

# Temperaments and Transitions

## Communicate Change

<p style="text-align: center;"><b>Artisan</b></p> <ul style="list-style-type: none"> <li>• Practical information about the change.</li> <li>• An opportunity to give input about how things are right now.</li> <li>• A clear picture of how actions will lead to outcomes.</li> <li>• Opportunities to act while the change is being planned.</li> <li>• Something to do right away.</li> <li>• Concrete actions resulting in practical benefits.</li> <li>• Practical applications for the change.</li> <li>• A chance to maneuver and adapt.</li> <li>• Flexibility and options designed into the change.</li> <li>• A chance to troubleshoot problems as the change is being implemented.</li> </ul>	<p style="text-align: center;"><b>Guardian</b></p> <ul style="list-style-type: none"> <li>• A chance to share their experiences about what has already been tried.</li> <li>• Opportunities to preserve what works well now.</li> <li>• Practical, realistic reasons for and benefits of the change supported by data.</li> <li>• A clear, concrete picture of what the new reality will look like.</li> <li>• A solid link between the current and proposed realities.</li> <li>• A step-by-step plan with details on how to implement the change.</li> <li>• Clear roles and expectations within the change process.</li> <li>• Incremental change anchored by current realities.</li> <li>• A clearly defined plan with measurable outcomes and time frames.</li> <li>• A sense of belonging and identity throughout the change.</li> </ul>
<p style="text-align: center;"><b>Rational</b></p> <ul style="list-style-type: none"> <li>• A vision and model for the change.</li> <li>• An overview of a strategic path forward.</li> <li>• Logical reasons for the change.</li> <li>• A definitive purpose and goals to be achieved through the change.</li> <li>• A clear rationale for the direction chosen.</li> <li>• Analysis of possible directions and options.</li> <li>• Long-term and global benefits of the change.</li> <li>• Opportunities to conceptualize and strategize the change.</li> <li>• A sense of competence and task mastery.</li> <li>• Independence with opportunities to modify and improve the plan.</li> </ul>	<p style="text-align: center;"><b>Idealist</b></p> <ul style="list-style-type: none"> <li>• A vision of an ideal, improved state.</li> <li>• Alignment of the vision with their personal values.</li> <li>• Meaningful purposes for changes.</li> <li>• Knowledge of how the change will make things better for people.</li> <li>• Possibilities and opportunities for people to develop.</li> <li>• Consideration for the effects of the change on the individuals involved.</li> <li>• Mechanisms in place to help people navigate the change.</li> <li>• Chances to grieve for and deal with what is being left behind.</li> <li>• General direction rather than specific steps for change.</li> <li>• Minimal disruption in organizational atmosphere and morale.</li> </ul>

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## Temperaments and Approach to Change

<p><b>Artisan/Improviser (SP)</b></p> <ul style="list-style-type: none"><li>• <b>Want</b> something to do right away.</li><li>• <b>Need</b> freedom, flexibility and a chance to demonstrate tactical competence as they maneuver and adapt.</li><li>• <b>Share</b> practical information about the change and how it will benefit them</li><li>• <b>Their talent</b> can be in troubleshooting problems as the change is being implemented.</li></ul>	<p><b>Guardian/Stabilizer (SJ)</b></p> <ul style="list-style-type: none"><li>• <b>Want</b> a chance to share their experiences about what has already been tried.</li><li>• <b>Need</b> clear roles and expectations within the change process and a sense of belonging and identity throughout the change.</li><li>• <b>Share</b> a step-by-step plan with details on how to implement the change.</li><li>• <b>Their talent</b> can be in creating a clear, concrete process for Incremental change anchored by current realities.</li></ul>
<p><b>Rational/Theorist (NT)</b></p> <ul style="list-style-type: none"><li>• <b>Want</b> a vision and model for the change.</li><li>• <b>Need</b> a sense of competence and task mastery with independence and opportunities to modify and improve the plan.</li><li>• <b>Share</b> long-term and global benefits of the change and a clear rationale for the direction chosen.</li><li>• <b>Their Talent</b> can be in analysing possible directions and options, conceptualising, and strategising around the change.</li></ul>	<p><b>Idealist/Catalyst (NF)</b></p> <ul style="list-style-type: none"><li>• <b>Want</b> alignment of the vision with their personal values.</li><li>• <b>Need</b> a meaningful purpose for any change and knowledge of how the change will make things better for themselves and others.</li><li>• <b>Share</b> general direction rather than specific steps for change with possibilities and opportunities for people to develop.</li><li>• <b>Their Talent</b> can be in motivating team members and building bridges between disparate points of view during the change process.</li></ul>