

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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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2. I maintain broad reading and listening habits to keep abreast of different ideas.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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3. People who know me would say that I am generally well prepared for change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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4. I think through the future implications of all my major actions and decisions.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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5. I set up a range of useful listening channels to help me know what is going on.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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6. I develop contingency plans.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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7. I network widely to keep up-to-date.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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8. I continuously engage in learning more about myself and others.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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9. I make sure that I stand back far enough to see the "forest as well as the trees."

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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10. I often think, "How could this be done differently?"

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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11. Life is much easier if we accept that change is inevitable.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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12. I believe that past lessons can help us understand what might happen in the future.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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14. I establish sequential milestones when I am involved in a change initiative.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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15. I break down any change project into manageable parts or tasks.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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16. I try to quantitatively assess the impact of any change on me and on others.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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17. I develop specific goals to tackle change projects.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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18. I carefully assess the risks of change so that they can be managed.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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19. I assess who is likely to be affected by a change, and by how much.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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20. I take responsibility for coordinating actions and/or groups of people in change projects.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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21. I design progress measurement systems and processes for major tasks or projects.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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22. I carefully identify the major priorities that have to be faced.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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23. I research issues or situations that I do not fully understand.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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24. I design thinking and action time into my forward schedule so I can tackle significant change design.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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26. I talk to people about change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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27. I seek input from many people when change is likely to occur.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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28. I put myself in other people's shoes when thinking about the impact of change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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29. I challenge people to think about the future.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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30. I solicit input from quiet and reserved people and ask for their reactions and views.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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31. I demonstrate that I value the opinions of others.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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32. I encourage people to question their assumptions about the future.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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33. I try to convey the rewards of the change to majority and to minority groups.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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34. I routinely talk to people informally to learn what they think.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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35. I seek out opinion leaders and carefully listen to them.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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36. I make it a priority to talk to people when major change is on the horizon.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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38. I have a picture in my mind of what a specific change will look like when it is complete.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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39. I try to describe the future for others in many different ways.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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40. I like to know the most likely outcome before I take action.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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41. I believe that my choices today can shape what happens tomorrow.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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42. I like to challenge the set paradigms of people and the organization at large.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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43. I generate several possible scenarios and invite people's comments.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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44. I spend time thinking about the future.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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45. People who know me would say that I turn visions into reality.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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46. When I talk to people I paint visual pictures of what the future could look like.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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47. I like to generate excitement and enthusiasm about what the future might hold.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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50. I think about and carefully develop a plan to communicate change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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51. I use clear, simple language to describe what will be required of people in the future.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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52. I ask as many questions as necessary to get a clear view of what is possible.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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53. I talk to employees on a regular basis to discuss change issues.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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54. I do not spread rumors or feed the "grapevine" when major change is imminent.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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55. I openly give and receive feedback.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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56. I make sure that we all air our problems and concerns, instead of bottling them up.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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57. I alter my communication style and method, when necessary, to aid clarity.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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58. I am patient and give people lots of time to ask questions about change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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59. I engage in one-to-one communication and coach people who welcome it.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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60. I communicate the core change messages in as many ways as necessary to create full and widespread understanding.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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62. I act as a role model for new and different ways of doing things.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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63. I am a relatively early adopter of new ideas.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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64. I help people to recognize the merits of past approaches before we move on.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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65. I look for opportunities for people to rehearse or pilot different methods and strategies.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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66. I deal fairly but firmly with long-term resistance to necessary change.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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67. I am willing to be a pioneer if it helps people make positive changes.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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68. I work hard to keep people from "burying their head in the sand."

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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69. I identify specific steps to help people transition from old to new ways.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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70. I describe the downside of sticking with old or outdated methods or approaches.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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71. I highlight the difficulties that people might encounter if they stick to old ways.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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72. After a fair amount of time, I ask people to stop wallowing in the past, and move on.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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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.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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74. I help people to identify their personal learning styles and preferences.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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75. I encourage people to reflect on the useful things they have learned.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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76. I create opportunities for people to practice new methods and ways of doing things.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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77. I carefully assess what kinds of training or coaching I need, or others need.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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78. I work hard to create a safe environment, where honest mistakes can be made.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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79. I ask people directly what they need in the way of support and/or training.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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80. I quickly find ways to standardize changed methods or practices.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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81. I seek ways to make new approaches comfortable and easy to adopt.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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82. I coach people individually to reduce fear or anxiety, whenever necessary.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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83. I create opportunities for people to learn new things.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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84. I encourage people to engage in life-long personal learning.

<input type="radio"/>	Almost Never	<input type="radio"/>	Occasionally	<input type="radio"/>	Frequently	<input type="radio"/>	Very Frequently	<input type="radio"/>	Almost Always
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