

CONTINUUM™



Assessing Change Reactions and Readiness

Change is a Constant

“There is nothing so stable as change.”

– Unknown

While change is inevitable, how individuals respond to change is most certainly not!



Many Factors Influence How Individuals Respond to Change



- How our brains are wired
- Previous experiences
- Beliefs about the situation
- Fairness expectations
- Our personality
- What we value
- Beliefs we have about ourselves
- Resilience and coping strategies

Source: Harvey, De Meuse & Ruyle (2021). *Influences on the Continuum of Individual Responses to Change*. Whitepaper. Paper accessible at [Influences on Responses to Change White Paper](#)

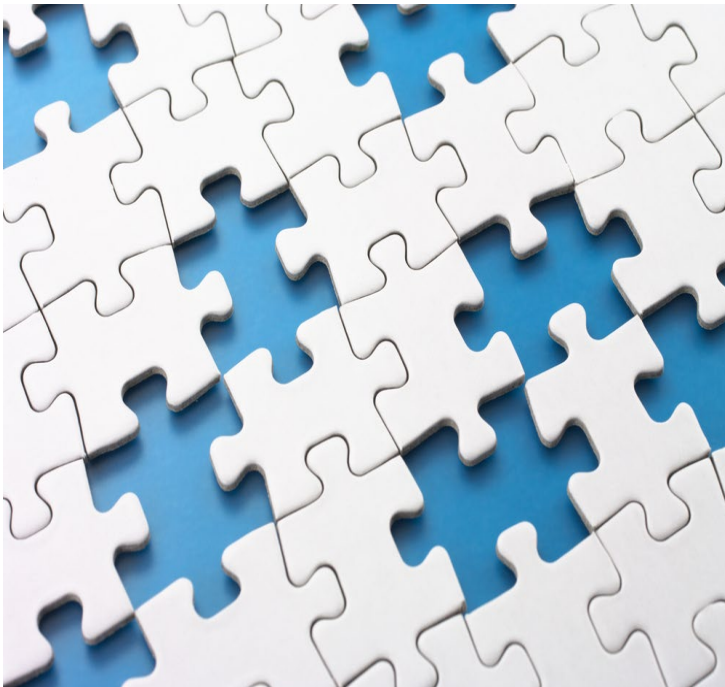
Purpose of the **CONTINUUM**™

Address The Challenges Of Leading Change!

- Measure how individuals respond to change
- Support organizations in predicting reactions to change
- Tailor strategies for navigating change at both the individual and group level



Development of the **CONTINUUM**™



- Extensive literature review
 - Influences on reactions to change (broadly)
 - Assessments measuring related constructs
- Two phases of research to develop and refine items
- Criterion-related validation study to ensure reliability and validity

CONTINUUM™



The Outcome: A simple, cost-effective assessment

- Create a change readiness profile for your team, your department, or your entire organization
 - Research-based instrument
 - Valid and reliable
 - Easily completed online survey
 - 50 items, untimed, requires approximately 20 minutes
- Identifies behavioral preferences that suggest change readiness
 - Those who lean into change and potential change leaders
 - Those who may need more support in dealing with change
 - Learn where there may be pockets of resistance
- Assists in developing organization and team strategies for important changes
 - Those who may need more support in dealing with change
 - Tailor strategies to the unique needs of the organization and/or team

CONTINUUM™ 5 Facets (Scales)



Change Emotions	The extent to which an individual manages emotions and responds effectively to the stress resulting from organization change.
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.
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.
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.
Change Optimism	The degree to which an individual views change positively and strives to maintain an optimistic attitude toward organizational changes.

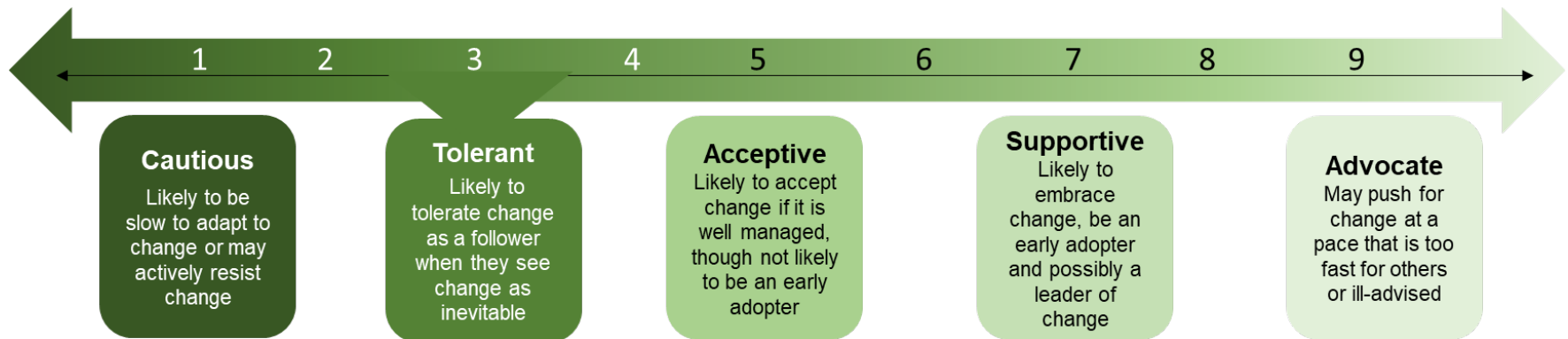
Likely Reactions to Change



	1 - 2	3 - 7	8 - 9
Change Emotions	Experiences considerable stress and negative emotions	Experiences a typical amount of emotional distress; may be emotionally neutral or alternate between anxiety and excitement	Experiences little to no negative emotions or stress and may even feel excited
Change Preferences	May be uncomfortable doing things in new ways and losing the stability of prior routines	Likely to understand that change is to be expected and accept it as it comes	Likely to regularly seek out variety and change and may dislike or quickly get bored with routine
Change Confidence	May lack confidence in ability to adjust to change.	Fairly confident in ability to adjust to change given appropriate resources.	Has a high degree of confidence in ability to adjust to change and at times may even be overconfident
Change Expectations	Views change as disadvantageous personally and/or for the organization	Has balanced expectations about the value of change personally and/or for the organization	Expects that change will be advantageous personally and for the organization; may even overlook the possible negative impact
Change Optimism	Doubts that change will be successfully implemented	Has realistic expectations about the outcomes of change and assume there will be some bumps along the way	Expects that change will be successfully implemented; may overlook the risks associated with change

CONTINUUM™ Overall Scores

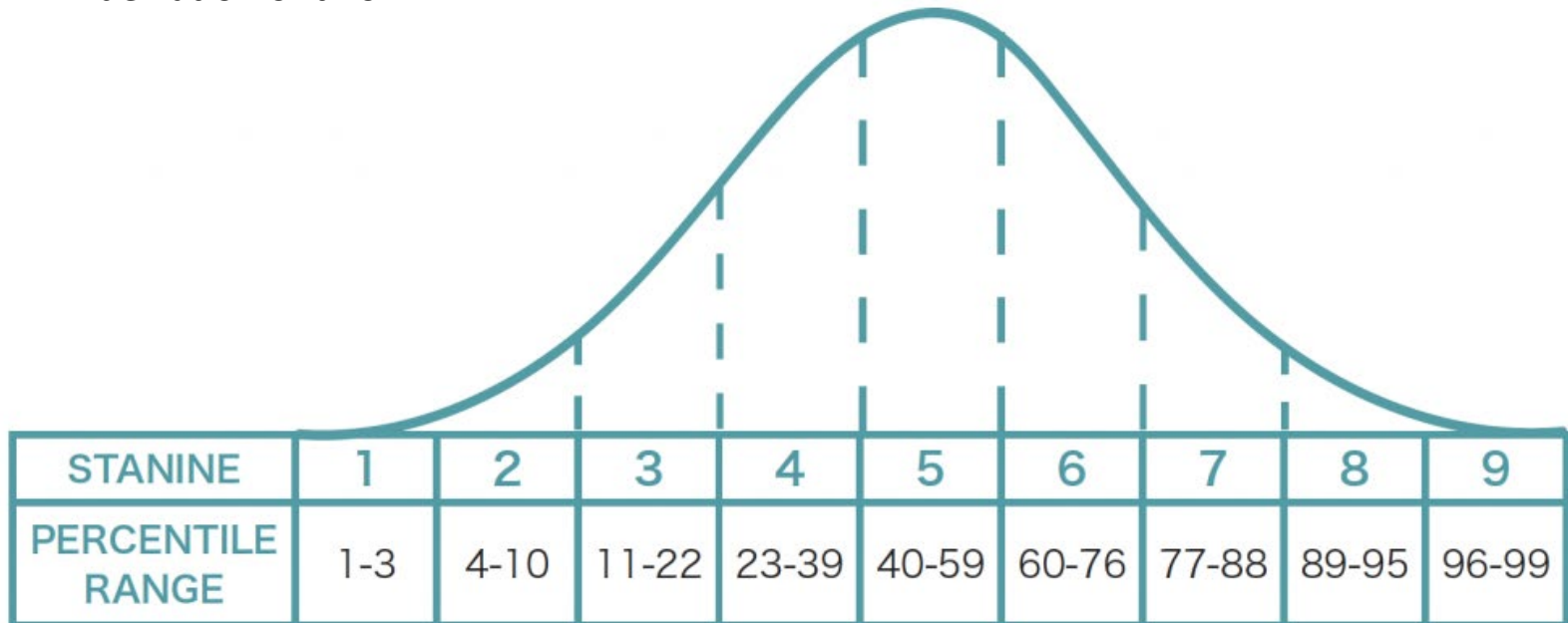
The five CONTINUUM facet scores are combined into an overall score



Stanine Scores



- Stanine (short for “STANDARD NINE”) is a method of scaling test scores on a nine-point standard scale.
 - Used to compare an individual’s scores with the results obtained from a large sample (“the population”).
 - Divide the distribution of results into nine categories with a mean of five and a standard deviation of two.



CONTINUUM™ Individual and Group Reports (Overall scores, Facet Scores, Recommendations)

CONTINUUM™

Name: Sample Participant Organization: De Meuse Leadership Group Assessment Date: May 05, 2023

Many organizations and roles require the ability to deal with regular and/or rapid changes. The CONTINUUM™ assessment examines how individuals typically perceive and react to changes in the workplace. The CONTINUUM results should be considered in the context of other information available to you. Because an individual's scores can shift over time and across different types of situations, it is important not to rely on information that has become dated. In this report, both Overall Score and Facet Scores are presented on a standardized nine-point scale called a stanine. Most people will tend to fall near the middle of the continuum on most facets but will likely have higher or lower scores on some other ones.

Overall Score
When encountering change, you are **CAUTIOUS**. You are likely to be slow to adapt to change and may even actively resist change.

Facet Scores
The CONTINUUM™ assesses five facets of how individuals respond to change. Below are your scores on each of these facets.

Change Emotions
You are likely to experience a typical amount of stress and emotional distress when faced with change. At times, you may be emotionally neutral and other times alternate between **anxious** and excitement. **4**

Change Preferences
You may be uncomfortable doing things in new ways and losing the stability of prior routines. **2**

Change Confidence
You may lack confidence in your ability to adjust to change. **4**

Change Expectations
You tend to view change as disadvantageous for you personally and/or for the organization. **4**

Change Optimism
You tend to doubt that change will be successfully implemented. **4**

Recommendations
When dealing with change, you may want to consider the following guidance:
 • Good health helps you deal with stress and can be enhanced by practices such as: a) moderately exercising and stretching; b) eating a healthy diet; and c) getting sufficient sleep.
 • While doing things differently can be uncomfortable, remember that with time the news ways of working will become more routine and stable.
 • Seek out opportunities to learn new skills, new methods, and new ways of thinking. Those who continuously learn are more successful when navigating change.
 • Focus on how you can build on your existing skills and the experience you are gaining. Keep in mind that you have been able to adjust to change in the past and that learning takes time.
 • You can reduce stress by breaking tasks down into manageable chunks. You may not feel confident looking at a mountain that needs to be moved, but you'll probably be quite confident you can move one wheelbarrow. And mountains can be moved one wheelbarrow at a time. Breakdown those tasks needed to secure change and, by doing so, grow in confidence.
 • Talk with your manager about the reasons for change and the benefits that will be derived personally and by the organization.

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Change is critical to organizational success. At some point, change becomes threatening 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 16 responses on the CONTINUUM™ Assessment, respondents fall into one of five dimensions of change readiness. The average stanine score for Atlantis Bahamas Overall is 6, indicating that in regard to change the majority of participants are **SUPPORTING**.

Distribution Of Overall Scores

Facet	Percentage
CAUTIOUS	6%
TOLERANT	13%
AMENABLE	31%
SUPPORTING	44%
PROMOTING	6%

Facet Scores
The CONTINUUM™ assesses five specific facets of overall.

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Group Report for Sample Client
Sample Continuum Group Report with Norm
May 08, 2023

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

Score	Percent of Sample Continuum Group Report with Norm Respondents
1	25%
2	0%
3	0%
4	25%
5	25%
6	25%
7	0%
8	0%
9	0%

Average Stanine Score: 3

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 and address beliefs that hamper change. These beliefs may concern: a) External factors (e.g., competitive threats) don't compel change; b) There is insufficient specific information available about the change; c) The organization or team lacks the capability to navigate the change; d) Key individuals are not fully supporting the change; e) The cost and effort of change outweighs the benefit.
- 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 skill in creating a compelling vision of the future and describing it in language that suits the audience. Create multiple depictions of the vision that utilize the language and emphasize benefits so that they are meaningful to each audience.
- Contrast Outcomes.** Bring a sense of reality about the current state and what it will mean if change does not occur. Workers need to see the downside of remaining in the current stage as well as see the benefits of the future state.

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CONTINUUM™ Introductory Pricing



- **Per Assessment Investment**

Number of Assessments Purchased Annually	Price Per Assessment
50 (minimum purchase)	\$ 49.00
1 - 100	\$ 49.00
101 - 500	\$ 47.50
501 - 1000	\$ 45.00
1001 - 2500	\$ 42.00
2501+	\$ 37.50

- **Additional Services**

Set-Up: <ul style="list-style-type: none"> • Client will be provided with an excel template for providing names and email addresses for those to receive the CONTINUUM for completion • An example announcement will be provided that can be tailored by client 	\$0 - Included with minimum purchase
Group Reports: <ul style="list-style-type: none"> • One group report is included with minimum purchase of 50 assessments • Additional reports (e.g., separate reports by team/function; re-run report with additional participants) 	\$0 - First report – \$49 per additional report
Data Download (Spreadsheet): <ul style="list-style-type: none"> • One download is included with minimum purchase of 50 assessments 	\$0 - First download \$49 per additional
CONTINUUM Briefing <ul style="list-style-type: none"> • Up to 1.5 hours for group/audience selected by client conducted virtually • Delivered by certified CONTINUUM consultant • Includes basic users' guide and tailorable briefing deck 	\$600 per briefing
CONTINUUM Certification <ul style="list-style-type: none"> • 2 Hours delivered virtually by Master CONTINUUM consultant • Allows clients or consultants to conduct CONTINUUM Briefing's independently 	\$750
Change Workshops or Other Consulting Support	Based on scope

Appendix: Other Statistics



- Overall normative group size = 248
- Reliability for all facet scales is strong (Cronbach's alpha range from .8 to .9)
- Correlations between supervisor ratings and Continuum scores indicate construct validity
- Note: Existing data is not yet sufficient to support using the CONTINUUM for making staffing decisions.

For More Information



Veronica Schmidt Harvey

Phone: 281.610.2049

LinkedIn: /schmidtharvey

www.SchmidtHarvey.com

Email: VeronicaS.Harvey@gmail.com

