



CSI™ 2

Change Style Indicator®

Second Edition

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## Individual Report

## Introduction

### What is Change?

Change refers to making something different from its previous state and is a fundamental aspect of life. It can happen in small ways, such as personal habits, or on a larger scale affecting societies, organizations, or the environment. Change can be intentional and planned for improvement or can be spontaneous and reactive to external events. People react to change with a range of emotions, from excitement to resistance. Overall, change is constant and inevitable, and navigating it is essential for personal and collective growth.

### What are Change Preferences?

Understanding our change preferences and those of others can enhance our ability to navigate changes in our lives and organizations. Our research shows people respond differently to change, with some preferring gradual steps and others favoring radical shifts.

The Change Style Indicator® Second Edition (CSI™ 2) assesses these preferences along a continuum, identifying three main styles: Conservers, Pragmatists, and Originators. These styles, linked to different cognitive styles, represent distinct approaches and preferences when responding to change. There's no superior style or right place on the continuum. CSI 2 doesn't measure effectiveness but helps understand your preference and when to adapt it so you can be the most effective.

### Why do Change Preferences Matter?

Understanding how people approach change is crucial for effective collaboration and leadership. Here are some key benefits:

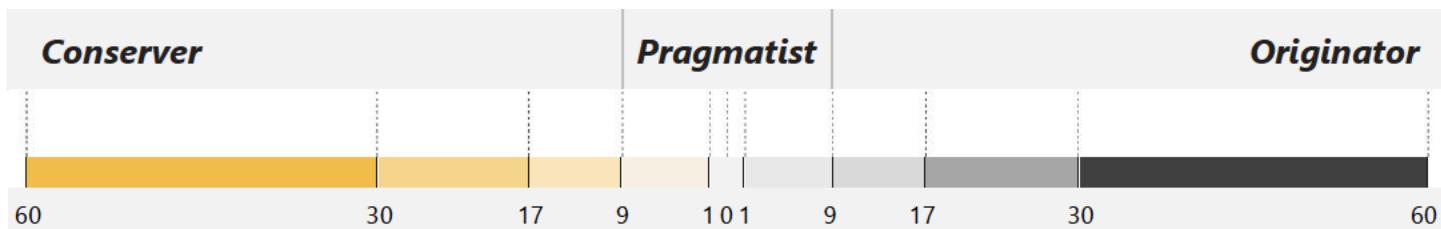
**Self-Awareness:** Recognize our reactions to change and their impact.

**Emotional Insight:** Understand the emotional sources of conflict during a change.

**Collaboration Boost:** Understand how different change styles contribute to the team and organization.

**Leadership Enhancement:** Appreciate diverse change styles within teams. Recognize that there is no "right" or "wrong" approach and increase productivity through more effective responses to these change styles.

## Change Style Indicator® Second Edition Model



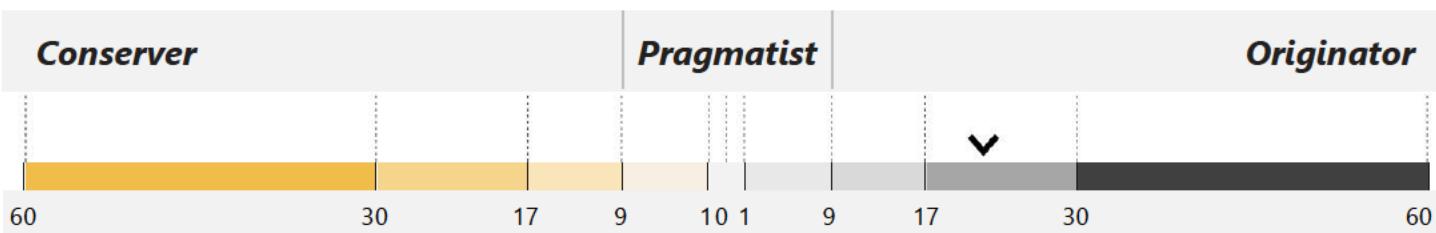
CSI 2 is a tool that helps you understand your preferred approach to change. It places you on a continuum, ranging from a preference for gradual change (Conserver; with scores ranging from 60 to 10 on the left side of the continuum) to a preference for radical change (Originator; with scores ranging from 10 to 60 on the right side of the continuum), with a middle option (Pragmatist; with scores ranging from 9 to 9 in the center of the continuum).

Your position on this continuum reflects the strength of your preference for each approach. The closer you are to one end of this continuum, the stronger your preference for a Conserver or Originator approach to change. Being closer to the center of the continuum means you lean more towards the Pragmatist style. As your Pragmatist score moves toward either the Conserver or Originator side of the continuum, you will increasingly express a change style reflective of that orientation.

Remember, this model doesn't measure how well you manage change. Instead, it emphasizes the importance of knowing your preference and being able to challenge yourself to use a range of change styles depending on the situations you encounter. Here are some typical behaviors associated with each change style:

Conservers	Pragmatists	Originators
<ul style="list-style-type: none"> <li>Prefer gradual and incremental change.</li> <li>Prefer to work within existing rules and policies.</li> <li>Aim to improve effectiveness by efficiently utilizing existing resources, people, technology, knowledge, and capital.</li> </ul>	<ul style="list-style-type: none"> <li>Prefer functional change.</li> <li>Advocate for change based on the demands and constraints of the current circumstance, regardless of the impact on existing rules and policy.</li> <li>See multiple perspectives but are most interested in what works and seems most practical.</li> </ul>	<ul style="list-style-type: none"> <li>Prefer fast and radical change.</li> <li>Challenge existing rules, policies, and structures.</li> <li>Push the boundaries of existing resources and seek innovative ways to utilize them more effectively.</li> </ul>

## Your Change Style Preference



**Your Score:** 22

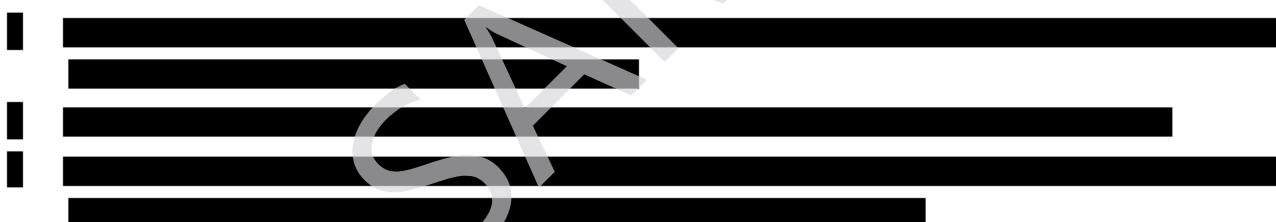
**Your Change Style Preference:** Moderate Originator

### What Your Change Style Means

- You prefer a fast and comprehensive approach to change and promote changing rules to accommodate new ideas.



### Your Strengths



### Your Potential Challenges



**Note.** You can find more information about **Conservers** on pages 5-6, about **Pragmatists** on pages 7-8, and about **Originators** on pages 9-10.

## ***Understanding the Conserver Change Style***

Individuals with a Conserver preference value discipline, attention to detail, and organization. They prioritize changes that align with rules and regulations, aiming to maintain structure and protect resources within the organization.

### **When Facing Change, Conservers**

- prefer changes that keep the current structure intact,
- often rely on traditional beliefs and practices,

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### **When Contributing to the Team and Organization, Conservers**

- complete tasks on time,
- excel within organizational frameworks and limitations,

- [REDACTED]

### **When Supporting Innovation, Conservers**

- are capable of embracing new ideas or concepts,
- are skilled in formulating plans for implementing ideas,

- [REDACTED]
- [REDACTED]

## When **Leading**, Conservers

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## Preferred Work Environment

Conservers are most likely to thrive and feel at ease in a workplace setting that

- recognizes and rewards consistency, reliability, and achievements;
- provides opportunities for reflection;

- [REDACTED]
- [REDACTED]

## Potential Pitfalls if Overused

Our change styles can be a source of strength and effectiveness; however, as with any strength, when overused they can become a derailer. When an individual overuses the Conserver change style, they are more likely to

- exhibit inflexibility in both attitude and actions;
- discourage innovation by favoring existing ideas, policies, and procedures;

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## ***Understanding the Pragmatist Change Style***

Individuals with a Pragmatist preference value practicality and adaptability. They prioritize finding practical solutions and can mediate between individuals with different change styles.

### **When Facing Change, Pragmatists**

- prefer change that prioritizes practical outcomes,
- focus on achieving results over strictly adhering to structure,

- [REDACTED]
- [REDACTED]
- [REDACTED]

### **When Contributing to the Team and Organization, Pragmatists**

- get things done despite rules when necessary,
- can negotiate and encourage cooperation and compromise to resolve issues,

- [REDACTED]

### **When Supporting Innovation, Pragmatists**

- are skilled at turning new ideas or concepts into tangible realities,

- [REDACTED]
- [REDACTED]

## When **Leading**, Pragmatists

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## Preferred Work Environment

Pragmatists are most likely to thrive and feel at ease in a workplace setting that

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED] 
- [REDACTED]
- [REDACTED]
- [REDACTED]

## Potential Pitfalls if Overused

Our change styles can be a source of strength and effectiveness; however, as with any strength, when overused they can become a derailer. When an individual overuses the Pragmatist change style, they are more likely to

- over-focus on building consensus,

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## ***Understanding the Originator Change Style***

Individuals with an Originator preference value creativity and innovation, often challenging established norms and favoring rapid change. They prioritize new ideas and dislike repetitive tasks, often seeing existing norms as obstacles to overcome.

### **When Facing Change, Originators**

- prefer change that challenges the current way things are done,

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### **When Contributing to the Team and Organization, Originators**

- encourage the organization to consider the broader perspective,

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

### **When Supporting Innovation, Originators**

- fearlessly challenge the existing norms,

- [REDACTED]
- [REDACTED]
- [REDACTED]

## When **Leading**, Originators

- act as catalysts for significant change,

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## Preferred Work Environment

Originators are most likely to thrive and feel at ease in a workplace setting that

- [REDACTED] ↘
- [REDACTED] ↗
- [REDACTED]
- [REDACTED] ↘
- [REDACTED]

## Potential Pitfalls if Overused

Our change styles can be a source of strength and effectiveness; however, as with any strength, when overused they can become a derailer. When an individual overuses the Originator change style, they are more likely to

- introduce disorder and a lack of structure;
- fail to align their vision with practical limitations;

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

## ***Improving Collaboration***

Understanding and leveraging change preferences is integral to effective change management within organizations. By recognizing and supporting the various ways people deal with change, teams can move through changes more easily and with better results.

Additionally, when we understand and address the common issues and disagreements between different approaches to change, we can work together more effectively. Moving away from judging to being open and flexible helps reduce resistance and encourages teamwork, improving how we manage change. Valuing different strengths that each approach to change brings helps us respect different views and improves how we solve problems.

The following sections of this report provide suggestions that can help improve team behaviors and enhance collaboration during times of change.

## Common Perceptions That Can Create Conflict

## Strategies to Improve Flexibility Towards Other Styles

Seek the following from  
**CONSERVERS:**

- Figure 1 consists of three vertically stacked bar charts, each with an x-axis ranging from 0 to 100 and a y-axis listing age groups from 0-10 to 91-100. The bars are black.

  - Group A:** The distribution is skewed towards younger ages. The highest bar is at 0-10 (approx. 95). Other significant bars are at 11-20 (approx. 85), 21-30 (approx. 75), 31-40 (approx. 65), 41-50 (approx. 55), and 51-60 (approx. 45).
  - Group B:** The distribution is skewed towards older ages. The highest bar is at 91-100 (approx. 95). Other significant bars are at 81-90 (approx. 85), 71-80 (approx. 75), 61-70 (approx. 65), 51-60 (approx. 55), and 41-50 (approx. 50).
  - Group C:** The distribution is skewed towards younger ages. The highest bar is at 0-10 (approx. 95). Other significant bars are at 11-20 (approx. 85), 21-30 (approx. 75), 31-40 (approx. 65), 41-50 (approx. 55), and 51-60 (approx. 45).

Seek the following from  
**PRAGMATISTS:**

- | Year | Number of publications |
|------|------------------------|
| 1990 | 25                     |
| 1991 | 20                     |
| 1992 | 25                     |
| 1993 | 20                     |
| 1994 | 15                     |
| 1995 | 25                     |
| 1996 | 30                     |
| 1997 | 35                     |
| 1998 | 40                     |
| 1999 | 45                     |
| 2000 | 50                     |
| 2001 | 55                     |
| 2002 | 60                     |
| 2003 | 65                     |
| 2004 | 70                     |
| 2005 | 75                     |
| 2006 | 80                     |
| 2007 | 85                     |
| 2008 | 95                     |
| 2009 | 80                     |
| 2010 | 75                     |

Seek the following from  
**ORIGINATORS:**



## Strengths and Values Each Style Can Add to the Team

Benefits of having **CONSERVERS** in the team:

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## Benefits of having **PRAGMATISTS** in the team:

- | Term       | Percentage |
|------------|------------|
| GMOs       | 85%        |
| Organic    | 80%        |
| Natural    | 75%        |
| Artificial | 65%        |
| Organic    | 60%        |
| Natural    | 55%        |
| Artificial | 50%        |
| Organic    | 45%        |
| Natural    | 40%        |
| Artificial | 35%        |

Benefits of having **ORIGINATORS** in the team:

- A vertical list of five black rectangular bars of varying lengths, each preceded by a small black square bullet point.

## ***Enhancing Change Leadership***

## **Leadership, Coaching, and the Human Element**

The CSI 2 plays a crucial role in successful change initiatives by focusing on the "human" aspect of change. Through coaching, leaders establish secure and supportive connections with individuals undergoing change, helping them explore diverse perspectives and possibilities. This approach enhances engagement during the change process by fostering open communication, understanding different viewpoints, and supporting adaptability among team members.

Here are some coaching tips for leading team members through change:

- A horizontal bar chart consisting of seven solid black horizontal bars of varying lengths. The bars are positioned at different heights from the bottom of the frame. A large, semi-transparent gray watermark with the letters 'APL' is overlaid diagonally across the chart area.

## Be Adaptable in Your Change Style

Your CSI 2 results give you information about your change style preference; however, as a leader, it is important to adapt your change style when leading your team through change. Being flexible and adaptable in your change style is essential for achieving successful organizational and team transitions.

When facing different types of change, it's important to adjust your leadership approach accordingly. For instance, if your organization is undergoing minor changes or adjustments to maintain stability and continuity, it's best to align more with a Conserver style. When there is a need to streamline processes or implement practical changes to improve efficiency, it is beneficial to embrace more of a Pragmatist style. However, when the organization seeks to innovate or undergo transformative changes, it may require embracing more of an Originator style.

This adaptive approach is also applicable when leading your team through change. Resistance is common during change, and as a leader, you can address it by aligning your leadership style with your team's preferred change style. For instance, presenting facts and details works well for Conservers, focusing on practical aspects suits Pragmatists, and emphasizing future plans is effective for Originators.

## Leadership Style and Communication Tips

You are a leader with an **Originator** Change Style Preference, indicating that:

- You are great at foreseeing the future benefits of change and sharing them with your team.



Keep in mind how your change style can influence your communication with team members. Here are some communication tips you can use when coaching team members through a change process.

### For Communicating with...

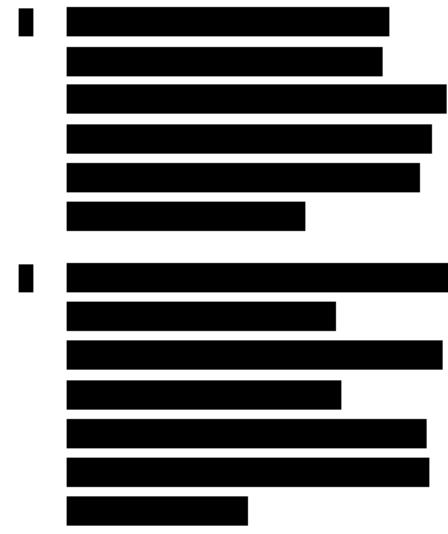
#### Conserver Team Members



#### Pragmatist Team Members



#### Originator Team Members



## Next Steps: Awareness and Adaptation

To successfully manage change, it is important to be aware and adaptable. You need to understand your own approach to change, and you need to be able to recognize how your other team members handle change. This knowledge helps improve teamwork and communication. Additionally, it is necessary to evaluate if your change strategy is suitable for the specific situation you're facing. By understanding these aspects and being flexible in your approach, you increase your chances of successfully managing complex changes.

### Understand Your Change Style

Use the CSI 2 report to understand your preferred approach to change. Reflect on how your natural inclination towards certain types of change impacts you. Consider your behavior at work, in teams, and in general. Here are some questions that you can reflect on to deepen your understanding of your change style:

- What are your strengths and challenges when facing change?
- What practices can support you in accessing other change styles?
- Can you think of a time when your preferred change style posed challenges for a situation or did not work well? Why?
- Can you think of a time when your preferred change style worked well for a situation?
- How can you enhance your resilience in the face of change?

### Understand Other Team Members' Change Styles

Use the CSI 2 to assess the change styles of your team members. By recognizing their individual preferences, whether they lean towards being a Conserver, Pragmatist, or Originator, you can tailor your communication and collaboration efforts to better engage and support them during the change process. Keep in mind that having a team with diverse change style preferences is an asset. Make sure to understand each team member's strengths and the value they can bring in times of change.

### Assess Situational Appropriateness of Change Style

Take a close look at what the changing environment needs from you and your behavior/reactions. Think about whether a careful, balanced, or innovative approach fits best, considering things like what the change is about, the company's culture, and what the people involved prefer. Even if you usually lean towards one style, remember, you can learn to use other styles. Being open and ready to switch your approach based on the situation, and not just based on what you like, is key. Choosing the right way to handle change for each specific case can make the process smoother and get everyone on board more easily.