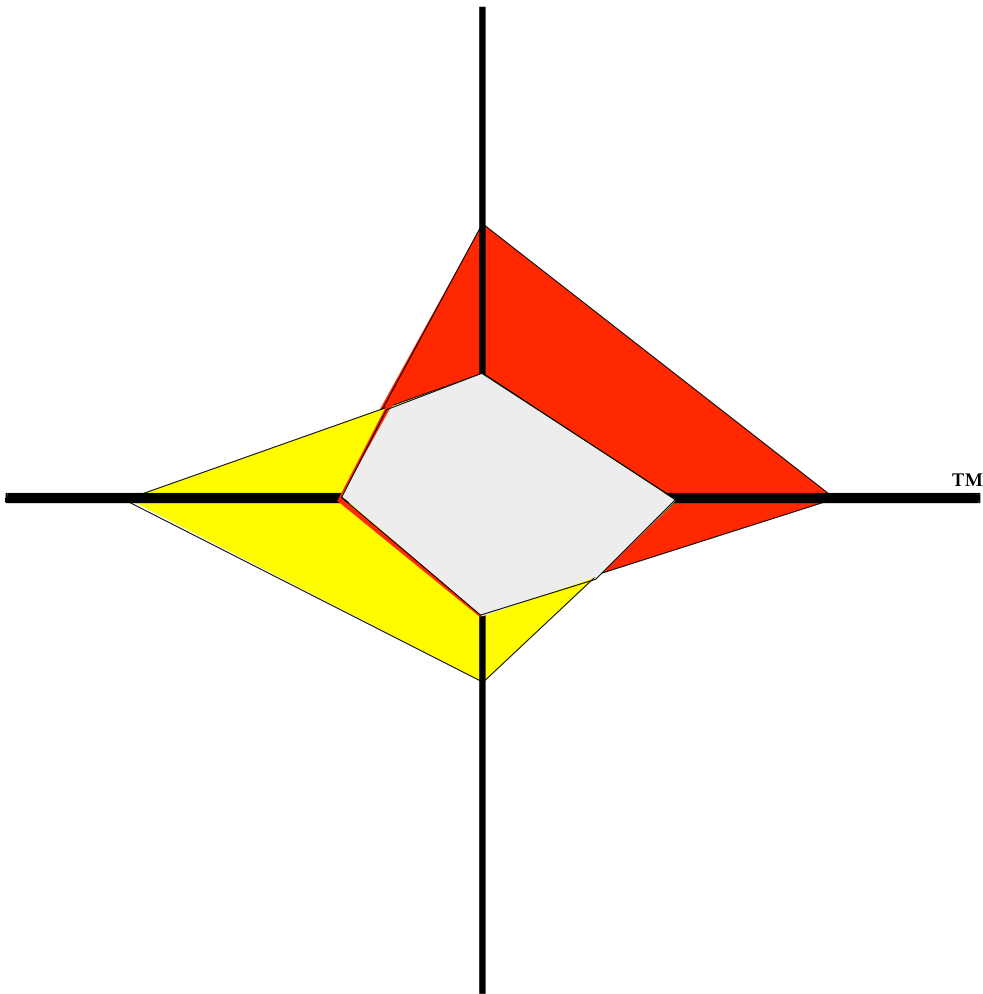


# "I OPT"®

(Input Output Processing Template)

## CHANGE MANAGEMENT REPORT



This report has been prepared for:



# Change Management Report

Prepared for: **Sample Person**

Date Prepared: 10/7/2009

Thank you for completing the “I Opt” Survey. Your responses to the questionnaire have been tabulated and your own personal strategic style(s) have been identified.

Your answers indicate that you scored highest in the ranges of **Logical Processor** and **Hypothetical Analyzer**, respectively. This report contains a sketch of the behavioral traits and preferences common to those styles. These styles describe the general preferences that a person uses to navigate life.

This report focuses on change. Everybody can and does change. However, we go about it in different ways. The ease or difficulty we experience depends on how well the kind of change we are attempting matches our way of doing things. This report will outline your likely responses to different kinds of change. It will also offer some suggestions on how you might better align your style with the change situation that you confront.

The style classifications above are based on the scores calculated from the answers that you provided. The scores do **NOT** reflect or predict your personality, ability, experience or suitability. They are simply a natural outcome of the way you process information. Any interpretation of this report should take into account **ALL** relevant input such as actual experience, skills, interests and abilities.

## Your Primary Style is Logical Processor

# LOGICAL PROCESSOR (LP)

### COMMON CHARACTERISTICS

- Goals:** Absolute expertise in a particular area.
- Wants:** Highly detailed and specific operational procedures.
- Likely to:** Follow new directives, processes and methods EXACTLY.
- Driver:** Tangible results as measured by quality.

### RESPONSE TO CHANGE

- Readily accepts incremental changes built on an existing framework.
- Will test new ideas thoroughly and is likely to uncover operational faults.
- Enjoys stability and may act to try to fit changes into existing systems.
- Will move to action in a very deliberate and careful manner.
- Resists changes that do not build on what is already in place.
- Likely to add detail in order to increase certainty of outcome.
- Will try to avoid changes with less than a certain, definitive outcome.
- Is reserved in the assessment of the change.

- ATTITUDE:** Tends to have a self-image based on competence. Changes that might threaten the expert status may be viewed with skepticism.
- HORIZON:** Interest centers on the near to mid-term. The focus is on tangible outcomes with a high certainty. “Visions” or other less than specific frameworks are likely to be seen as dreams and will have little impact.
- REACTION:** Is not likely to openly display the full depth of negative judgements. Will probably suffer in silence with only attitudinal dissatisfaction being visible.
- FOCUS:** Wants to know “how” things are to be done. Will feel anxiety if specific, step-by-step directions are absent.
- RISK:** The LP strategy is especially good at finding risk exposures. The knowledge of potential vulnerabilities makes the LP somewhat risk averse.
- COMPLETION:** Will tend to adopt change initiatives slowly. However, if committed to the change, the LP is able to apply sustained effort toward its full completion.

## Your Secondary Style is Hypothetical Analyzer

# HYPOTHETICAL ANALYZER (HA)

### COMMON CHARACTERISTICS

<b>Goals:</b>	Deep understanding.
<b>Wants:</b>	To know how the change “fits in.”
<b>Likely to:</b>	Examine all possible contingencies.
<b>Driver:</b>	Expert-level knowledge of the change effects.

### RESPONSE TO CHANGE

- Enjoys the opportunity to think through the proposed changes.
- Wants to advise. May be less than committed to actual implementation.
- Readily accepts change introduced at a measured pace.
- Moves to action reluctantly.
- Is more likely to frustrate rather than resist changes they disagree with.
- Is likely to identify unexpected contingencies that merit consideration.
- Becomes frustrated if changes happen at a faster rate than can be analyzed.
- Is understanding, reserved and measured in the assessment of change.

<b>ATTITUDE:</b>	Intellectual ability is a basis of the HA’s self-image. Complete paradigm shifts that destroy a knowledge basis are likely to be resisted. Changes that elaborate on the knowledge base are more easily accepted.
<b>HORIZON:</b>	Tends to think strategically. The horizon extends as far as cause and effect linkages can be specified.
<b>REACTION:</b>	Is not likely to openly display the full depth of negative judgements. Will probably display dissatisfaction in the form of tangential critiques.
<b>FOCUS:</b>	Wants to know “why” things are to be done and how the change fits into the “big picture.” Understands “visions” but is unlikely to fully buy into them.
<b>RISK:</b>	The HA strategy is adept at finding risk exposures. The change is seen as embedded in a complex system. The blend of awareness of exposures and the complexity of the system tends to make the HA risk averse.
<b>COMPLETION:</b>	Will tend to incorporate change initiatives slowly. However, will typically respond well to deadlines.

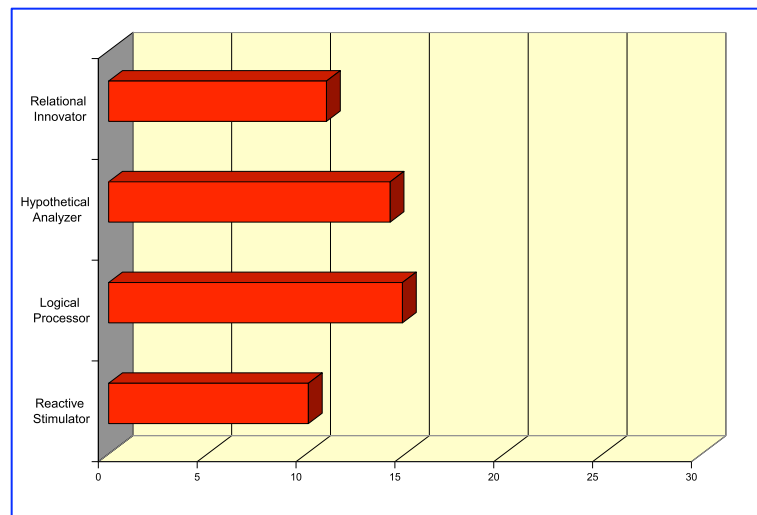
## What Did the Survey Measure?

The survey you took measures how you process information. There are different ways of doing this. Some ways stress planning. Others focus on action. Some will value stability. Others see change as desirable. There is no “right” or “wrong” way. All of these qualities are needed in the conduct of life.

All styles are valuable but may differ in their approach to particular change situations. Some will stress efficiency while others will emphasize speed. Some will focus on practical implementation issues while others will see system effects. Efficiency, speed, implementation and system effects are all important. There is no good or bad. But the different emphases can create tensions as change is attempted.

## Your Information Processing Style

Any type of change involves information exchange. The way you handle change will be affected by your way of processing information. The emphasis you give to each of the four basic processing strategies is shown in the chart below.



### **YOUR STYLE PREFERENCE STRENGTHS**

Each combination of styles produces unique traits and behaviors. The higher your score in a category, the more likely you are to display characteristics typical of that strategy. If two or more of your highest scores are close to each other, you are likely to find yourself displaying the qualities of each of the styles about equally. Your unique mix of strategies creates your style.

## Change and the Logical Processor (LP)

You favor the LP strategy as a way of navigating life. The LP is action oriented and puts a high value on doing things “right.” Your strategy allows you to see deeply. You are likely to see situations in more complexity than others. Your perspective calls your attention to potential vulnerabilities. This tends to make you a bit skeptical of the advisability or ultimate success of the change effort.

**Stop:** The first step in a change process is to stop doing what is now being done.

You are likely to find this process particularly uncomfortable. Since you see deeply, you are likely to see consequences that do not appear to be well addressed in the change plan. Your efforts to make these visible may not appear to be seriously considered by others.

To some degree this condition is inevitable. Your standards are so high that it is probably impossible to meet them in a volatile change situation. While it may not be easy, you may want to relax your judgments on things of less critical importance. There is a strong probability that you under-estimate your ability to handle issues that arise from any omissions “on the fly.”

**Shift:** The next step in any transition involves the change itself. In this phase you acquire new information, behaviors and perspectives. The pressure of overwhelming work is likely to replace your initial feelings of uncertainty and risk. You are likely to try to attempt to apply your high standards to everything at once. This will probably be impossible and you can expect to experience some frustration.

One way to help yourself may be to begin by looking at the process in phases. Consider looking at improvement as your measure of success. Try not to do everything at once. As long as something is improving, count that as a success. Go from one item to another looking for improvement.

**Resume:** The final phase of a change process is adopting and embedding the changed practices and behaviors so as to capture the full value of the changes. This is likely to be the easiest stage for you. You begin to get enough time and certainty to reinstall standards at a level acceptable to you.

## Your Strategic Pattern

Your primary style is LP but it is not the only style that you can access. If your LP style does not fit a situation you are likely to use to your secondary style. This is the style that is your next highest in strength. The closer your primary and secondary style, the more likely you are to exhibit a blend of the behaviors associated with each. If your secondary style is:

**Reactive Stimulator (RS):** This is called a **Performer pattern**. Your LP style is action oriented. It uses proven, well-understood methods. This contrasts with the expedient methods of your RS style but remains focused on getting things done. This pattern tends to accept change. The risk is moving too fast. You are likely to be eager to post results and may move before you fully understand all of the implications of the change.

**Hypothetical Analyzer (HA):** This is called a **Conservator style**. Your LP is attentive on “doing things right.” Your HA focuses on tracing the impacts of change through entire systems. The combination positions you to “conserve” the things that work. You know what they are and their value.

A possible difficulty is over caution. You will see omissions and defects vividly and may experience some anxiety as a result. This may make you hesitant to fully commit to the change initiative. Your best strategy may be to focus on the very short-term. This will defocus your longer-term concerns and help minimize, but not eliminate, your discomfort.

**Relational Innovator (RI):** This is called a **split style**. It is called a split style because your responses tend to split between very different approaches. In your primary style (LP) you tend to be deliberate, detail oriented and precise. In your secondary style (RI) you can react quickly with novel and unexpected ideas. This style equips you to handle widely divergent things.

A possible difficulty arising from this style lies in coordination and consistency. Other people may expect you to respond in one way while you may choose another. You may want to state intentions clearly so that others can better coordinate your work with theirs.

## Local Culture and the LP Style

You exist in a local culture. Changes affect you directly. It also affects you through the people around you. Your ability to work with people who use other styles can determine your success as well as that of the entire change effort.

### **Working with RS'**

You can recognize an RS by their **direct, positive and straightforward approach with a focus on action**. You are likely to find the RS' to be somewhat impulsive and inattentive. They are likely to see you as too concerned with detail and overly cautious. Both of you are probably right. You might want to pay attention to RS' when the price of error is small. There is little to lose and they will get a lot done. When the penalty for error is high you might want to trust your own instincts. You will make fewer mistakes but it will take you longer. If you can work together, each style will likely compensate for the vulnerabilities of the other.

### **Working with LP's**

You can recognize the LP by their **high commitment and task-oriented approach**. This is your style, but your ability to work together is not automatic. LP's see deeply and are attentive to detail. There is a probability that small differences can expand when seen through the refined operational vision of the LP. This can lead to tensions based on differences that are of less than material significance. If this occurs, attempt to move the discussion backward from the point of disagreement to an earlier point with which all can agree. Then rebuild toward the point of disagreement. This process helps isolate and resolve differences. It will also foster coordinated action.

### **Working with HA's**

You can recognize the HA by their **patient, unhurried and relaxed approach**. The HA is usually interested, supportive and will ask many questions. You are likely to value the HA's insight while being frustrated by their disinterest in taking action. When working with HA's in a change environment you may want to try to divide the work. The HA's will tend to be good at planning while you will be better at execution. If work cannot be divided, you may want to try to install firm deadlines HA's will typically honor their deadline commitments.

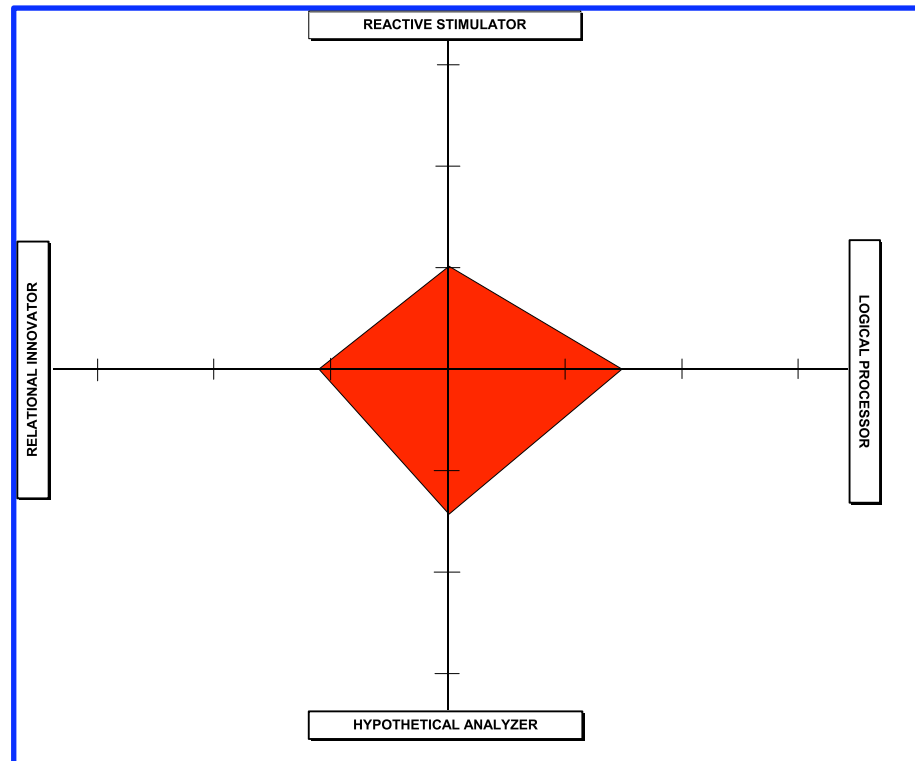
### **Working with RI's**

Unless you are a split style, the RI is likely to be the style that you will find most difficult to work with. You can recognize the RI by their **frequent use of analogies, a dislike of detail and a steady flow of new ideas**. You may see the RI contribution as risky, poorly thought out and a bit "blue sky" in character. Your best strategy for dealing with RI's is likely to be division of labor. They focus on creating options, you focus on getting things done. Another strategy is to try to put a limit on the number of options that will be considered. This will at least allow you to begin your work with a relatively stable objective.



## Your Change Profile

This report is focused on your primary change style. However, most people have some ability in each of the four basic directions. The graphic below gives you a picture of your total change profile in all of its directions.



### **YOUR CHANGE PROFILE**

You can use the above graphic to get an idea of your capacity along each dimension. Generally, the higher you scored on a style, the easier it is to use that style in approaching change issues. The strength also indicates how long you will be able to stay within that style. For example, if you scored low in a dimension it is likely that you will only be able to effectively use it for a short time. You can use this knowledge in planning the change efforts that use your peripheral strengths.

Your profile describes the way you navigate life, as well as the way that you prefer to handle change. Other people live in different situations and have developed different strategies. No one is right or wrong. They are just different.