

## Proactive Thinking

Proactive Thinking is the ability to maintain a conscious awareness of events and situations around you, and be ready to take action when you see change on the horizon. It asks the question: "To what extent do you regularly reflect upon what might happen in the future, and make small adjustments now to be as well prepared as possible?"

1. I spend a lot of time anticipating what the future might hold.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

2. I maintain broad reading and listening habits to keep abreast of different ideas.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

3. People who know me would say that I am generally well prepared for change.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

4. I think through the future implications of all my major actions and decisions.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

5. I set up a range of useful listening channels to help me know what is going on.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

6. I develop contingency plans.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

7. I network widely to keep up-to-date.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

8. I continuously engage in learning more about myself and others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

9. I make sure that I stand back far enough to see the "forest as well as the trees."

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

10. I often think, "How could this be done differently?"

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

11. Life is much easier if we accept that change is inevitable.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

12. I believe that past lessons can help us understand what might happen in the future.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Organization for Change

Organization for Change is the extent to which you take coordinated action to organize yourself and others to tackle small or large-scale change when it arrives. It asks the question: "How effectively do you build a well-structured and comprehensive plan to ensure that you are ready to respond to change positively?"

13. I think about what needs to happen step-by-step in making a major transition.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

14. I establish sequential milestones when I am involved in a change initiative.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

15. I break down any change project into manageable parts or tasks.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

16. I try to quantitatively assess the impact of any change on me and on others.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

17. I develop specific goals to tackle change projects.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

18. I carefully assess the risks of change so that they can be managed.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

19. I assess who is likely to be affected by a change, and by how much.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

20. I take responsibility for coordinating actions and/or groups of people in change projects.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

21. I design progress measurement systems and processes for major tasks or projects.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

22. I carefully identify the major priorities that have to be faced.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

23. I research issues or situations that I do not fully understand.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

24. I design thinking and action time into my forward schedule so I can tackle significant change design.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Involving Others

Involving Others concerns the success of your efforts to talk and consult with others, to both gain and impart useful information. It asks the question: "How well do you network with people to understand or learn about their feelings, and give and solicit ideas about handling change?"

25. I encourage people to experiment with the way they perform their work.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

26. I talk to people about change.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

27. I seek input from many people when change is likely to occur.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

28. I put myself in other people's shoes when thinking about the impact of change.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

29. I challenge people to think about the future.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

30. I solicit input from quiet and reserved people and ask for their reactions and views.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

31. I demonstrate that I value the opinions of others.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

32. I encourage people to question their assumptions about the future.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

33. I try to convey the rewards of the change to majority and to minority groups.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

34. I routinely talk to people informally to learn what they think.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

35. I seek out opinion leaders and carefully listen to them.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

36. I make it a priority to talk to people when major change is on the horizon.



Almost Never



Occasionally



Frequently



Very Frequently



Almost Always

## Visualizing the Future

Visualizing the Future is the extent to which you spend time thinking about the medium and long-term future in order to identify a positive and compelling vision of what could be. It asks the question: "How well do you anticipate and find ways to describe what may happen in the long term to many people creatively or inspirationally?"

37. I talk about change using analogies and metaphors.

☐

Almost Never

☐

Occasionally

☐

Frequently

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Very Frequently

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Almost Always

38. I have a picture in my mind of what a specific change will look like when it is complete.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

39. I try to describe the future for others in many different ways.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

40. I like to know the most likely outcome before I take action.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

41. I believe that my choices today can shape what happens tomorrow.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

42. I like to challenge the set paradigms of people and the organization at large.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

43. I generate several possible scenarios and invite people's comments.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

44. I spend time thinking about the future.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

45. People who know me would say that I turn visions into reality.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

☐

Almost Always

46. When I talk to people I paint visual pictures of what the future could look like.

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Almost Never

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Occasionally

☐

Frequently

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Very Frequently

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Almost Always

47. I like to generate excitement and enthusiasm about what the future might hold.

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Almost Never

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Occasionally

☐

Frequently

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Very Frequently

☐

Almost Always

48. I like to think about the best possible outcomes, and then work backwards to see what we have to do now to try to achieve those outcomes.

☐

Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

## Communicating Clearly

Communicating Clearly concerns your efforts to describe change in simple language, and in understandable and appealing ways for every individual and change-stakeholder group. It asks the question: "How plainly do you make yourself understood in talking about change at every level?"

49. I listen to people's issues and concerns in order to shape my communications.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

50. I think about and carefully develop a plan to communicate change.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

51. I use clear, simple language to describe what will be required of people in the future.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

52. I ask as many questions as necessary to get a clear view of what is possible.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

53. I talk to employees on a regular basis to discuss change issues.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

54. I do not spread rumors or feed the "grapevine" when major change is imminent.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

55. I openly give and receive feedback.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

56. I make sure that we all air our problems and concerns, instead of bottling them up.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

57. I alter my communication style and method, when necessary, to aid clarity.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

58. I am patient and give people lots of time to ask questions about change.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

59. I engage in one-to-one communication and coach people who welcome it.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

60. I communicate the core change messages in as many ways as necessary to create full and widespread understanding.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

## Breaking from the Past

Breaking from the Past concerns the extent to which you can successfully ease yourself and others away from the familiarity of past approaches and toward the benefits of the "new order". It asks the question: "How effectively do you draw a firm line between the past and future in order to make a visible transition for others to see?"

61. I encourage people to focus on the benefits of new approaches.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

62. I act as a role model for new and different ways of doing things.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

63. I am a relatively early adopter of new ideas.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

64. I help people to recognize the merits of past approaches before we move on.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

65. I look for opportunities for people to rehearse or pilot different methods and strategies.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

66. I deal fairly but firmly with long-term resistance to necessary change.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

67. I am willing to be a pioneer if it helps people make positive changes.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

68. I work hard to keep people from "burying their head in the sand."

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

69. I identify specific steps to help people transition from old to new ways.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

70. I describe the downside of sticking with old or outdated methods or approaches.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

71. I highlight the difficulties that people might encounter if they stick to old ways.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

72. After a fair amount of time, I ask people to stop wallowing in the past, and move on.

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Almost Never

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Occasionally

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Frequently

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Very Frequently

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Almost Always

## Consolidating New Learning

Consolidating New Learning concerns the extent to which you actively engage in personal learning and offer to coach others in handling change by "taking the plunge" in a safe environment. It asks the question: "How well do you create an environment in which people feel comfortable to take on or learn new skills and behaviors without fear or trepidation?"

73. I spend time coaching and helping others through a change process.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

74. I help people to identify their personal learning styles and preferences.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

75. I encourage people to reflect on the useful things they have learned.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

76. I create opportunities for people to practice new methods and ways of doing things.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

77. I carefully assess what kinds of training or coaching I need, or others need.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

78. I work hard to create a safe environment, where honest mistakes can be made.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

79. I ask people directly what they need in the way of support and/or training.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

80. I quickly find ways to standardize changed methods or practices.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

81. I seek ways to make new approaches comfortable and easy to adopt.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

82. I coach people individually to reduce fear or anxiety, whenever necessary.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

83. I create opportunities for people to learn new things.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always

84. I encourage people to engage in life-long personal learning.

☐ Almost Never ☐ Occasionally ☐ Frequently ☐ Very Frequently ☐ Almost Always