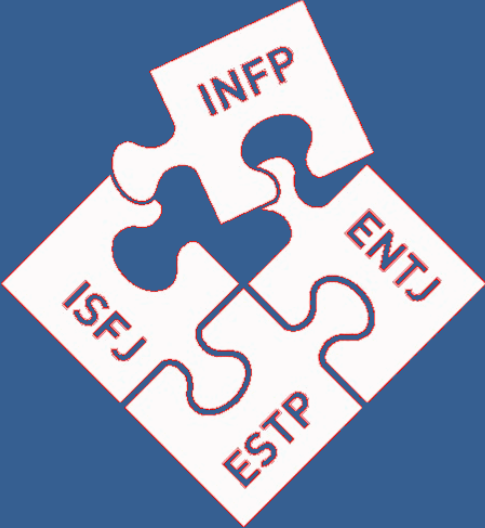


Type and Transitions

Participant Guide



Introduction



Awareness Discussion

Be prepared to discuss with your partner:

- One major change he/she has experienced.
- What was one thing that helped make this change successful?

Objectives

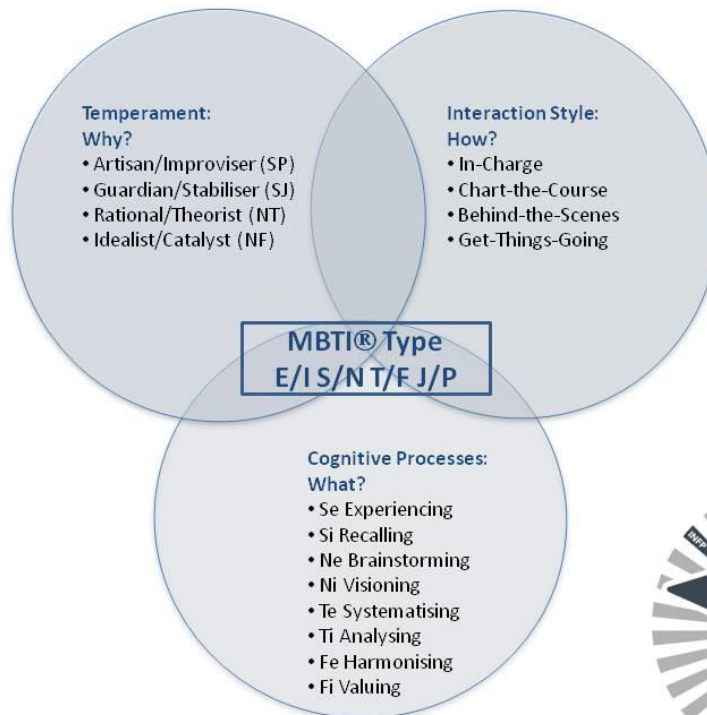
At the end of this program, participants will:

- Understand the difference between Change and Transition.
- Learn about how each temperament innately might respond to change.
- Explore how to best use the talents of each temperament in the change process.
- Investigate the impact that Interaction Style has on the transition process.
- Decide how to use the knowledge of Temperament and Interaction Style in facilitating more effective transitions.

Agenda

	<p>Setting the Scene</p> <ul style="list-style-type: none"> • Objectives and Agenda • Three Lenses of Type
	<p>Change versus Transitions</p> <ul style="list-style-type: none"> • Exercise: Awareness • Stages in Transitions
	<p>Temperament and Transitions</p> <ul style="list-style-type: none"> • Define Temperament • Exercise: Temperament and Transition
	<p>Interaction Style and Transitions</p> <ul style="list-style-type: none"> • Define Interaction Style • Exercise: Interaction Style and Transitions
	<p>Summary and Action Plan</p> <ul style="list-style-type: none"> • Summary and Learning Points

The Three Lenses of Type



Get-Things-Going ENFP	Behind-the-Scenes INFP	Get-Things-Going ESFP	Behind-the-Scenes ISFP
Idealist/ Catalyst		Artisan/ Improviser	
In-Charge ENFJ	Chart-the-Course INFJ	In-Charge ESTP	Chart-the-Course ISTP
Get-Things-Going ESFJ	Behind-the-Scenes ISFJ	Get-Things-Going ENTP	Behind-the-Scenes INTP
Guardian/ Stabilizer		Rational/ Theorist	
In-Charge ESTJ	Chart-the-Course ISTJ	In-Charge ENTJ	Chart-the-Course INTJ

Change Versus Transition

Overview

Much of the work written on change focuses on the physical steps in the change model e.g. John Kotter's Change Model, The Change Journey (HUMAP) and the Kubler-Ross work. An alternative theory around change, originated by William Bridges in the states, is around Managing Transitions. He talks about external change being situational - it just happens. The internal psychological process we experience in order to come to terms with a new situation and change our behavior is called a transition. He describes a three-phase process (ending, neutral and new beginning zones) where people gradually accept the details of the new situation and the changes that accompany it.



Ending Zone

While the reason for the change can be completely valid, the ending of any experience produces an emotional grieving process. If teams can understand who is losing what specifically, they can help to ensure that these responses are kept in proportion, and alternative avenues for getting these factors replaced are created in the new beginning.

Ending Zone

The neutral zone is uncomfortable for individuals and teams because, although the change has taken place externally, team members have not internally made the transition. Despite the discomfort of this stage, more opportunities and creativity also characterize it. With no criteria or new operating model defined, there is an opportunity to "start from scratch" and look at things in a whole new way.

Ending Zone

Teams will require a picture (of where they are going), a purpose (why they are going there), a part (what will they contribute) and a path (plan to achieve the goal).

Temperament and Transitions

“The key to the ability to change is a changeless sense of who you are, what you are about, and what you value.”
Stephen Covey

Definition

A few facts about temperament...

- A pattern of needs, values, skills and behaviours that underlies our way of acting and being in the world
- 25 centuries of cross-cultural recognition
- Inborn and constant
- Drives behaviour
- Affects our growth and development
- A PATTERN not a definition
- Dynamic not static
- Influencing not limiting

Team Exercise: Temperament and Transitions

In your temperament groups identify for your Temperament:

- What you might **need** in any transition.
- Your **talent** in the transition process.
- What **information** you want to be shared with you.

Interaction Style and Transitions

Interaction Style Defined

- Shows “How” we interact with others to achieve results.
- Derives from communication theory.
- Psycho physiological energy.
- Pattern of physical energy, pace, movement and outward behaviours correlated with mental aims, beliefs and innate talents that underlie how we engage with others to achieve our goals.
- Highly situational.
- We have an innate preference for one of four styles.
- Set of unconscious drives.
- Gives an indicator of our role in a change process.

Team Exercise: Interaction Style and Transitions

- In your Interaction Style teams, identify three strengths and three challenges in the transition process..
- Be prepared to share your ideas.
- You have ten minutes.

In-Charge
Chart-the-Course
Get-Things-Going
Behind-the-Scenes

Interaction Style Overview

Interaction Style	In-Charge	Chart-the-Course	Get-Things- Going	Behind-the-Scenes
Aim	Get an achievable result	Get a desired result	Get an embraced result	Get the best result possible
Drive	Urgent need to accomplish	Pressing need to anticipate	Urgent need to involve	Pressing need to integrate
Core Belief	It's worth the risk to go ahead and act or decide	It's worth the effort to think ahead and reach the goal	It's worth the energy to involve everyone and get them to want to	It's worth the time to integrate and reconcile many inputs
Decisions	Quick	Deliberate	Embraced	Collaborative
Energy	Determined	Focused	Enthusiastic	Receptive
Style	Straightforward <ul style="list-style-type: none"> ▪ Commanding ▪ Confident ▪ Driven ▪ Social 	Formal <ul style="list-style-type: none"> ▪ Has reserve ▪ Intense ▪ Calm ▪ Composed 	Engaging <ul style="list-style-type: none"> ▪ Energetic ▪ Welcoming ▪ Casual ▪ Persuasive 	Approachable <ul style="list-style-type: none"> ▪ Agreeable ▪ Unassuming ▪ Patient ▪ Gentle
Want	Control over resources	Directed movement	Expressed movement	Control over quality
Talents	Lead to a goal Execute actions Provide resources Mobilize resources	See end result Monitor progress Devise a plan Give guidance	Explore options Share insights Facilitate Brainstorm ideas	Support others Reconcile inconsistencies Encourage participation Sustain efforts
Stressors	Out of control Nothing is being accomplished	Not knowing what is likely to happen Don't see progress	Not being involved in what is going on Feel unliked or unaccepted	Not enough input or credit Pressed to decide too quickly
How to help	Tell them the reasons Help them see something is being done	Be calm and direct Let them know what to expect	Listen as they talk things out Encourage their active participation	Be friendly but not too expressive Give time to reflect and integrate