

Temperaments and Transitions

Communicate Change

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

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Temperaments and Approach to Change

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