



# Change Style<sup>TM</sup> Indicator

Improve Change Effectiveness

Group Report

**Sample Group**

January 12, 2017



**Company Sample Name**

Consultant Sample Name

## SAMPLE GROUP

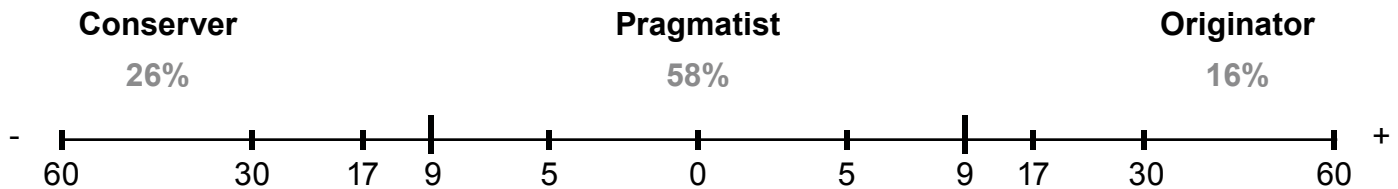
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# Pragmatist-Oriented Team

## Team Distribution



### In General...

Pragmatist-Oriented Teams can often see the merits of both Conservers and Originators. They are open to a wide range of perspectives, ideas and new ways of doing things, but not too quick to commit. Once committed, they are focused on getting the job done and usually get things done in spite of the rules, not because of them. Pragmatist-Oriented Teams are good at building consensus and buy-in within the team and across the organization.

### Team Strengths...

Pragmatist-Oriented Teams demonstrate a balanced inquiry, listening to and showing respect for multiple perspectives and ideas. They are flexible and can consider a range of possibilities. They are very team oriented and prefer consensus when making decisions. They sometimes value consensual resolution more than their own position. Pragmatist-Oriented Teams are usually seen as practical and reasonable and can see both sides of an issue. They may serve as mediators between opposing positions and can often draw people together around a common cause. They will negotiate and encourage cooperation and compromise within the team to get problems solved, as well as attempt to build bridges with other teams. Pragmatist-Oriented Teams do not like change for the sake of change. They like to focus on real problems. They can organize ideas into action plans and focus on the actions required to move a situation from current or past reality toward a new desired outcome. They are willing to address needs as they arise. Pragmatist-Oriented Teams emphasize good communication and can have short and long-term perspectives. These characteristics have obvious advantages and disadvantages depending upon task and circumstance.

### Team Blindspots...

Pragmatist-Oriented Teams may be seen as indecisive, indirect and noncommittal. Often, after having excessive discussion on an issue, they may make a decision and, at the next meeting, the issue is up for discussion again. They may have trouble making quick decisions, especially if there is any dissent among team members. Pragmatist-Oriented Teams may try to please everyone. They may value harmony over outcomes, often choosing a less than desirable path simply to reach agreement. They can be easily influenced and may appear to "flip-flop" on issues. Pragmatist-Oriented Teams sometimes fail to communicate the team's ideas and priorities to other teams or parts of the organization.

## Pragmatist-Oriented Team

### **Preferred Work Environment...**

The preferred work environment for Pragmatist-Oriented Teams is flexible and adaptive with a harmonious and participatory atmosphere. They prefer an action-oriented and productive environment that is hands-on and experiential. They also like structure and policies that can be easily modified when necessary.

### **What Team Leaders Need to Know...**

Pragmatist-Oriented Team leaders need to use a facilitative approach since these team members value collaboration and cooperation. All underlying conflict should be addressed openly. Team leaders should encourage debate on the options at hand, but should not allow a situation to drag on too long before deciding upon a direction or making a decision. Leaders should create a timeline for making decisions and avoid having the team repeat the same discussions meeting after meeting by moving on after a decision is made. Leaders should push for decisions and closure even when there is less than one hundred percent buy-in. They should also ascertain that team members know when they need to work in unison and when they need to do their independent tasks.

### **Leading the Team Through Change...**

When leading Pragmatist-Oriented Teams through change, leaders should present both sides of the change issue. They should frame the need for change and find areas of agreement. Leaders should be sure to identify areas of disagreement as well and encourage discussion, providing a structure in which everyone is heard in a non-threatening atmosphere. Leaders should emphasize the value of new learning and ascertain that people have the appropriate tools and skills necessary to make a change. They should then identify the initial steps and determine a timeline for completing these steps. The team should understand the process for implementing change and know where its input is needed. Timelines should be clearly defined. Conservers and Originators who are not team members could be involved in the early stages of a project to assist the team in exploring its options. To be most effective for the Pragmatist-Oriented Team, the Conserver and Originator-led discussions should occur at different times.