CSI Does:

- Offer an explanation of preferred style for initiating & dealing with change
- Describe three change style preferences…more personality influenced than situationally influenced
- Create an appreciation for change-style diversity

CSI Does Not:

- Present a right or wrong, “better” or “worse” change style
- Measure competence in initiating & managing change
- Limit individuals to predetermined responses to change
<table>
<thead>
<tr>
<th>Change Style Preference</th>
<th>CONSERVERS</th>
<th>PRAGMATISTS</th>
<th>ORIGINATORS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept the structure</td>
<td>Explore the structure</td>
<td>Challenge the structure</td>
<td></td>
</tr>
<tr>
<td>Prefer change that is Incremental</td>
<td>Prefer change that is Functional</td>
<td>Prefer change that is Expansive</td>
<td></td>
</tr>
<tr>
<td>Evolutionary</td>
<td>Situational</td>
<td>Revolutionary</td>
<td></td>
</tr>
</tbody>
</table>
Change Style Preference - Structure

**CONSERVERS**
Rules & policies provide order and thus have intrinsic value

**PRAGMATISTS**
Rules & policies are a fact of life, be selective and prudent

**ORIGINATORS**
Rules & policies are the problem and often have negative value

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Characteristics

When facing change **Conservers**

- Generally appear deliberate, disciplined, and organized
  - Focused
- Prefer clearly defined structure
- Start with traditional ideas when problem solving
- Don’t like surprises and uncertainty
- “May appear” cautious and inflexible
- Focus on details and implementation
- Value tradition and best practices
- Are convergent thinkers
Characteristics

**When facing change** *Originators*

- May appear unorganized, undisciplined, unconventional and spontaneous – React in the moment
- Challenge existing structure
- Dismiss traditional ideas when problem solving
- Enjoy risk and uncertainty
- “May appear” impractical and miss important details
- Appear systemic in their thinking
- Can dismiss established practices with little regard
- Are divergent thinkers
When facing change **Pragmatists**

- Generally appear practical, agreeable, and flexible
- Value change that produces readily visible benefits
- More interested in functionality than tradition or novelty
- Operate as mediators and catalysts for understanding
- Are open to both sides of an argument
- Take more of a middle-of-the-road approach
- Appear more team oriented to their co-workers