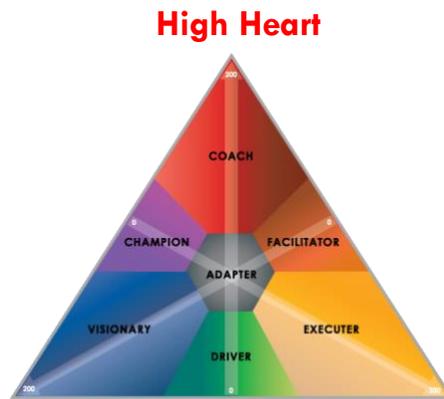


CHAPTER 3

What is CQ® (Change Intelligence®)?

CQ (Change Intelligence) is the awareness of one's own Change Leader Style, and the ability to adapt one's style to be optimally effective in leading change across a variety of people and situations.



High Head

Leading Change from the Heart

Change Leader Style Defined	Engaging, Caring, People-Oriented Change Leader
Strengths	Motivating and supportive coach
Developmental Opportunities	May neglect to revisit overall change goals and not devote attention to the specific tactics of the change process

Leading Change from the Head

Change Leader Style Defined	Strategic, Futuristic, Purpose-Oriented Change Leader
Strengths	Inspirational and big picture visionary
Developmental Opportunities	May leave others behind wanting to move sooner than people are ready and lack detailed planning and follow-through

High Hands

Leading Change from the Hands

Change Leader Style Defined	Efficient, Tactical, Process-Oriented Change Leader
Strengths	Planful and systematic executor
Developmental Opportunities	May lose sight of the big picture and devalue team dynamics and individual's emotions

To be successful, any change needs people, purpose, and process; to be effective, any Change Leader needs to pay attention to all three. Yet, most of us have a preference for how we lead change – either from the Heart, the Head, or the Hands – or a combination of two or three. It is this unique combination that represents our Change Leader Style. Each of the seven styles of change leadership indicate a different mix of Heart, Head, and Hands. Which one of the seven Change Leader Styles describes you best? Review the descriptions below, and to find out for sure, as well as to obtain targeted and actionable developmental recommendations, take the Change Intelligence/CQ Assessment®!

CHANGE CATALYSTS



Coaches are all about Heart. You love engaging your colleagues whenever you get a chance, and you find great reward in supporting the people around you as you all move through a change process.
Strengths: Encouraging, Supportive, Positive, Tolerant, Humorous
Gaps: Impractical, Vague, Not Serious Enough, Not Bottom-Line Focused, A Push-Over

Visionaries are always looking forward to an inspiring future. Thanks to your Head focus, you have a gift for seeing opportunity and planning for new situations, and you tend to get excited about what lies on the other side of a change.
Strengths: Forward-Thinking, Independent, Imaginative, A Systems-Thinker, A Go-Getter
Gaps: Too Future-Oriented, Not Task-Focused, Unrealistic, Neglects Team Dynamics, A Dreamer

Executers focus primarily on the Hands. You like to get things done, and people can rely on you to not just talk but take action. Often your execution is backed up by comprehensive, step-by-step plans.
Strengths: Dependable, A Planner, Systematic, Proficient, Efficient
Gaps: Shortsighted, Data-Bound, Perfectionistic, Narrow, Cautious

Champions use a combined strength in Head and Heart to get people pumped about change. Like a Visionary, you see abundant possibilities for the future and, adding the people skills of a Coach to the mix, you're able to energize and excite your colleagues as you all work to bring about change.
Strengths: Compelling, Charismatic, Optimistic, Persuasive, Enlightening
Gaps: Frustrated by Negativity, Pushes Too Hard, Overly Competitive, Manipulative, Glib

Drivers are strong on both Head and Hands. You see an enticing vision before you, and you use your executorial abilities to drive toward that vision, laying out clear strategies and tactics along the way.
Strengths: Confident, Intentional, Focused, Pragmatic, Analytical
Gaps: Overly Direct, Poor Listener, Stubborn, Controlling, Unrelenting

Facilitators focus on the specific people and specific activities you need to support on a day-to-day basis to lead the change, thanks to your strong Heart and Hands capabilities. You know the tasks that need to be accomplished to make measurable progress, and you find great value in helping others to work together on those tasks.
Strengths: Involved, Good Listener, Helpful, Resourceful, Practical
Gaps: Too Tactical, Too Focused on Today, Hesitant to Confront, Lack of Strategic Leadership

Adapters are about even on Head, Heart, and Hands. You can employ all three approaches as necessary, and you're generally flexible, politically savvy, and can play the devil's advocate. This may seem like the ideal style, but Adapters have challenges too, such as at times seeming chameleon-like and confusing others with their change of direction.
Strengths: Flexible, Adaptable, A Team Player, Interactive, Open to New Experience
Gaps: Unpredictable, Political, Wily, Overly Talkative, Inconsistent

CHANGE CATALYSTS