

Personal Competencies for Managing the Human Side of Change



The idea of this exercise is to plot your scores initially by reaction to each of the 4 areas below, in terms of avoiding or seeking; don't think about it too much, and place a score for each area. There are no right and wrong answers.

The read through the descriptors on pages 2-5 and reflect on your interpretation of the scoring in terms of low and high profiles.

Estimate your own comfort zones:

	Avoid	—————→								Seek
Flexibility	1	2	3	4	5	6	7	8	9	10
Innovativeness	1	2	3	4	5	6	7	8	9	10
Risk Tolerance	1	2	3	4	5	6	7	8	9	10
Stress Tolerance (level of)	1	2	3	4	5	6	7	8	9	10

Flexibility

Implications of Low Profiles (1-4)	Implications of High Profiles (7-10)
Conscientious; takes pains to do the necessary homework or otherwise be prepared	High tolerance for ambiguity
Programmed; systematic and procedural	Comfortable with many aspects of change
Likes an environment that is predictable and under control	May fail to provide enough job structure for subordinates, particularly on the heels of significant change
Wants change to be well managed; does not like confusion, disorganisation or constant changes in the game plan	Highly Flexible
Prefers to take a structured, organised approach to things; respectful of policy and rules	Able to improvise and inclined to take more of an impromptu approach rather than take pains to do in-depth homework and be fully prepared
A low tolerance for ambiguity or for change that is loosely managed	Prefers an unstructured, under-regimented work environment
May become flustered and irritated in a hectic, constantly changing work environment	Tends to see rules, policies and procedures as an annoyance or hindrance rather than a help in getting the job done
A tendency to over-regiment others; rule-bound	Inclined to wing it, cut corners and take the easy way; expedient
Can be a bit stuffy and self-righteous in presuming that their way is by far the best way	Tends to resist tight supervision or close monitoring by others
	Not very detail orientated

Innovativeness

Implications of Low Profiles (1-4)	Implications of High Profiles (7-10)
Action-orientated	High need for change
More a doer than a thinker; better at implementing than at conceiving	Gets bored easily; seeks variety; may push for change for change's sake
Serves as a good 'control valve' limiting the changes that high innovativeness profile people would try to pump into the pipeline	Loses interest in things fairly quickly, and therefore may not fully exploit them
Pragmatic and practical minded	Better at initiating or innovating than implementing and maintaining things
Usually not particularly original and innovative	Conceptually orientated; likes the thinking process
More willing to accept a routine, more repetitive work assignment than are people with high profiles	Needs to guard against over-engineering the approach or over-processing data
May stick with a plan, practice or routine that is outdated, rather than push for a novel, fresh approach	High level profiles reflect more creativity, imagination and abstract thinking skills
Feels the need for fewer data inputs before taking action, may oversimplify	More idealistic; able to think strategically and function as a 'visionary'
	Sometimes get lost in daydreams or goes off on mental tangents at the expense of valuable productivity
	Sometimes displays forgetfulness or absentmindedness; also usually seen to have trouble remembering other people's names
	Can be overly theoretical or too idealistic

Risk Tolerance

Implications of Low Profiles (1-4)	Implications of High Profiles (7-10)
Disinclined to rock the boat or push for change	Better equipped to function as a change agent
Inclined to be conservative, traditional and conventional in outlook	More experimenting, willingness to take risks
Adopt a 'play it safe' approach; not likely to be confrontational with higher level authority	Critical of the status quo
Defends the status quo	A profile as high as 9 or 10 may suggest rebelliousness or maverick tendencies; not good at company politics
Sometimes rather hidebound in sticking with the tried-and-tested	Openness to new ideas and willingness to change
Needs to guard against being seen as a 'yes person' or as overly ingratiating to authority figures	Willingness to challenge ideas, argue a point or challenge senior management on issues; critical-minded
Operates comfortably within the established chain of command	

Stress Tolerance

Implications of Low Profiles (1-4)	Implications of High Profiles (7-10)
Strong sense of urgency	Steady and unflappable
Intense, sometimes to the point of being high-strung	Laid-back; almost never gets rattled
Hyper; high activity level	Good stabiliser for a work group
Very busy, but with some wasted motion (e.g. going in circles, chasing tangents, getting in other people's hair etc.)	May not project enough of a sense of urgency
Impatient; short frustration tolerance	Coolheaded and composed; understated personality
Unclear priorities, because too many things are treated as high priority	May fail to energise a group, coming across as too complacent and low-keyed
Has difficulty in sitting still; restless; lacks the attention and concentration skills to permit sustained focus on task	Free from anxiety and tension; high stress tolerance
Difficulty relaxing	
Over-involved; tries to cover too many bases	
Inclined to put excessive pressure on others	