

THEME	Change Requirement What theme needs to accept change	Change Enabler How theme could support change	Change RUT How theme could resist change
<i>Achiever</i>	Capable at making sure action items are completed and able to work hard at getting it implemented	Capable at making sure action items are completed and able to work hard at getting it implemented	Change that lacks action steps and requires waiting on others to get the tasks completed
<i>Activator</i>	Change that invites immediate action	Able to jumpstart the change process even if the plan isn't fully formed	Change that requires too much sitting around and discussion, looming change with no start date
<i>Adaptability</i>	Change that addresses needs that are felt in the present	Quick to adjust to change and among the first to implement	Change that isn't immediately relevant or that calls for long-term, slow moving implementation
<i>Analytical</i>	Change that gets right down to the core issue and is supported by data	Great at identifying viability of the change, pointing out inconsistencies. Able to approach change rationally	Change that does not address core issues, root causes and is not supported by data
<i>Arranger</i>	Change that brings about more optimal alignment of resources	Excellent at initiating the change process and managing potential chaos	Change where they have to follow a set script or that is poorly orchestrated
<i>Belief</i>	Change that reflects values and done in the spirit of altruism	Willing to make sacrifices to support change efforts	Change that lacks virtue or cause in areas important to them
<i>Command</i>	Change that allows them to take control and pushback	Surfaces indecision or resistance to create clarity and boldness	Change that is not made clear and forces them to have to read between the lines
<i>Communication</i>	Change that is vivid and expresses a compelling story	Excellent at articulating the change to others	Change that is poorly explained or does allow for feedback
<i>Competition</i>	Change that leads to a competitive advantage over others	Able to identify best practices of those who implemented similar changes. Rallies others to be at their best	Change that does not enhance chances of winning
<i>Connectedness</i>	Change that demonstrates expansive thinking and integrates all the pieces	Provides understanding of the change to others and can reveal potential ripple effects or unintended consequences	Change that is very narrow in its aims or jeopardizes some important pieces
<i>Consistency</i>	Change that is in everyone's best interests, is fair to everyone and has explicit procedures	Ensures stability in times of change and that changes are equitable, especially those at the back of the bus.	Change that allows too many exceptions and that favors a select few or a specific group.
<i>Context</i>	Change that honors the origins of the community and furthers its purpose	Provides relevant insights from past experiences and can connect people's histories to the path ahead	Change that is disjointed from organization's history and original intentions and fails to learn from past mistakes
<i>Deliberative</i>	Change that redresses previous risks and does not bring further potential for mistakes or harm	Excellent at pointing out the potential pitfalls of change and creating measures to prevent them	Change that provides no warning, assessment of risks or fail safes
<i>Developer</i>	Change that increases the capabilities and growth of others	Helpful at assisting others in adapting to change by helping them take incremental steps	Change that inhibits the growth of others or disempowers them
<i>Discipline</i>	Change that is well organized and detailed.	Minimizes the chaos by bringing structure to the change process	Change that is poorly defined and lacks a clear process for implementation
<i>Empathy</i>	Change that has "heart" and addresses the unspoken needs/concerns of those affected.	Necessary for articulating the emotional aspects that change brings.	Change that demonstrates little concern for the emotional well-being of others.
<i>Focus</i>	Change must have a clear goal in mind and provides specific aim	Create clarity on the purpose and direction of change. Able to work through distractions.	Change that vacillates in too many directions and is constantly revised.

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<i>Futuristic</i>	Change that anticipates trends and patterns and plays them out to their ultimate conclusion	Able to paint a vivid picture of what change will look like and can get others excited about what's to come.	Change that lacks an inspirational vision or fails to articulate the path forward.
<i>Harmony</i>	Change that has developed buy-in from multiple parties and enhances the unity of the group	Helpful at resolving areas of disagreement and creating consensus	Change that pits people against each other and processes that do not listen to concerns.
<i>Ideation</i>	Change must demonstrate innovation and leads to new possibilities	Creativity in how change is conceived and implemented and able to provide inventive solutions to problems	Change that provides shows little originality or is meant to just keep up with what others (i.e. competitors) are doing.
<i>Includer</i>	Change that brings everyone along and show demonstrates consideration of all stakeholders	Makes sure that everyone is brought along with the change and all voices are heard	Change that leaves people behind or change initiated by closed-groups
<i>Individualization</i>	Change that can improve the unique plights of others and that allows for customization	Provide perspectives on how change will impact others in very specific ways. Tailor change on case-by-case basis	Change that treats everyone as "that same" (aka one size fits all approach) and ignores individual needs.
<i>Input</i>	Change must provide utility	Able to acquire tools and resources that facilitate change and can serve as archivists for the process.	Change that provides little use or renders previously useful things obsolete
<i>Intellection</i>	Change that results from careful consideration and is based on wisdom and sound thinking.	Provides insights into the need for change or the soundness of the plan	Change thrust upon them without time to reflect. Change that lacks critical thought behind it.
<i>Learner</i>	Change that leads to new knowledge or pioneers new terrain.	Excellent at acquiring new information, especially when there is uncertainty	Change presented with certainty when certainty is not warranted.
<i>Maximizer</i>	Change that takes good aspects and makes them better and implementation plan that is well-conceived	Makes change plan and processes more efficient and effective	Change that's only interested in fixing what's broke.
<i>Positivity</i>	Change that moves toward a brighter future and presented in uplifting manner.	Able to help others see the benefits of change and create enthusiasm for it.	Change that is rooted in negativity or dismissive of the stuff that is currently working
<i>Relator</i>	Reasons and methods for change must be transparent. Change communicated to them directly (i.e. 1on1)	When they feel close relationship with change initiators they can be the most loyal of allies.	Change that is harmful to the people they care about
<i>Responsibility</i>	Must be able to take ownership in the change and feel like they have a part to play in it.	Great early supporters for moving the change forward. Willing to take on some of the burden for implementation	Change that fails to live up to organizational commitments (i.e. to customers).
<i>Restorative</i>	Change must provide solutions to problems and lead to improvement.	Able to work though the bugs associated with change.	Change that appears to be a superficial band-aid to problems or ignores true problems.
<i>Self-Assurance</i>	Change must increase (or not inhibit) their ability to act independently. Must have choice in the change.	If the change seems risky, they are the ones who could best present and implement it.	Change imposed with a heavy hand.
<i>Significance</i>	Change must be tied to a worthy or meaningful aim. Wants to have a meaningful role in the change process.	Could be incredible spokespeople for change.	Change seen as pointless or driven by purely mundane reasons. Change diminishes their visibility
<i>Strategic</i>	Change must be able to "see" how change leads to greater efficiency in realizing goals.	Can identify potential roadblocks and opportunities for successfully implementing change.	Change seems like it would demand greater resources than potential value or has too many complications to implement.
<i>Woo</i>	The change must facilitate opportunities to expand personal network. Change presented in a way that sounds exciting.	Potential to win others over to the change. Able to position change in ways that others would find appealing	Change seen as inhibiting their social standing and ability to influence. Potential to win others over to resist change.