# CSI™ 2 Change Style Indicator® Second Edition

## Unlock a Personal Approach to Change

MHS
Beyond Assessments

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Neural Networks
Transform your organisation

# What is the CSI 2?

Understanding and managing change is crucial in today's rapidly evolving business landscape. Organizations that fail to adapt to change risk falling behind, experiencing decreased productivity, and suffering from low morale. By recognizing and respecting the diverse change styles within a team, organizations can foster a more inclusive, collaborative, and resilient culture.

Introducing **MHS' Change Style Indicator® Second Edition (CSI™ 2)**, offering a refined approach to discover how people prefer to approach change. For over three decades **coaches, human resource professionals, organizational development consultants, and change management professionals** have trusted the Change Style Indicator® (CSI). Its science-based framework resonates immediately, allowing workshops and debriefs to focus on critical conversations.

**QUICK REFERENCE**

| Component | Description |
|---|---|
| **Age Range** | 18+ years |
| **Language** | English (North America), Spanish (Europe), and French (Europe) |
| **Number of Items** | 20 |
| **Format** | Administer and score online |
| **Administration Time** | 2-10 minutes |

By driving alignment on strategy and enhancing collaboration, the CSI 2 **boosts employee engagement** and **elevates team performance**. Developed to offer insights into **personal change styles**, the CSI 2 empowers talent development professionals to help leaders and teams **navigate dynamic environments** with confidence and agility.

# How does the CSI 2 work?

The CSI 2 assesses how people prefer to approach change. It places them on a continuum, ranging from a preference for gradual to radical change, and it identifies three change styles. *It's important to note there is no "better" or "worse," "right" or "wrong," or superiority among the Change Style Preferences; they all offer value to an organization in different ways.*

## Conserver

Conserver-oriented individuals prefer stability and tend to prefer gradual and incremental change. They value tradition, consistency, and predictability, and they aim to improve effectiveness by efficiently using existing resources, people, technology, knowledge, and capital.

## Pragmatist

Pragmatist-oriented individuals are practical and flexible in their approach to change and prefer change that is functional. They focus on what works best for a given situation and are willing to adapt their methods to achieve desired outcomes.

## Originator

Originator-oriented individuals are creative and innovative in their approach to change and prefer change that is fast and radical. They enjoy exploring new ideas and possibilities, often challenging the status quo, and seeking out novel solutions.


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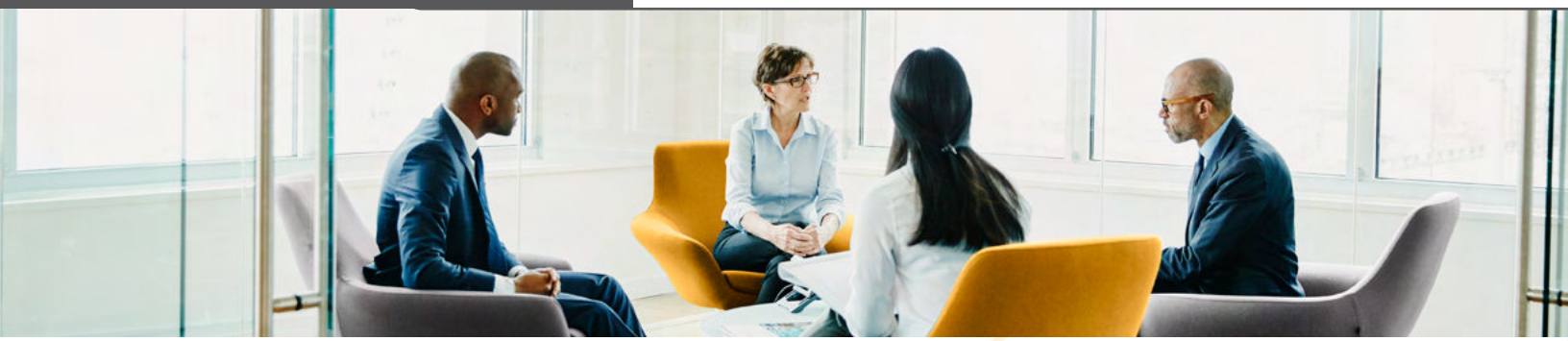
*Understanding how people approach change is crucial for effective transformation and collaboration. Here are some key benefits:*

| | |
|---|---|
| **Self-Awareness** | Recognize individual and peer reactions to change and their impact. |
| **Emotional Insight** | Understand the emotional sources of conflict during a change. |
| **Collaboration Boost** | Understand how different change styles contribute to the team and organization. |
| **Leadership Enhancement** | Appreciate diverse change styles within teams, increase productivity, and address resistance to change through more effective responses to these change styles. |



## Insightful Understanding

The CSI 2 delivers personalized insights into individuals' preferences, offering practical guidance for effective change management. By recognizing and supporting the diverse ways people handle change, the CSI 2 helps each individual and the collective team navigate transitions more smoothly and achieve better results.

## A Catalyst for Organizational Evolution

The CSI 2 serves as a pivotal tool for organizational transformation, empowering employees and leaders with a deeper understanding of change style preferences to foster effective teamwork, creativity, and dialogue. By customizing change strategies to resonate with the various individual preferences identified through the assessment, the CSI 2 ensures smoother transformations and heightened acceptance of change, propelling organizational progress in dynamic landscapes.

The CSI 2 is an indispensable asset for coaches, HR professionals, organizational development consultants, executives, team leaders, and change management experts who are at the forefront of guiding organizations through evolution.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# The psychometric rigor of the CSI 2

## Norms

The CSI 2 norm is composed of 96,427 people who completed the assessment from January 2017 to December 2023. The CSI 2 norm represents six world regions: Africa, Asia, Europe, Oceania, Northern America, and Latin America & the Caribbean. The distribution of scores for the CSI 2 norm group shows 36% of respondents were Conservers, 47% were Pragmatists, and 17% were Originators.

## Reliability

The CSI 2 demonstrates strong evidence of reliability. Results support that test items cohesively and reliably measure change style preferences ($\alpha$ = .81; strong internal consistency) and that CSI 2 scores are stable and consistent over both shorter ($r_c$ = .80; 1- to 2-week interval) and longer ($r_c$ = .75; 13- to 15-week interval) periods of time. Users of the CSI 2 can be confident that the scores generated by this assessment will be consistent and reliable.

## Validity

The CSI 2 demonstrates strong validity, with results showing that it effectively measures a single factor—Change Style Preference—consistent with the original CSI. Moreover, CSI 2 is specific to Change Style Preference, meaning it does not measure unrelated concepts such as emotional intelligence, hardiness, or psychological flexibility. Users can be confident that CSI 2 accurately measures what it was designed to assess.

## Fairness

The CSI 2 items and report content have undergone a comprehensive cultural review to ensure that the revised materials are both culturally sensitive and relevant. By avoiding language or assumptions favoring one group over another, the assessment remains broadly applicable and respectful of culturally and linguistically diverse backgrounds. The CSI 2 has been tested across various demographic groups, including world regions, genders, and U.S. racial/ethnic groups. Importantly, no meaningful differences were found, indicating that scores are unbiased and can yield fair assessment results. Whether you're leading a multinational team or a local community group, the insights provided by the CSI 2 can enhance change management strategies for everyone.


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# Actionable reports

## Individual Report

The CSI 2 Individual Report features a modern, easy-to-follow design and provides detailed, accessible insights into change styles. The report is versatile, applicable across various settings, and includes free training materials to support deeper understanding. These provide detailed insights into an individual's preferred approach to change, which is valuable for both the talent development professional providing a debrief and the report's recipient.

The report outlines the individual's change style preference, providing a score that indicates the strength of their preference for their style.

The report also includes typical behaviors associated with each change style, potential pitfalls if a style is overused, and strategies to improve flexibility towards other styles.

This information helps the practitioner understand the individual's natural inclinations and how they might approach change, enabling a tailored and effective debriefing session.

By tailoring strategies to align with the diverse change style preferences uncovered by the assessment, the CSI 2 helps practitioners foster smoother transitions and higher change adoption rates, driving organizational evolution in dynamic environments.

## Group Report

The CSI 2 Group Report builds on these insights, offering a team-level perspective by aggregating individual preferences (Conservers, Pragmatists, or Originators) to highlight your team's overall change composition. Through the CSI 2 Group Report, you'll be able to identify how your team responds to change along a continuum, including their shared strengths and challenges, while aligning on strategies that support team applications like collaboration, intervention, adaptability, and much more.

# How can I leverage the CSI 2?

*There are several ways the CSI 2 can be used in specific applications. Here are just a few examples:*

### Empower team development and onboarding success

- Facilitate crucial conversations that drive team development
- Ensure onboarding success by understanding each team member's change style

### Enhance employee experience during transformations like mergers and acquisitions

- Smooth transitions by understanding diverse approaches to dynamic change
- Foster better understanding and collaboration among merging teams


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## Benefits for senior leaders in cross-functional teams

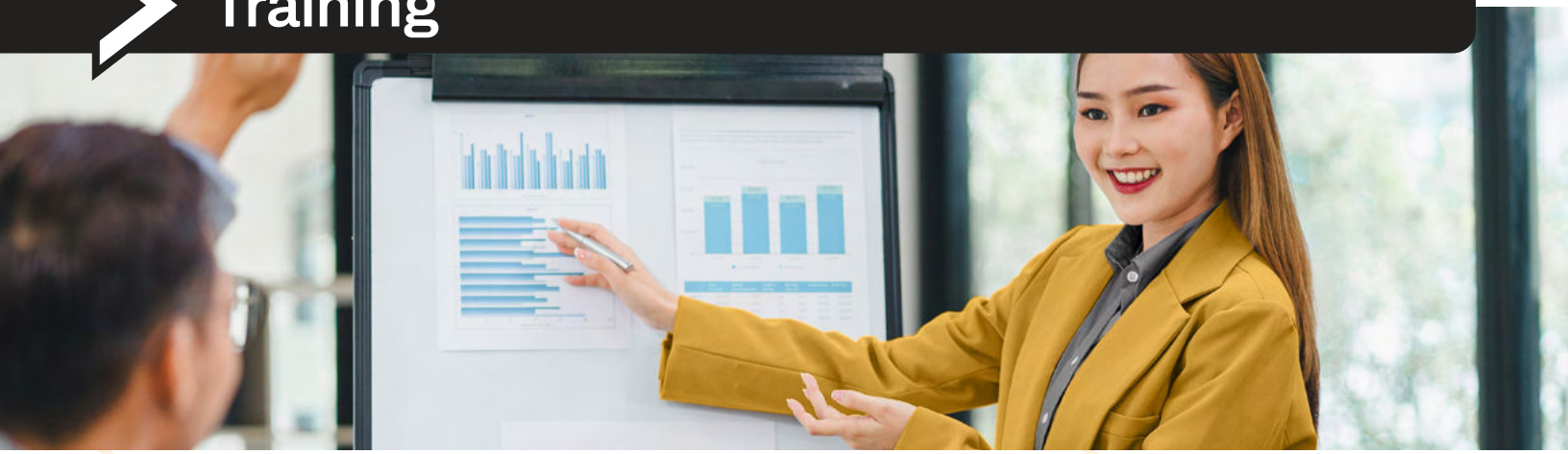
- Make informed decisions on strategic pivots and gain team buy-in effortlessly
- Diversify your senior management team by hiring individuals with complementary change styles

## Engaging team development activities

Teams big and small can:

- Participate in experiential learning activities
- Discover how colleagues prefer to approach organizational changes and decision making
- Learn to make tactical behavior adjustments that enhance efficiency and allow for more targeted communication efforts, aiming towards specific outcomes or goals

# Training



- Purchase of the CSI 2 Report includes access to onboarding and facilitation materials.
- Training for CSI 2 consists of self-paced modules that cover the CSI 2 framework and provide an overview of the reports.
- These modules also offer targeted materials for practitioners, including guidance on facilitating powerful and interactive group activities. These activities are designed to increase awareness of individual approaches to change and enhance collaboration skills.

## Ready to get started?

**Scan here to purchase**

Contact Us: info@neuralnetworks.com.au



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