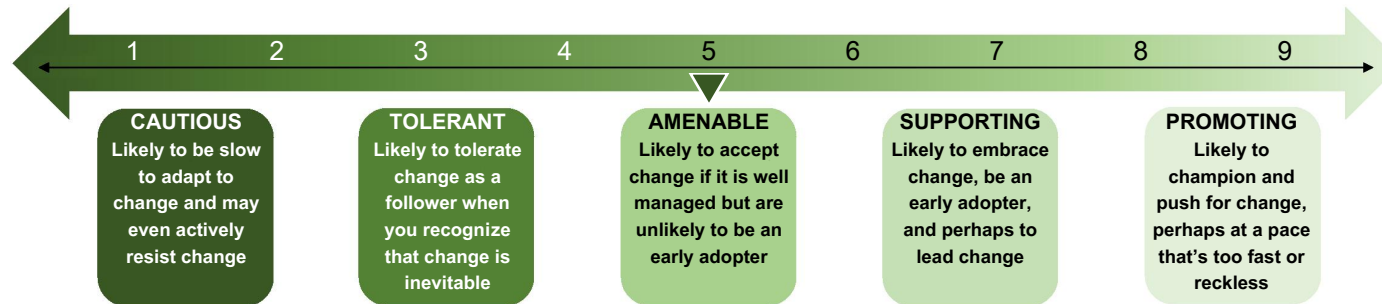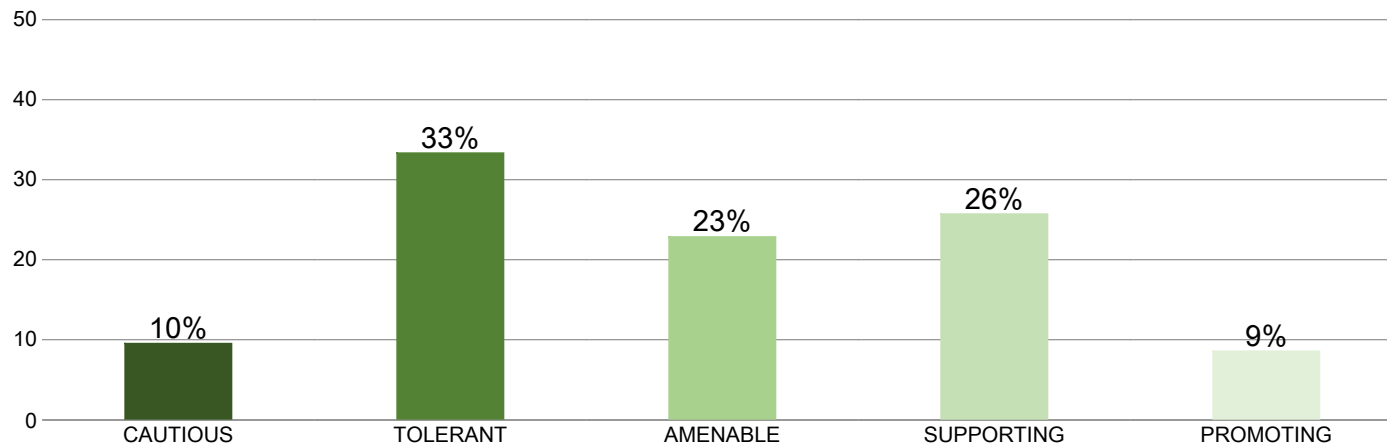# CONTINUUM™

Change is critical to organizational success. At some point, change becomes threatening to and will be avoided by every person, but that point and the avoidance reaction to change varies from individual to individual. There are many factors that influence an individual's change readiness, including personality differences, the nature of and perceptions of the value of change, and the quality of change management. This report provides information on a group of individuals surveyed by the *CONTINUUM.™* Note that overall and facet scores are reported in stanines (see page 7).

Overall Group Score. Based on 105 responses on the *CONTINUUM™* Assessment, respondents fall into one of five dimensions of change readiness. The average stanine score for Sample Company Overall is 5, indicating that in regard to change the majority of participants are **AMENABLE**.

| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |

CAUTIOUS
Likely to be slow to adapt to change and may even actively resist change

TOLERANT
Likely to tolerate change as a follower when you recognize that change is inevitable

AMENABLE
Likely to accept change if it is well managed but are unlikely to be an early adopter

SUPPORTING
Likely to embrace change, be an early adopter, and perhaps to lead change

PROMOTING
Likely to champion and push for change, perhaps at a pace that's too fast or reckless

Distribution Of Overall Scores

| CAUTIOUS	TOLERANT	AMENABLE	SUPPORTING	PROMOTING
10%	33%	23%	26%	9%

Facet Scores

The *CONTINUUM™* assesses five specific facets of how individuals respond to change. Pages 2-6 provide the distribution of scores by facet for Sample Company Overall.

CONTINUUM™

Change Preferences

The degree to which an individual actively seeks task variety and change, preferring a workplace that fosters ongoing learning, diverse assignments, and new opportunities.

High 9 — 3%
8 — 3%
7 — 7%
6 — 10%
5 — 19%
4 — 19%
3 — 20%
2 — 11%
Low 1 — 8%
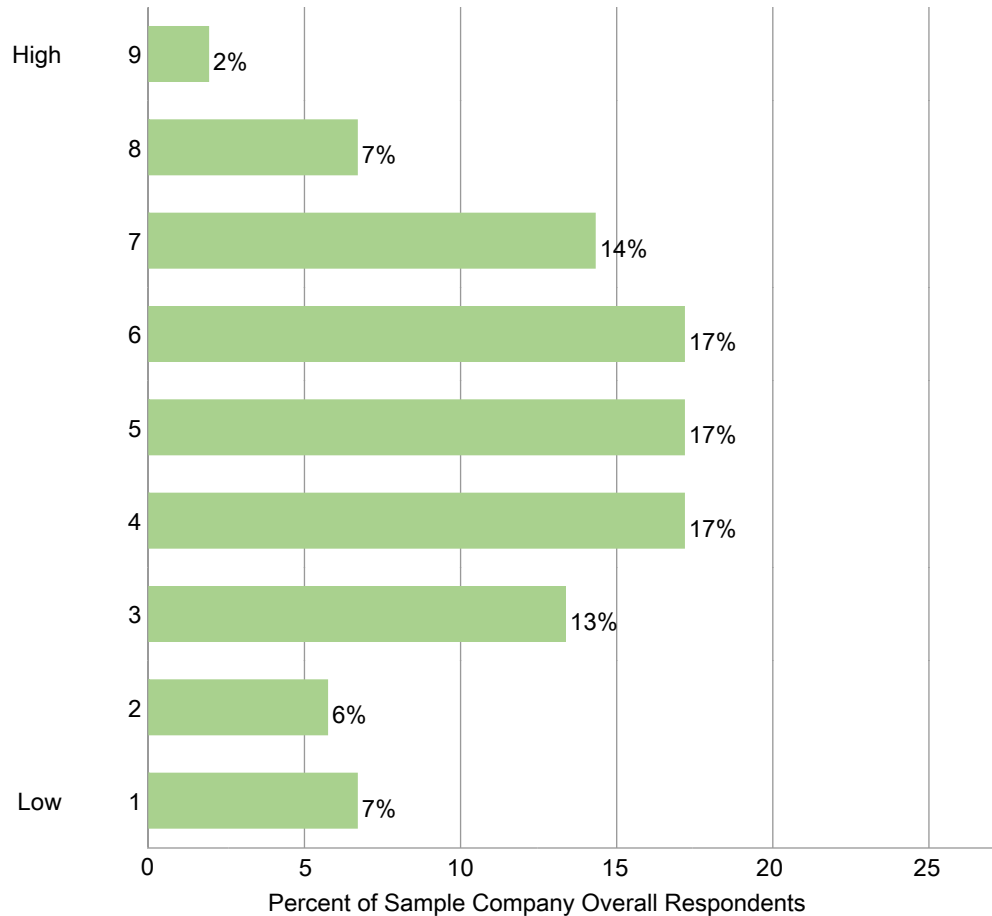
Percent of Sample Company Overall Respondents
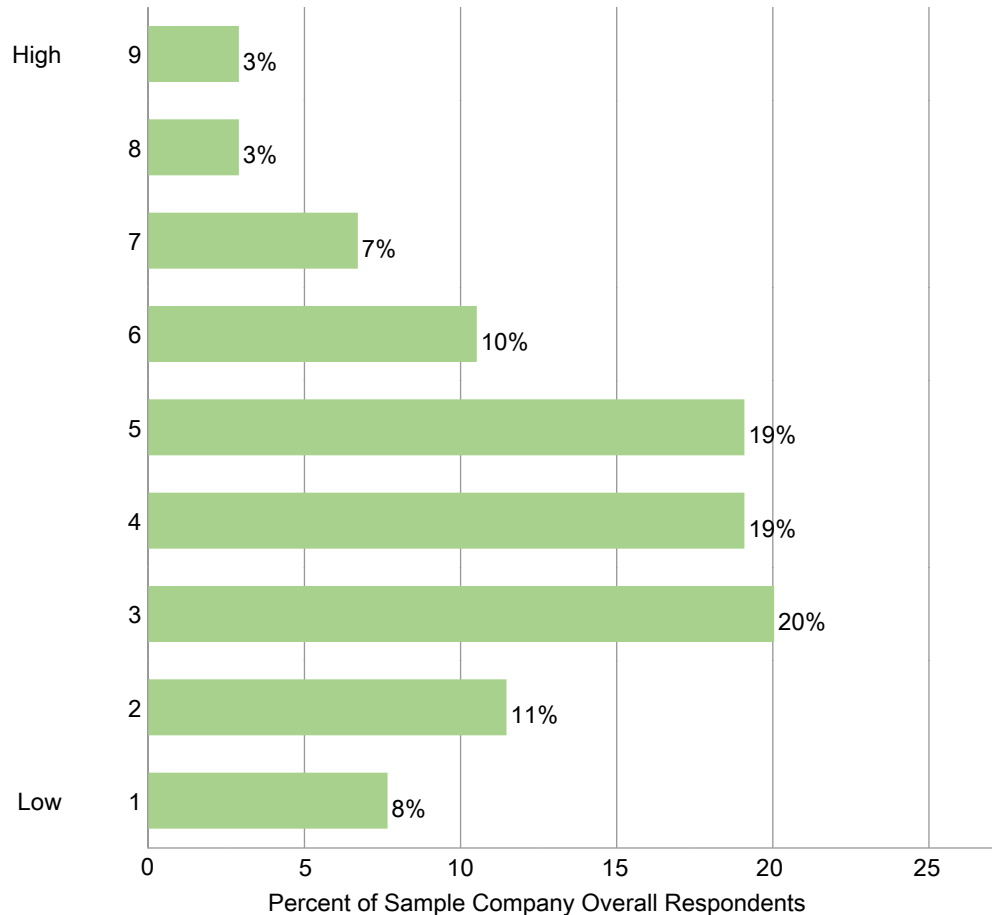
Average Stanine Score: 4

Recommendations

- **Continuously Learn.** Provide opportunities for continuous learning. Reinforce and reward learning of all flavors – exploratory, pursuit of breadth, and going deep to build mastery. Learning is acquiring the ability to do something new. After learning, the learner is a different person – they can do something they couldn't do previously. They have changed.

- **Allow Space for Personal Control.** Recognize that life experiences can cause some individuals to have a higher need for control and routines. When possible, allow some autonomy for individuals to retain routines that are important to them. Be sensitive to others' needs and try to be flexible when possible. It also may be helpful to encourage others to think about changes in the past that were initially challenging but with time became comfortable new routines.

- **Leave the Comfort Zone.** We're unlikely to grow, to learn, or to change when we're comfortable. Leaders should model and promote the spirit of enthusiastic learning by pushing themselves out of their comfort zone and coaching their team members to do likewise. Be clear on where and when experimentation is appropriate.

- **Adopt Routines Judiciously.** Routines can reduce stress, establish consistency, and lead to increased quality and efficiency. At the same time, routines sometimes trap people in a rut. Encourage ongoing re-evaluation of routines to assess their purpose. Avoid doing things the same way solely because "that's the way they have always been done!"

- **Build New Habits.** Build habits that promote change readiness – continuous learning, experimentation, challenging accepted practices in order to improve performance, etc. Habits are persistent behaviors that begin when appropriate cues are provided and the new behaviors are linked to consequences that are meaningful for the individual. Behaviors become habits when the behavior is consistently followed by a desired consequence.

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Change Emotions

The extent to which an individual manages emotions and responds effectively to the stress resulting from organization change.

Stanine	Percent
High 9	2%
8	7%
7	14%
6	17%
5	17%
4	17%
3	13%
2	6%
Low 1	7%

Percent of Sample Company Overall Respondents

Average Stanine Score: 5

Recommendations

- **Reduce Uncertainty.** Change is fraught with stress-inducing ambiguity and uncertainty. However, communication can reduce uncertainty and alleviate some of the stress. Communicate early and often. Share goals, progress reports, schedules, and action items. Use multiple communication channels. Encourage feedback with multi-directional communication. Be frank and error on the side of over-communicating.

- **Acknowledge Emotions.** Recognize that individuals experience change differently and may need different types of support to help them adapt at different stages in the change process. Acknowledge that emotional reactions to change are normal and to be expected. Be available to listen and understand what aspects of the change are creating negative emotions. Use this information to further tailor your communication.

- **Embrace the Challenge.** Up to a point, stress serves to elevate focus and performance. When stress reaches a tipping point, it deteriorates performance and can be harmful to health. Embrace the challenges of change and model behaviors that demonstrate acceptance and adroit handling of the stress it brings. Stress is made worse when it's only seen as something bad.

- **Inject Humor.** Find ways to lighten the mood, to celebrate, to have fun. Laughing does more to relieve stress than just taking a break to relax. There's time for serious focus and attention to the work at hand, but fun is oil to the engine of change.

- **Attend to Health.** Poor health creates stress, and stress leads to poor health. Provide emotional support for the workforce to ensure that stress and health issues don't create a self-reinforcing downward spiral. Wellness programs can promote good health. Encourage team members to engage: (a) in moderately exercising and stretching, (b) eating a healthy diet, and (c) getting sufficient sleep.

CONTINUUM™

Change Confidence

The level to which an individual is confident in his or her ability to respond to organizational changes successfully and thrive in a change-oriented workplace.


Percent of Sample Company Overall Respondents
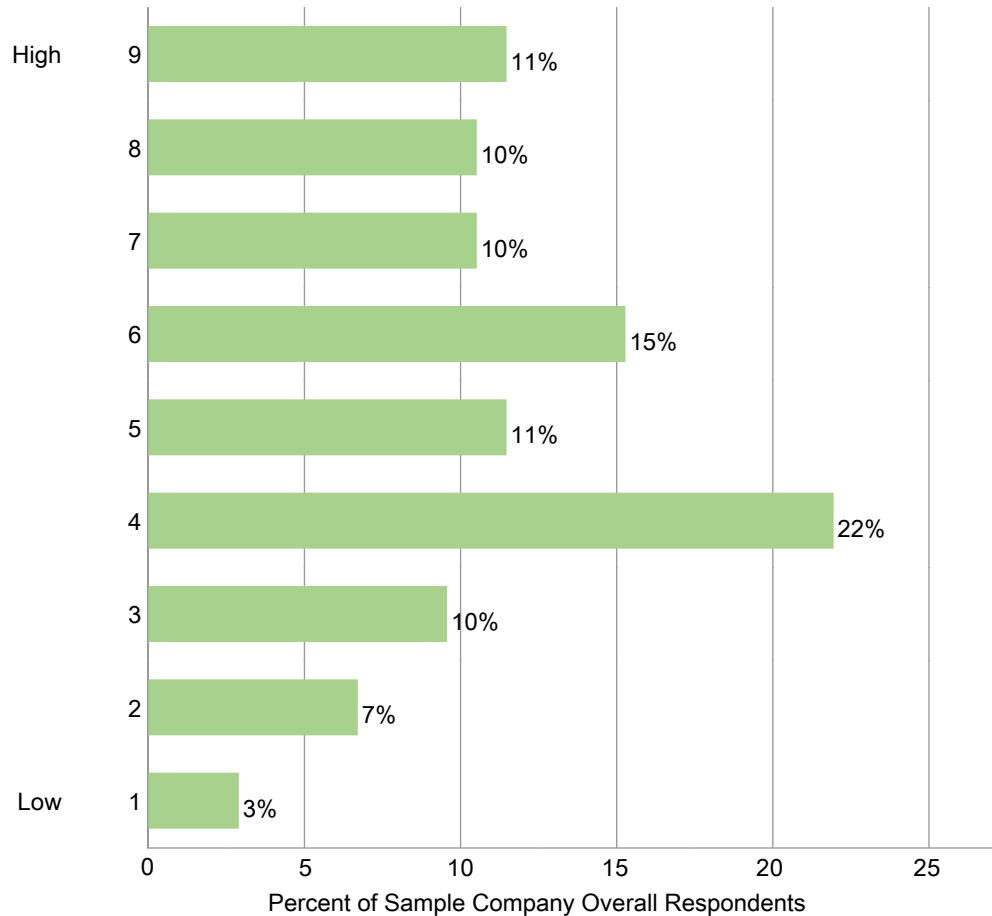
Average Stanine Score: 5

Recommendations

- **Recognize and Celebrate.** Success creates confidence which contributes to further success which leads to enhanced confidence which leads to… You get the idea. Leaders will help initiate and sustain a cycle of self-reinforcing success and confidence by recognizing and celebrating wins, even small wins, and positively reinforcing the behavior that contributed to the win. Reinforcement is more effective when it occurs immediately after the behavior, is specific, and delivered with direct and genuine language.

- **Build Effective Teams.** Emotions and attitudes are contagious. Staff teams with competent performers who inspire trust and confidence in others. Develop the coaching skills of the most experienced and competent performers and create a coaching culture on your teams to enhance competence and confidence in all team members.

- **Learn How to Learn.** Learning is a skill that can be developed. Help individuals understand the formal learning resources that are available, how to learn from others, and how to learn from experience through practice, feedback, and reflection. Confidence in the ability to learn is empowering!

- **Ensure Psychological Safety.** Instill a climate of psychological safety in your teams so that no one is dismissed, marginalized, or hesitant to speak up to offer suggestions or to ask for help. Team leaders should model vulnerability by admitting mistakes and asking for help when needed. It's paradoxical but true, vulnerable team members who aren't afraid to ask for help are going to instill more confidence in the face of change.

- **Break Down Large Tasks.** Model and teach the ability to break down tasks into manageable chunks. Someone may not feel confident looking at a mountain that needs to be moved but may be quite confident that they can move one wheelbarrow. And mountains can be moved one wheelbarrow at a time. Breakdown those tasks that comprise your change strategy into manageable "chunks" to enhance confidence in the workforce.

CONTINUUM™

Change Expectations

The extent to which an individual is supportive of change, because they expect successful outcomes and are confident in the organization's capability to manage change effectively.
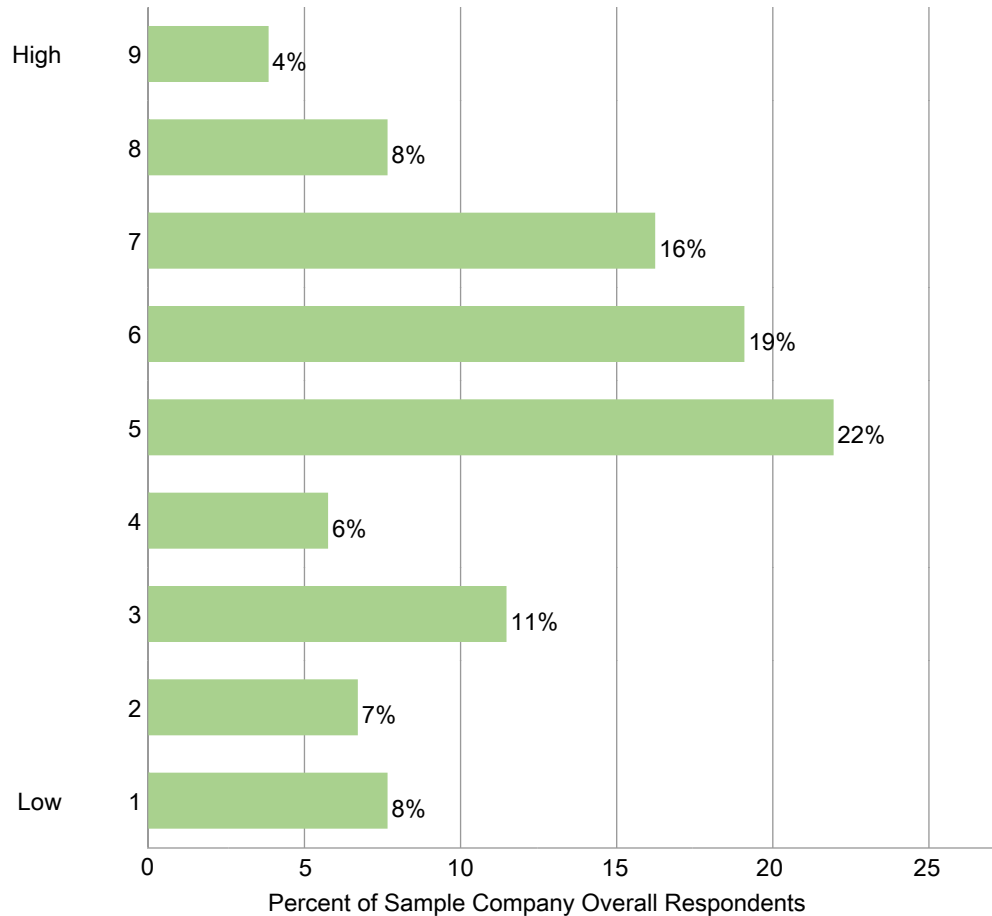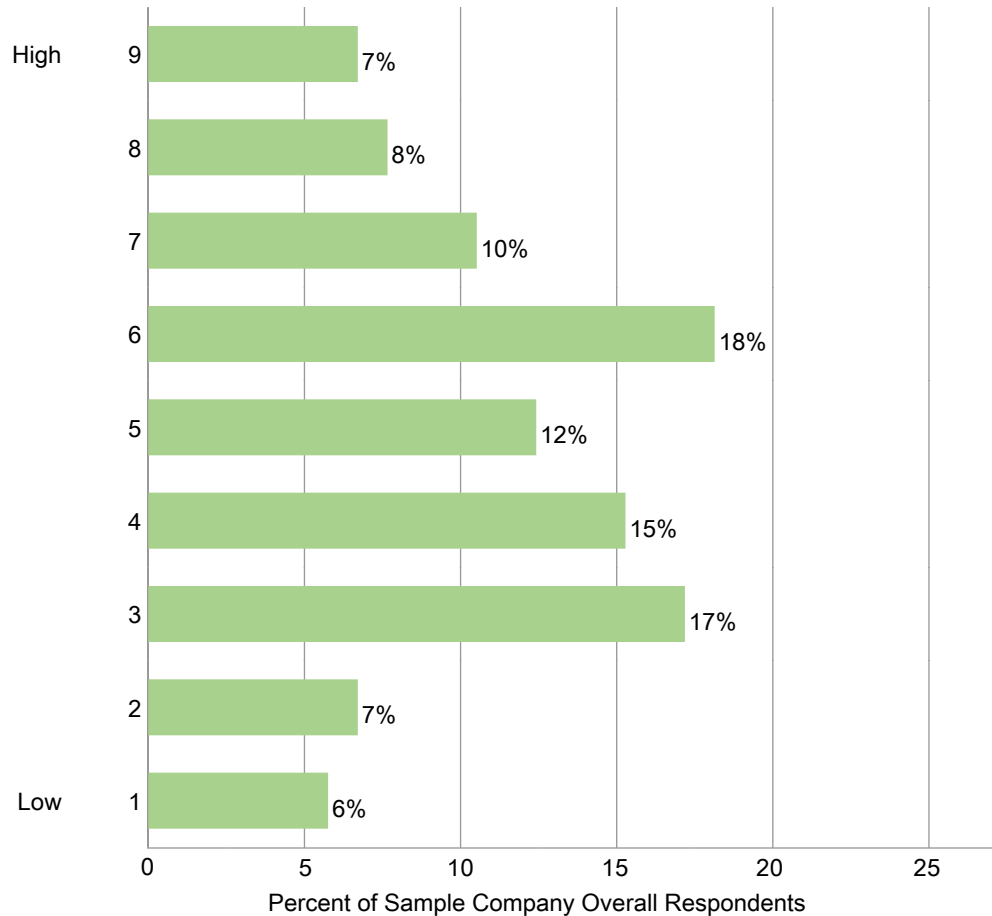

Average Stanine Score: 5

Recommendations

- **Embrace Transparency.** Be open, candid, and generous in sharing information with the workforce. Don't sugarcoat the challenges of change. Frequently provide honest, authentic communication about objectives and the targets missed as well as the targets hit.

- **Insist on Consistency.** Frequent changes in direction, vacillation, and false starts erode confidence in an organization's leadership and capabilities. Of course, the organization must be able to adapt and change course when conditions require, but those changes should not be the modus operandi. Consistency should be.

- **Acknowledge Different Experiences.** Expectations about change are often shaped by our past experiences. If someone has had multiple positive or negative experiences with change in the past, they are more likely to expect the same in the future. Those who have faced injustice or have been exploited in the past are more likely to expect that they will be treated unfairly. It may be helpful to support individuals in understanding what is different in the current situation that will result in different outcomes.

- **Build Trust in Senior Leaders.** There are two important dimensions to trust – integrity and competence. It goes without saying that leaders who betray confidences and trade in falsehoods destroy trust. There should be no tolerance for that behavior. Moreover, employees won't have a high level of confidence in organizational leadership's capability if they are not visible. Senior leaders should be visible, approachable, and communicate informally and frequently to workers at all levels. And remember, "listening" is a form of communication. It tells people you care!

- **Set Realistic Expectations.** It can be easy to get caught up in the excitement of doing something new and forget that change usually takes time. Make it a point to notice, share, and reward incremental steps in the right direction. Use dashboards and key performance indicators to demonstrate change. Remind team members that change often requires consistent focus, discipline, and persistence.

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Change Optimism

The degree to which an individual views change positively and strives to maintain an optimistic attitude toward organizational changes.

Average Stanine Score: 5

Recommendations

- **Connect the Strategy.** Strategy should lead to creation of a new and different future for the organization. That means change, perhaps in products, services, customers, technology, and a new value proposition. You can't create the new and different without change. Connect the dots between change and the new and better future created by your strategy.

- **View Resistance as Feedback.** Take time to listen and understand concerns and treat input as valuable information. Often individuals directly involved in the work can identify legitimate risks. Demonstrating a willingness to act based on input will help win buy-in for the change.

- **Address Beliefs About Change.** Identify beliefs that may be creating negative reactions to change. Some common beliefs are the following: (a) External factors don't compel change; (b) There is insufficient detail and specifics related to the proposed change; (c) The organization or team lacks the capability to successfully navigate the change; (d) Key individuals are not fully supporting the change; and (e) The benefits of the change are not worth the effort and cost incurred by the change.

- **Know Your Audience.** Individuals are unique in what they find rewarding. Everyone's behavior makes sense to them based on what they uniquely value. Connect with your workforce on a deep and personal level to learn what they find rewarding. Identify the results of change that resonate in a positive way with your workforce.

- **Paint a Clear Picture.** Develop skills for creating a compelling vision of the future. Describe the vision in language that suits the audience, a message inspiring to them. This may require multiple depictions of the vision, emphasizing the benefits in a manner that they are meaningful to each stakeholder.

- **Contrast Outcomes.** In addition to creating an vision of the future, bring a sense of reality about the current state and what it will mean if change does not occur. Individuals need to see the downside of remaining in the current state as well the benefits that the future change will bring. Paint a picture. Tell a story. Help others understand why change is necessary.

CONTINUUM™

About Stanine Scores

Stanine (short for "STAndard NINE") is a method of scaling test scores on a nine-point standard scale. Stanines are used to compare an individual's scores with the results obtained from a large sample ("the population"). Stanines divide the distribution of results into nine categories with a mean of five and a standard deviation of two.

1	2	3	4	5	6	7	8	9
4%	7%	12%	17%	20%	17%	12%	7%	4%
Below Average			Average			Above Average		

Percentage of People in the Population at Each Score Level

About The *CONTINUUM*™

For additional information, see the *CONTINUUM™ Assessment Technical Report* and the *CONTINUUM™ Assessment White Papers* available from De Meuse Leadership Group, LLC.