



CHANGE REACTION

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Report prepared for:

CHARYL LEISTER

January 05, 2009

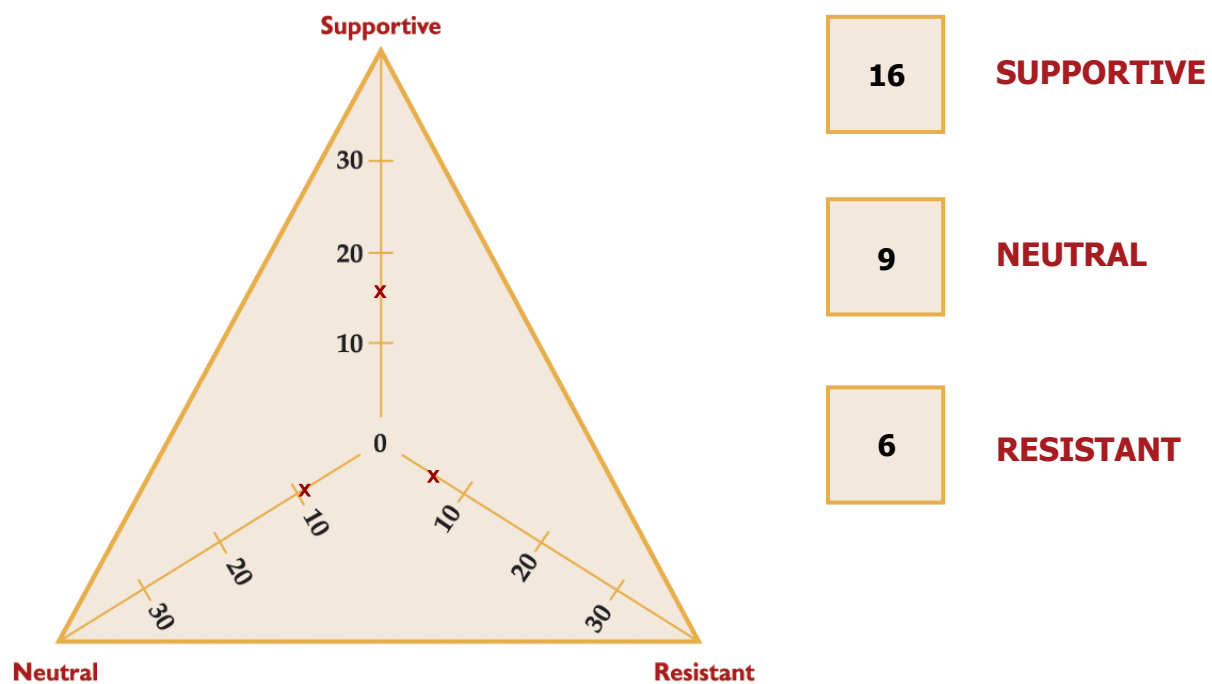
This report presents your results from the **Change Reaction** assessment.





Your Change Reaction Profile

A graphic representation of your typical reaction to change is presented below to the left of your scores. The “X” on each of the three scales in the Change Reaction Profile represents your score on each scale, which corresponds to each of the three scores in the boxes at right. Connect these three points with straight lines to form a triangular space within the model. Shade in the space. If you scored a zero on two of the scales, you produce a single straight line.



Your Change Reaction Profile



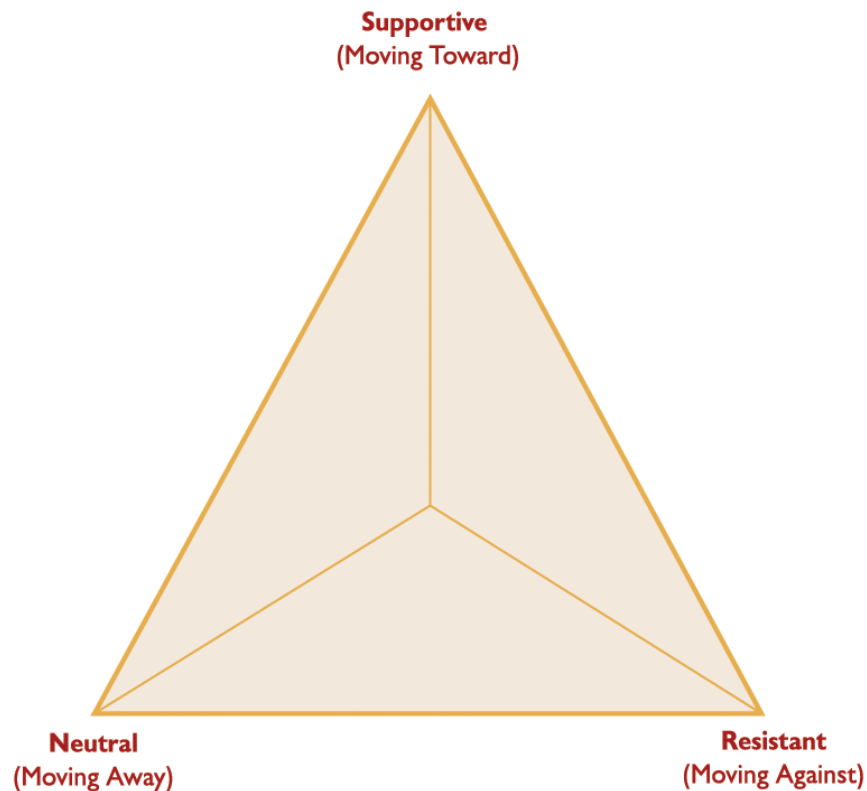
The Change Reaction Model

The ways in which people respond to change can be classified into three categories: **Supportive**, **Neutral**, and **Resistant**.

The *Change Reaction* Model shows the three categories of responses to organizational change. Change management theory indicates that organizations are in a continuous state of change and that resistance is inevitable. There is always *motion* in response to change - moving toward, away from, or against. These three broad sets of behaviors are not mutually exclusive. A person may display any combination of responses to a given organizational change effort.

In the face of change, individuals experience an internal shift in energy. If a person finds the change threatening, his or her energy flows in a negative, resistant direction. Other people neutralize their energy when faced with change. But when a person sees the potential benefits of change, his or her energy moves in a positive, supportive direction.

It is important to note that not all resistance to change is negative. When activities to improve the change or make it work better are undertaken, such “resistance” is in the service of effectiveness.



Change Reaction Model



Reactions to Change

Change Reaction presented 24 statements about your typical reactions to change. Each statement measured one of the 3 categories of response to change. The following chart shows those statements to which you responded “Sometimes,” “Very Often,” or “Almost Always.” You may want to refer back to this page as you review the descriptions of each category on the next few pages.

Supportive

	Your Response
1. When it comes to change, I: Try to find out how it might affect me.	Very Often
4. When it comes to change, I: Ask, "What's in it for me?"	Sometimes
7. When it comes to change, I: Initiate changes that I believe are needed.	Sometimes
10. When it comes to change, I: Try to "stay two steps ahead" in expectation of the next change that might occur.	Sometimes
13. When it comes to change, I: Am comfortable leading the change.	Sometimes
19. When it comes to change, I: Look for solutions to problems created by the change.	Sometimes
22. When it comes to change, I: Attempt to anticipate the need for it.	Very Often

Neutral

	Your Response
14. When it comes to change, I: Just go along with it.	Very Often
17. When it comes to change, I: Follow rather than lead.	Sometimes

Resistant

	Your Response
15. When it comes to change, I: Actively work against the changes with which I disagree.	Sometimes



Supportive

People who are supportive of change respond by:

► **Making change happen.**

This is the behavior that is most supportive of organizational innovation. People who behave this way take personal responsibility for initiating improvements.

► **Anticipating the need for change.**

People who keep the future in mind also look at the possible effects of environmental change on the system. They are sensitive to the need for innovation inside the organization.

► **Problem solving.**

This response to organizational change consists of using systematic techniques to make decisions about how to alter current procedures. The person who demonstrates this behavior looks for ways to make change work.

► **Assessing their own feelings and reactions.**

This response answers the question, “What’s in it for me; how will it affect me?” For people to feel committed to supporting changes in their organizational lives, they must make a personal connection to them.



How do others know that you are supportive of change? What do you do?



Neutral

People who are neutral to change respond by:

▶ **Agreeing without commitment.**

People who adopt this stance “go along” with changes rather than giving their full support. Verbal endorsement is not matched by supportive behavior.

▶ **Fence sitting.**

This behavior consists of not taking a stand on changes. People who are either indecisive or unwilling to commit themselves tend to avoid “going public” with their points of view about organizational change.

▶ **Withholding support.**

This type of neutral person is slightly less supportive of change than the “fence sitter.” He or she does not work against change but is vocal about not supporting it.

▶ **Moaning and groaning.**

Complaining about organizational changes may be cathartic, but it does not help in making them happen. People who participate in gripe sessions about system reforms - and make no progress toward implementing them - are behaving nonfunctionally.



When you feel neutral about a change, what do you say or do?



Resistant

People who are resistant to change respond by:

▶ **Blaming and finger pointing.**

Instead of taking responsibility for their own reactions and feelings, people who are opposed to change find ways to find fault with the change and those implementing it. People who engage in this activity are working against organizational renewal.

▶ **Attempting to block change in one of two ways.**

- ▷ *Passive resistance* - Here the person is covert in attempting to block change. The person also denies any responsibility for the change or for his or her unsupportive behavior.
- ▷ *Overt resistance* - People who actively resist change in organizations are sometimes open about it. Here the person publicly protests against modifications. This behavior may include defiance.

▶ **Attempting to sabotage the change effort.**

The most dysfunctional response to change is to undermine it. Resistance goes underground and becomes destructive. People who disagree with changes sometimes want the changes to fail in order to be right.

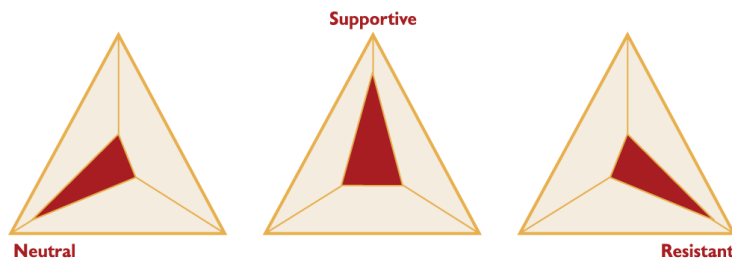


We have all had an experience in which we weren't in favor of a change. What did you do and how did you move beyond it?

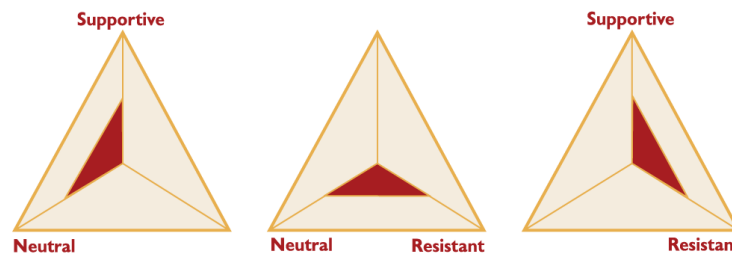


Change Reaction Profiles

The three profiles below depict individuals who engage primarily in one of the three types of behavioral responses to organizational change. They show a person who supports change, one whose activities are neutral, and one who is resistant to change.



The next three profiles show patterns of behavior that include two sets of responses. The first depicts a person who responds to organizational change in either supportive or neutral ways. The second illustrates responses that are nonsupportive of change — either neutral or resistant. The third indicates that the person may be polarized in response to change, either actively supporting or resisting.



The final sample profile shows a person who engages in all three types of response to approximately the same degree. This pattern can be exhibited by an indecisive or impulsive person. Of course, this person may carefully discriminate among changes and choose responses accordingly.





Promoting Organizational Readiness

The healthiest organizational situation is for large numbers of people to be engaging *consistently* in proactive, or supportive, behaviors. The best way to create that situation is to involve people in decision-making regarding organizational improvements. Involving people in ways that lead to commitment can prevent neutral and resistant responses.

On Commitment

The ideal situation regarding organizational change would be for everyone to take responsibility for initiating improvements, to share the burden, and to capitalize on the opportunities for improving situations that need attention. At best, however, individual participation in making spontaneous quality and productivity gains can be described as neutral. Why? Because within the organization, people respond continuously to how they are being treated, particularly to how influential they feel in contributing to decisions that affect them. When they feel powerful, they move toward commitment, making the change work for themselves and the benefit of the organization. When they feel powerless, they either alienate themselves from it or engage in resistance.

There is no formula for generating commitment and there are no shortcuts. Commitment, represents an attitude shift toward willingness and active support. The shift inside the individual begins with seeing participation as personally relevant. Once that happens, individuals need to get involved and work together on the change and feel that they are making progress.

Championing Change

Entrepreneurs and “change masters” actively initiate change to realize their objectives. They routinely engage in supportive behaviors. Their stance regarding innovation is proactive, positive, assertive, and productive. When such leaders are unhappy with proposed or impending changes, their resistance still takes a supportive form. They attempt to modify changes to make them work better. You can be a change master too.

Your Challenge

Since awareness precedes meaningful choice, you have already taken the first step toward making decisions about your personal orientation to change. You are not “locked in” to your profile. You can begin to alter your own responses to organizational changes by first noticing your “automatic” reactions; second, reminding yourself of your desire to modify your stance; and then third, committing yourself to supportive behaviors.



About the Authors

John E. Jones, PhD (1935-2003) was the president of Organizational Universe Systems. John was probably best known as co-founder of University Associates and co-editor of experience-based training and consulting handbooks and annuals. He consulted widely with such clients as AT&T Communications and AT&T Bell Laboratories, Baxter Healthcare, Coors, GMC, Xerox, Kaiser-Permanente, Hughes Aircraft, ARC International (Tokyo), and numerous not-for-profit organizations in education and government.

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Published by HRDQ
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ISBN: 978-1-58854-494-0

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