Mean = -5

N = 25

Strong Conserver Team

Change Style Indicator®
Improve Change Effectiveness

Team Distribution

Conserver	Pragmatist	Originator
40%	**44%**	**16%**

-   60   30   17   9   5   0   5   9   17   30   60   **+**
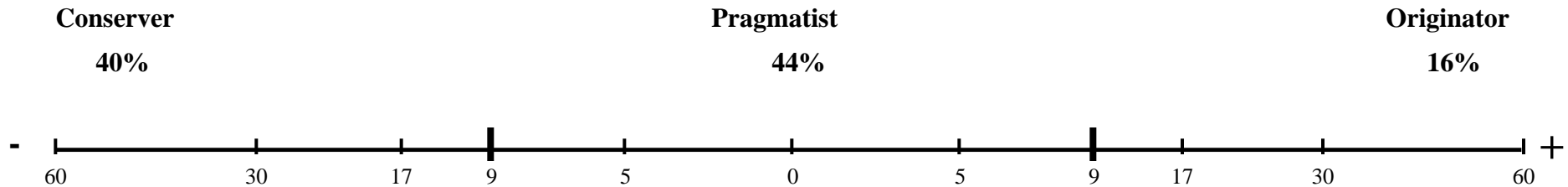
In General...

   Strong Conserver Teams have a highly disproportionate number of convergent thinkers who almost always drill down below the surface into the details, getting more specific around a particular issue or task. They prefer to spend very little time brainstorming or exploring multiple options and tend to stay with what is proven to work, focusing their ideas on improving what already exists. Strong Conserver Teams like to operate with very clear rules and policies. They work best with a clear schedule and timelines and finish tasks on time or even early. They do not function well when there is chaos.

Team Strengths...

   Working well within the existing structure of the organization, Strong Conserver Teams acknowledge and respect organizational authority and are respectful of organizational culture and politics. They have a very good understanding of the internal workings of the organization. They are capable of clearly defining the "current reality" of a situation. Strong Conserver Teams handle day-to-day operations efficiently and are extremely attentive to policies and procedures. They appreciate tested and proven ways of getting things done and prefer to focus on the gradual and continuous improvement of existing systems, procedures and processes. Strong Conserver Teams have a thorough understanding of the inner-working of the organization. These characteristics have obvious advantages and disadvantages depending upon task and circumstance.

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Team Blindspots...

Strong Conserver Teams may discourage innovation by over-focusing on current processes or procedures. They may also discount new ideas and ways of doing things as impractical or unnecessary and can think of many reasons not to try a new idea. They may also adapt to changing business demands too slowly. At times, Strong Conserver Teams may have trouble seeing beyond the day-to-day demands to understand the broader, more strategic challenges facing the team or organization, compromising long-term strategy for short-term goals. They may stick with the status quo for too long.

Preferred Work Environment...

The preferred work environment for Strong Conserver Teams is very stable, structured and predictable. They prefer clearly defined rules, policies and timelines. They like to build upon what already exists and is working. Strong Conserver Teams like security and predictability and dislike chaos.

What Team Leaders Need to Know...

Some possible challenges may arise for leaders of Strong Conserver Teams. Leaders must be prepared to give team members detailed information. Strong Conserver Teams want decisions made quickly in a structured and predictable manner, and the decision-making process should be logical, analytical and data-driven. Team members will be quite frustrated by too many options. Leaders also need to make sure that any Originators on the team are heard and appreciated and do not become frustrated and disengage or leave. Problem analysis should go from the specific to the general, building the puzzle piece by piece. Leaders should ask exploring and clarifying questions when possible, rather than telling or directing. It is important to take the time to build buy-in for change because when the Strong Conserver Team disagrees, they know how to use existing rules, policies and regulations to block any changes they do not like.

Leading the Team Through Change...

When leading a Strong Conserver Team through change, it is important for leaders to acknowledge and honor what is currently working or has worked successfully in the past and to emphasize the contributions this team has made to the organization. Leaders should explore

Strong Conserver Team

the consequences of continuing on the current path without any change and also how "what is working" can be improved. Leaders should focus on why change is necessary and include supporting data. Leaders also need to understand that these team members will be concerned about how change will impact day-to-day operations of the organization and be prepared to provide information and details regarding this impact. It is essential not to spring change on the Strong Conserver Team if at all possible. Leaders must give this team sufficient time to process, question and adjust to change. Leaders should also be aware that this team may see a need for substantial change but will prefer to introduce this change gradually. Leaders should clearly define the benefits of the change to the team and the organization.