

CHANGE AGENT COMPETENCIES

Your Change Agent Competency Profile Scores are:

- FLEXIBILITY:** ?
- INNOVATIVENESS:** ?
- RISK TOLERANCE:** ?
- STRESS TOLERANCE:** ?

CHANGE AGENT COMPETENCIES

PRITCHETT has identified four key competencies—Flexibility, Innovativeness, Risk Tolerance, and Stress Tolerance—that help you manage the impact of change.

FLEXIBILITY is the ability to deal with ambiguity. People low in flexibility don't particularly like surprises. They tend to want answers versus options and would rather plan and organize. Individuals with a high score are very comfortable with the unexpected and enjoy situations with lots of latitude. They like to make it up as they go.

INNOVATIVENESS is the ability to use creativity and original ideas. Highly innovative people like the new, the unexplored, or anything different. They prefer environments that challenge them to do things differently rather than follow a well-worn path. Individuals with low profiles like routine and familiar ways of doing things. They're practical and often find it easier to implement solutions rather than conceive solutions.

RISK TOLERANCE is the desire to test the limits or bend the rules. People with a high risk-tolerance score can challenge the status quo and be the devil's advocate by asking why or why not. They don't need to have all the answers to proceed. People with a low risk-tolerance score want to know how they're supposed to do things. They like the status quo and want to know how other people do things before defining their own path.

STRESS TOLERANCE is the ability to tolerate the instability in the world. High-profile people can be calm, even-tempered, and slow to anger. They can be a soothing influence on a group. Low-profile people may appear tense or anxious. Others may see them as overreacting or being too intense.

FLEXIBILITY

IMPLICATIONS OF LOW PROFILES (1-4)

Conscientious; takes pains to be prepared

Literal-minded, systematic, and procedural; makes sure all bases are covered

Likes an environment that is predictable and under control

Wants change to be well managed; does not like confusion, disorganization, or a game plan that shifts

Prefers to take a structured, organized approach; respectful of policy and rules

Profiles in the 1 or 2 range suggest a low tolerance for ambiguity or for change that is loosely managed

May become flustered and irritated in a hectic, constantly changing work environment

Profiles of 1-3 suggest a tendency to over-regiment others; rule-bound

Tends to presume their way is by far the best

IMPLICATIONS OF HIGH PROFILES (7-10)

High tolerance for ambiguity

Comfortable with many aspects of change

May not prefer the structure or supervision that can accompany change implementation

Can be a bit vague or abstract in describing ideas

Able to improvise and inclined to take more of an impromptu approach

Prefers an unstructured work environment

Tends to see rules, policies, and procedures as an annoyance rather than a help in getting the job done

Inclined to wing it, cut corners, and take the easy way out; expedient

Not very detail-oriented

COACHING POINTS TO INCREASE YOUR FLEXIBILITY

Change Your Focus

Close your eyes to the ambiguity and uncertainty; screen it out and look for what you can control.

Do a double-take on the hand you've been dealt. Move beyond your first reactions and look for openings where you can influence good outcomes.

Practice using your problem-solving skills. Identify some short-term goals and development objectives for yourself.

Picture clearly how you want things to be and move constantly toward that picture.

Look for what you learned in each situation, not for what went wrong—think feedback, not failure.

Alter Your Expectations

Remind yourself that it is impossible to anticipate, direct, and control things perfectly during change.

Think and plan short-term, beyond now . . . things will change.

Expect the unpredictable to happen. When it does, integrate it into your plans or change your plans to deal with it.

Allow yourself to make mistakes. Celebrate them and learn on your way to success.

Do the Right Things

Commit yourself to full use of the present. Engage in the change and make the most of today.

Create or take advantage of both formal and informal communication opportunities. You'll feel more connected and aware of potential opportunities.

Develop your ability to improvise. The world is forcing everyone to develop the ability to “wing it.”