d	b
9	d	a	c	b
10	c	b	a	d
11	c	a	b	d
12	d	b	c	a
13	b	d	c	a
14	b	c	d	a
15	a	b	d	c
16	d	c	b	a
17	d	b	a	c
18	d	a	c	b
19	a	c	b	d
20	d	a	c	b
21	b	c	d	a
<b>Total</b>				

Now count the number of letters you circled in each column and record the answer in the appropriate box. To verify your work, the sum of the four boxes should be equal to 21.

Your highest score indicates the style you most closely identify with.

During the next activity, as a group, you'll find the total number of participants who identify with each style. You'll also calculate the percentage each style comprises of the group overall.

