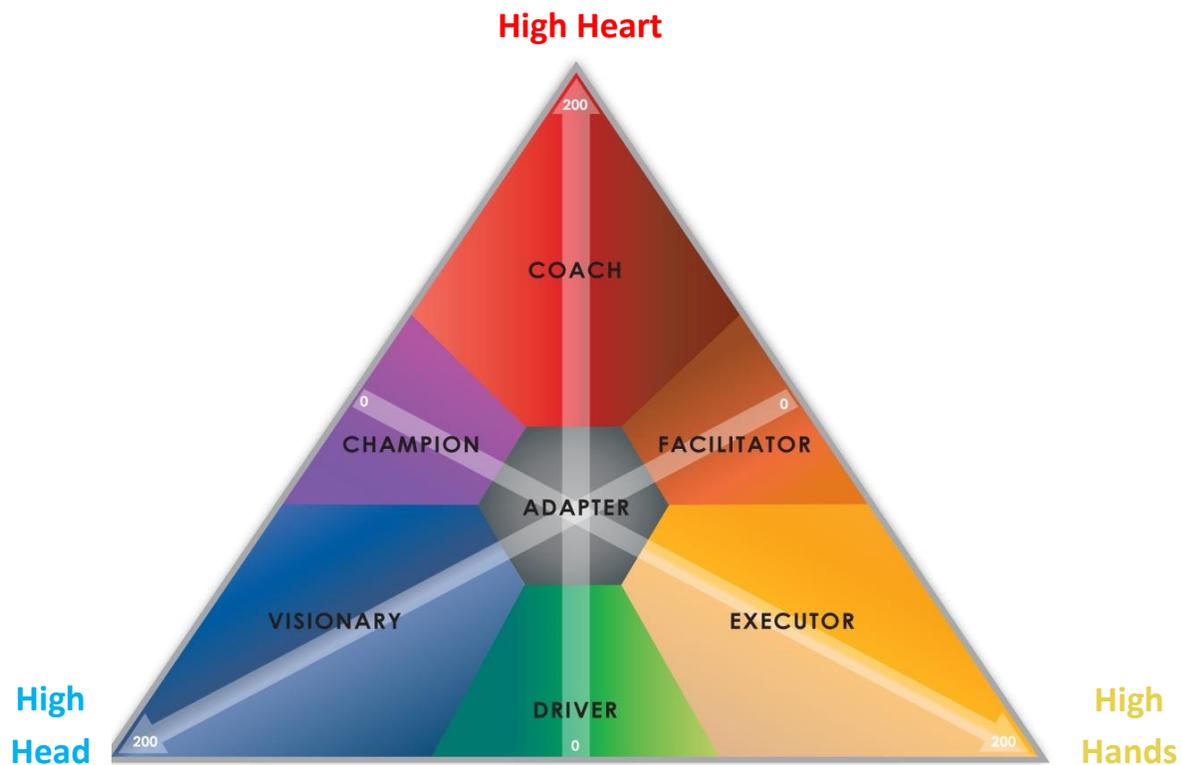# Build Your Change Intelligence®/CQ®

> CQ (Change Intelligence) is the awareness of one's own Change Leader Style, and the ability to adapt one's style to be optimally effective in leading change across a variety of people and situations.

The CQ Triangle and Change Leader Styles

High Heart

High Head

High Hands

Working with those of your same Change Leader style, in collaboration with those of the opposite Change Leader Style, discuss and take notes using the charts below, to coach each other on how to engage for change!

	Coaches (high Heart)	Drivers (high Head & Hands)
What frustrates you about people of the opposite style?	•Fast & furious / pressure •Heartless •Lower visibility / not inclusive •Don't listen	•Slow down process •Talk about everything especially feelings •Personal vs project
What do you value in the opposite style, which you can leverage?	•Confidence •Efficiency •Deadline-focused •Reliability •Clarity	•Provide perspective •Keep project on task (blind spots revealed) •Add process like WIFM
What should others DO to influence/partner with you and those of your style during a change process? What would be effective ways to engage?	•Ask how you feel •Have patience •Partner / collaborate •Team alignment development •Empathize •Active listening	•Focus on time especially in meetings •Mutually agreed upon rules & processes like a parking lot •Agenda & focus on it •Not throw tools out the window
What should others NOT DO to influence/partner with you and those of your style during a change process? What should others AVOID DOING that would be ineffective in engaging you in change?	•Disrespect •Bulldoze & bully •Avoid single-mindedness •Don't seek win-lose •Jump to conclusions quickly	•Don't jump to conclusions •Don't focus on why it won't work or that something won't work •Exclusively talking about feelings & emotions

	Visionaries (high Head)	Facilitators (high Hands & Heart)
What frustrates you about people of the opposite style?	•Hard to relate to change •Too goal oriented to address people needs •Too optimistic	•Too detail oriented •Too slow •Bogged down with process •Not seeing opportunities
What do you value in the opposite style, which you can leverage?	•Enjoy story of vision •See opportunities •Unconstrained	•Helpful •Move process •Can create framework •Provide reality check
What should others DO to influence/partner with you and those of your style during a change process? What would be effective ways to engage?	•Be open to need for process •Understand need to inspire people	•Offer options to create path to change •Provide flexibility
What should others NOT DO to influence/partner with you and those of your style during a change process? What should others AVOID DOING that would be ineffective in engaging you in change?	•Don't disparage detail	•Don't lead with detail

	Executers (high Hands)	Champions (high Heart & Head)
What frustrates you about people of the opposite style?	•Big dreams & not doers •Less detail orientation	•Change in strategy, but no change in plan – not adaptable •Appears negative sometimes & pointing out flaws
What do you value in the opposite style, which you can leverage?	•Bring new ideas/technology •Have a big picture which includes people & their roles	•Someone else getting things done •Detail oriented •Realistic and prevents future problems
What should others DO to influence/partner with you and those of your style during a change process? What would be effective ways to engage?	•When you provide me the big picture, let me do it my own way •Provide me enough resources •Trust & appreciation	•Acknowledge the big picture & goal before pointing out flaws •Cover the details for me, but don't overwhelm me with them •Break down the plan in categories/summary
What should others NOT DO to influence/partner with you and those of your style during a change process? What should others AVOID DOING that would be ineffective in engaging you in change?	•Don't be too general	•No long list of details