



CHAPTER 12

CQ for Teams

This Change Intelligent® resource contains tips for facilitating an initial CQ® - based session and how to handle common participant questions.

In preparation for the session, conduct the following prework activities:

- Invite each team member to complete the CQ/Change Intelligence Assessment
- Review the CQ Team Profile, which displays the team's assessment results on the CQ Triangle
- Review the associated CQ Results Table, which lists each team member, their Change Leader Style, and their Heart, Head, and Hands scores

NOTE: Please contact info@changecatalysts.com to purchase, administer, and obtain these three resources for your team.

CQ/Change Intelligence Quick-Start Team Meeting Agenda

Agenda Topic	Process
1. Welcome and Expectations-Setting	<ul style="list-style-type: none"> • Conduct round-robin introductions • Share desired outcomes and agenda review
2. What is CQ?	<ul style="list-style-type: none"> • Present and discuss the definition of Change Intelligence, the Heart/Head/Hand Model, and the seven Change Leader Styles in the CQ Triangle
3. Team CQ Profile	<ul style="list-style-type: none"> • Post the CQ/Change Intelligence Assessment results of each team member on the CQ Triangle • Share initial reactions, surprises, comments
4. Team CQ Strengths	<ul style="list-style-type: none"> • Review the Change Leader Style(s) most prevalent on your team • Depending on team size - in pairs, in small groups, or as a large group-flipchart: <ul style="list-style-type: none"> ◦ Team strengths in leading change ◦ How your team at times "overdoes" its strengths making it less effective
4. Team CQ Blind Spots	<ul style="list-style-type: none"> • Review the Change Leader Style(s) less represented or missing on your team • Depending on team size- in pairs, in small groups, or as a large group-flipchart: <ul style="list-style-type: none"> ◦ Team blind spots in leading change ◦ How these blind spots at times hinder team effectiveness

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5. Individual Team Member Results

- Invite each team member to share his or her CQ results with the group:
 - How my Change Leader Style makes me an effective change leader and how I use my strengths to the team's advantage
 - How I sometimes overdo my strengths or have blind spots when leading
 - What my team members can do to work with me most effectively during the change process we are leading together
 - Any requests for feedback from other team members based on the results
- Take a deeper dive into the team leader's style - explore as a group how the team leader's results impacts team focus, functioning, and dynamics

6. Implications

- For new teams - brainstorm the implications of your CQ results for the change project you are leading together:
 - What potential dynamics, mindsets and behaviors would it benefit us to pay particular attention to as we move forward?
 - What systems and processes do we need to put in place?
 - What tools and metrics might be especially valuable for us to deploy?
 - What process checks should we incorporate to set us up for success?
- For existing teams - brainstorm how the CQ results help explain past and current team dynamics and point a more winning way forward:
 - How can our past successes and struggles be better understood now?
 - How can the results inform our current state - deliverables, progress, relationships inside and outside the team?
 - How might we benefit from putting new or modified systems, processes, tools or metrics, or process checks in place at this time?
- For all teams - brainstorm how can we build our collective CQ?

7. Action Planning

- Create an action plan incorporating goals, steps, resources, timeframes and accountabilities
- Build in specific points/times to reflect and review status of agreements

8. Closure

- Summary of key learnings and next steps
- Concluding comments
- Meeting critique



Common Questions about Teams and CQ

What if a team member disagrees with his or her CQ results?

Although most people report that their CQ results are at least 80% or more accurate in describing their Change Leader Style, on rare occasions a person will disagree with their results. In those instances, acknowledge that it's up to each individual to validate their CQ. Invite the person to share what style, or which aspects of different styles, resonate most with what they know of themselves. Then, ask the person if he/she has questions for the team about their Change Leader Style, and any feedback or coaching that may help clarify their results and perceptions. Remember: CQ should be used as a tool to support individual and team growth and development, not something threatening or divisive.

What if one or several Change Leader Styles are missing on our team?

If one or several Change Leader Styles are missing, or infrequently represented, on your team, then it is likely these areas are blind spots for you. This is particularly a dynamic to pay attention to if the team is low or missing more than one Heart (Coach, Facilitator, Champion), Head (Visionary, Champion, or Driver), or Hands (Executer, Driver, Facilitator) dimension of leading change. Discussion questions in these instances should center around what the team can do to compensate for this potential blind spot. Strategies include adding one or more permanent or ad hoc team member with these styles, utilizing tools to encourage the team to pay attention to what it might drop out (e.g., Communications Plans for lower Heart teams, SWOT analyses for lower Head teams, Project Plans for lower Hands teams, etc.), and process checks in meeting agendas to safeguard against these possibly neglected aspects.

What if the leader's style (or any one individual's style) is very different from the majority of other team members'?

This finding often results in a very enlightening discussion around current (for existing teams) or potential (for new teams) dynamics. Ask yourselves: In what ways can these differences help us understand why the leader has at times been frustrated with team performance and deliverables? Conversely, how can this new information help us understand how some team members may have been confused or bothered by the leader's behaviors? When any individual's style is very different than the rest of the team - whether it's the leader or not - this represents a powerful opportunity to facilitate a conversation around insights that person may have that the rest of the team may miss, as well as to non-defensively discuss how by virtue of very distinct ways of looking at the change process, over-using or using different strengths might be leading to unintentional conflict. Keep in mind that the purpose of Team CQ is to boost each other's winning ways, blend our strengths together, support each other in overcoming our blind spots, and stretch ourselves to learn and grow in new ways.

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