

# Leveraging Assessment Data to Empower Employees to Get Their Voices Heard

Presented by  
Barbara A. Trautlein, Ph.D.

# WELCOME!

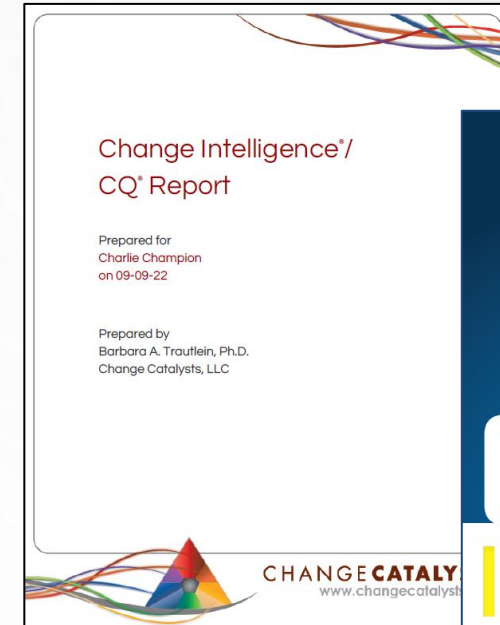
## Meet Your Facilitator!

Barbara Trautlein, PhD

Principal & Founder, Change Catalysts, LLC

Author of *Change Intelligence:*  
*Use the Power of CQ® to Lead Change that Sticks*

Creator of the CQ® System for  
Developing Change Intelligence®  
and the CQ® Certification Program  
(ACMP, ATD, HRCI, & ICF approved!)





Engagement Resistance Engagement  
Communication Resistance  
Resistance Engagement  
Communication Engagement  
Communication Resistance



Why don't they see how important this change is for the business?

Why don't they get themselves and their teams on board?

Why isn't this change happening faster, better, smarter?

What are we doing going in this new direction that makes no sense?

Who is this going to impact?

How can we make this happen with the resources available to us?





# The Top Three ***Change Challenges!***

Why don't they see how important this change is for the business?



**“Don't Get It!”**  
Enlighten the **HEAD**

What are we doing going in this new direction that makes no sense?

Why don't they get themselves and their teams on board?



**“Don't Want It!”**  
Engage the **HEART**

Who is this going to impact?

Why isn't this change happening faster, better, smarter?



**“Can't Do It!”**  
Equip the **HANDS**

How can we make this happen with the resources available to us?

# A Change Intelligent Approach to Leading Across Levels

Engage  
the HEART  
*"People"*



CQ® (or 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

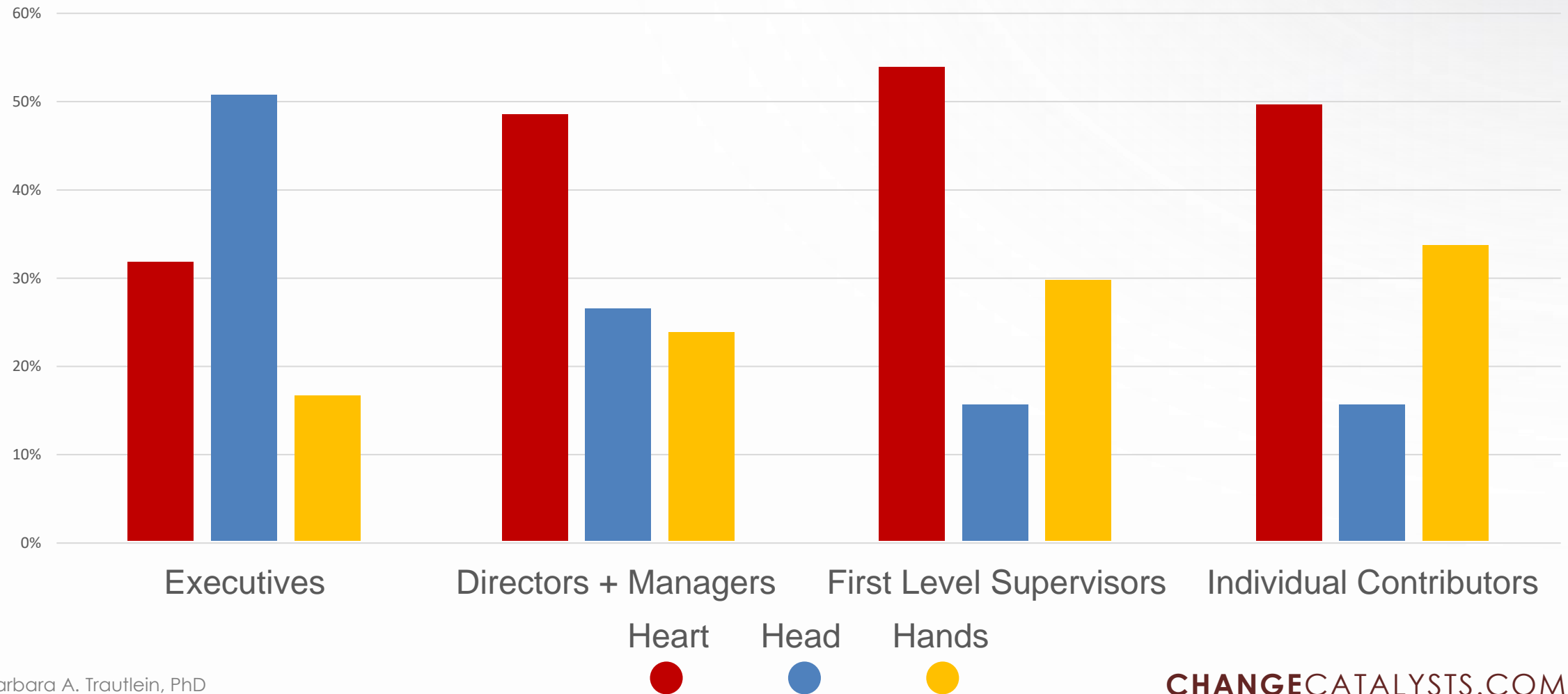
Enlighten  
the HEAD  
*"Purpose"*



Equip  
the HANDS  
*"Process"*



# CQ<sup>®</sup> Research Results: Leading Change Across Levels





**...then we think**

Cerebral Cortex .....  
“rational brain”

**We feel first...**

..... Limbic System  
“emotional brain”

..... Stimulus



# How Visual Data Can Help:

If People “Don’t Get It” - Seeing Is Believing!

CHANGE

THINK

ANALYSIS

CHANGE

FEEL

SEE

# Team Case Study:

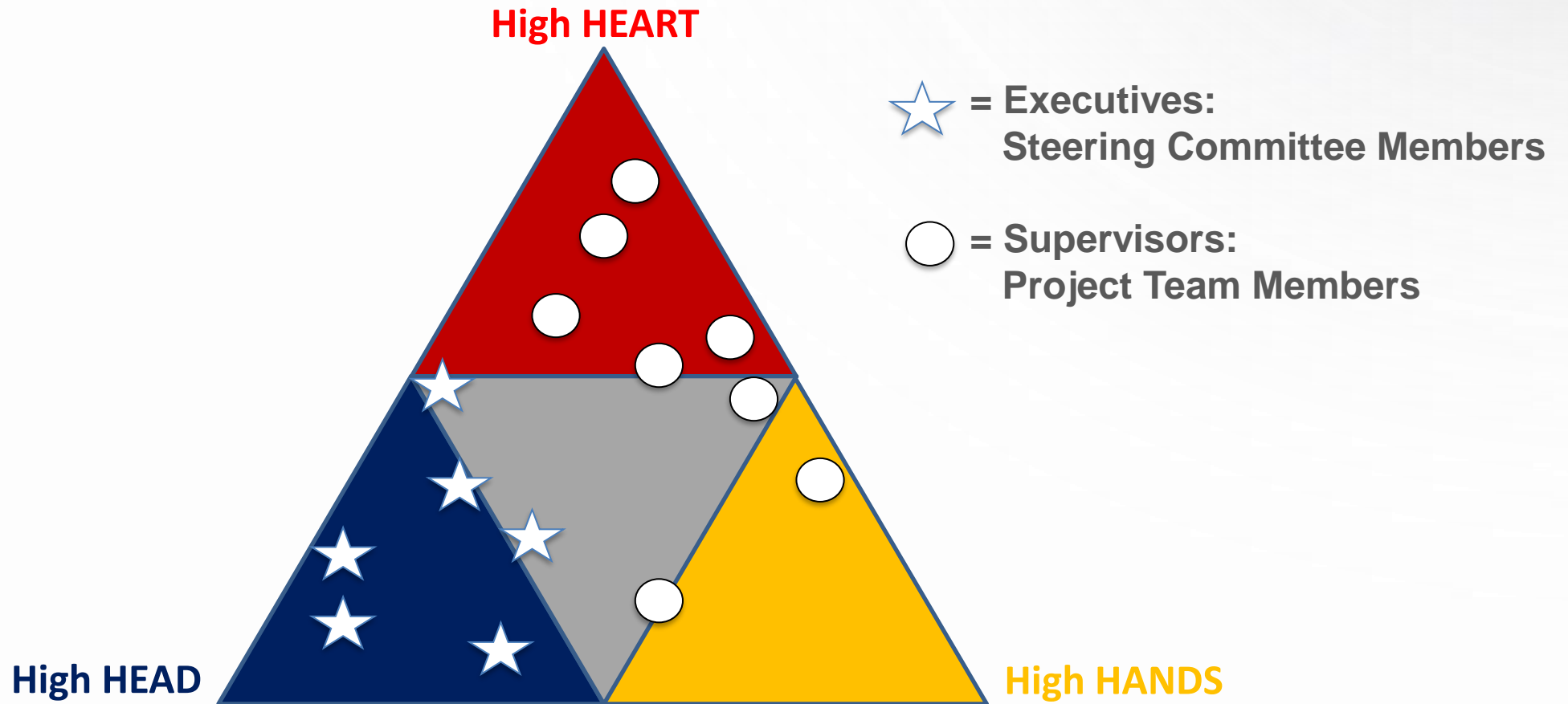
## “Flavor of the Month” Plagues an Ice Cream Manufacturer!

### Change Challenge:

- One of the largest and most profitable ice cream manufacturers in the U.S., a 2500-person, 100-year-old, family-owned business, undertook a major transformation
- Plans to double the business – both by integrating new acquisitions as well as by building new production lines - mandated increased bench strength and therefore new approaches to Learning and Development (L&D)
- A Steering Committee consisting of Executives was formed to oversee the initiative
- A Project Team consisting of Supervisors was formed to design and implement new approaches across the manufacturing facilities



# CQ Team Profile: Change Leader Styles



# The Executives' Frustrations

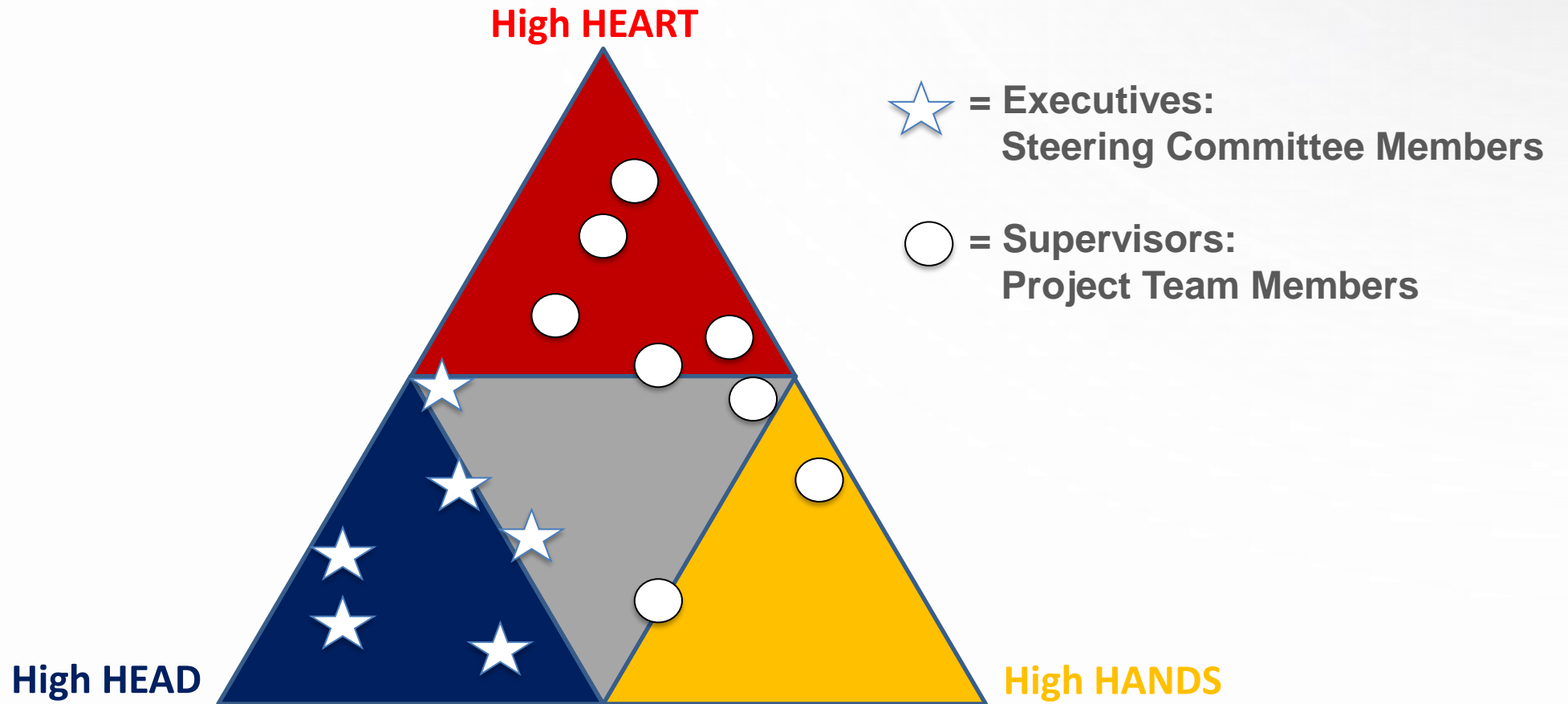
“We’ve given the Project Team three months to get a plan together. Where is the sense of urgency?”

“We’re getting complaints from Production. Why isn’t the Project Team effectively driving this project?”

“The Project Team is already asking us for more resources. Where’s the business case?”



# CQ Team Profile: Change Leader Styles





# The Supervisors' Frustrations

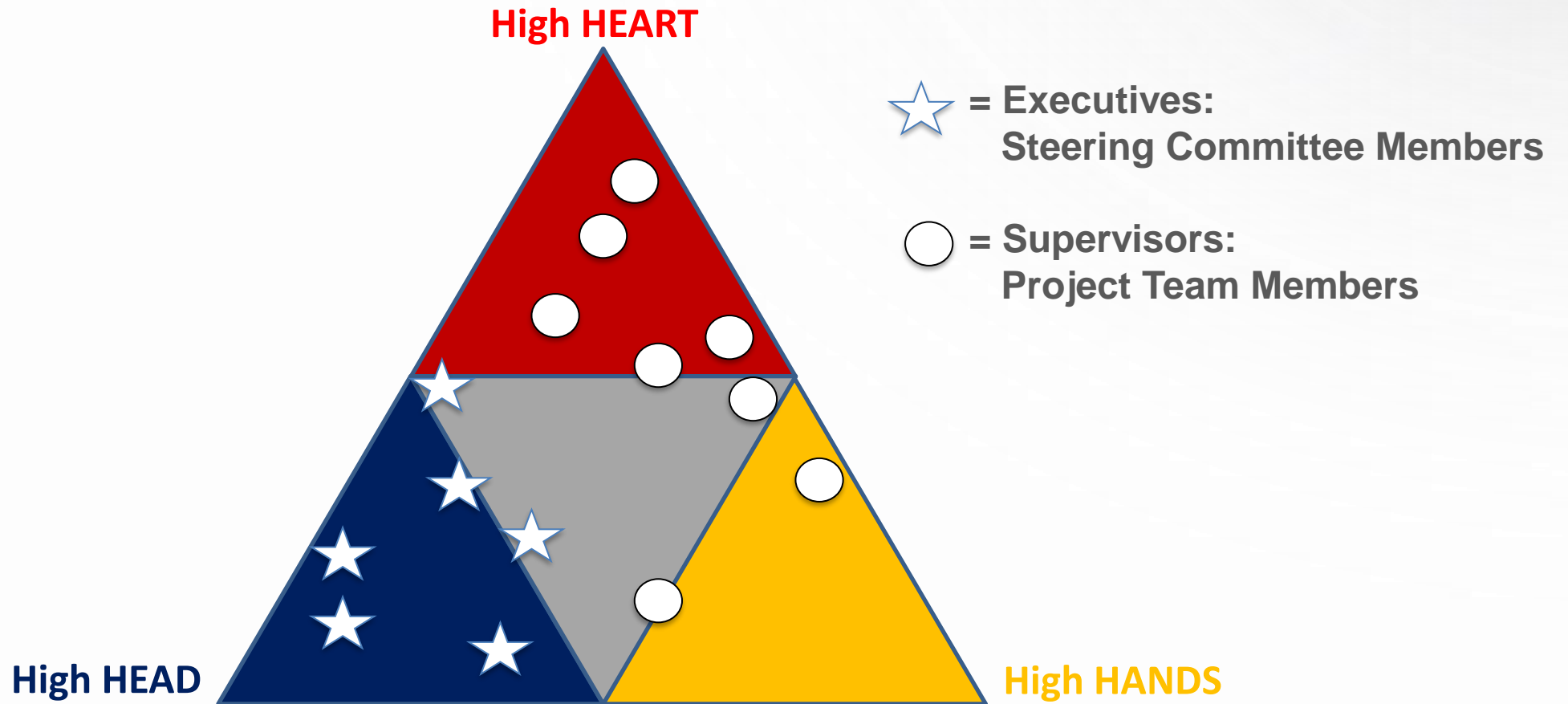
“The Steering Committee is AWOL – we’ve only had 1 or 2 of them at our last three update meetings!”

“Plant personnel are pushing back. They are asking, ‘We already have training materials – we use SOPs – why do we need something new?’”

“We need additional funding, and can’t get the resources we need from the Steering Committee!”



# CQ Team Profile: Change Leader Styles



# “Flavor of the Month” *No More!*

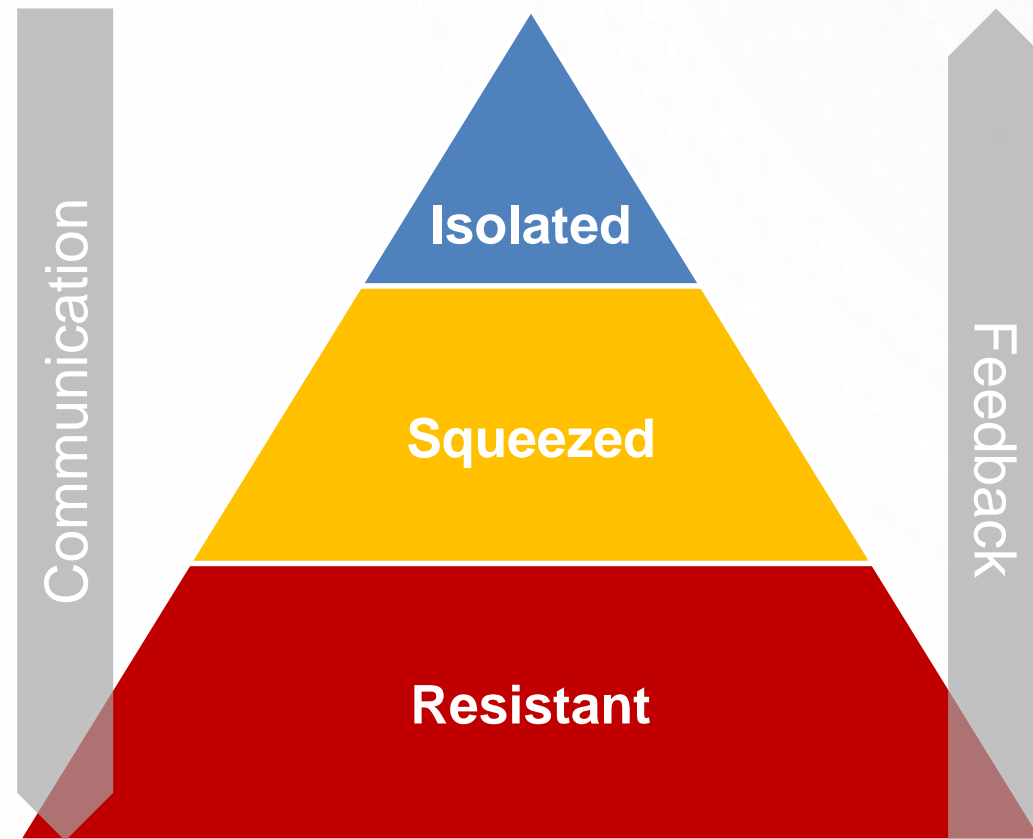
## *Building Change Intelligence Led to:*

- Diagnosing the cause of disconnects between the SC and PT – Platinum Rule
- Understanding why change had historically been difficult to implement/sustain
- Creating an enabling foundation of change capability up/down/across the company to lead successful and sustainable change synergistically into the future

## *Real Results:*

- Developed and implemented over 100 operator training programs
- Installed a new qualification process
- Deploying winning change management approaches from Communications Planning to Scorecards to engage for change and sustain the change

# CQ® Research Results: Change Challenges – And Opportunities





## LEADING FROM The Top

How can we  
*reframe resistance*  
from enemy to ally?

How can we ensure  
our *positive intent*  
matches our *impact*?

How can we make it  
*safe to share*?

Behind every complaint is a request!

People complain before they commit!

How can you use/adapt your CQ® style  
to lead others through the change process?





## LEADING FROM The Front

How can we help ***avoid failed change*** and play our part in ***change done right***?

How can we communicate in a way that demonstrates our intent to make a ***positive contribution*** and avoids the potential impact of being perceived as ***negatively complaining***?

It's both what we say, and ***how we say it***. How we start a conversation sets the stage for demonstrating our:

COMMITMENT to the goal

CURIOSITY about other perspectives

CONTRIBUTION to a positive solution



“People don’t change based on the **information** you give them – they change based on the **insights** they derive for themselves!”

*Peter Fuda*



# Leverage Data to Get ALL Voices Heard: Speak in CQ®

## Heart, Hands, Head

Simple, intuitive + Powerful, positive

Encourages everyone to consider who, what, how, and why

## Fosters Diversity, Inclusion & Belonging

Common language for giving and receiving feedback

Facilitates communication up, down, across, and outside organizations

# CQ® for YOU

## *Leading Change Across Levels*

**Engage the HEART**



**“WE Want It!”**

**Enlighten the HEAD**



**“WE Get It!”**

**Equip the HANDS**



**“WE Can Do It!”**

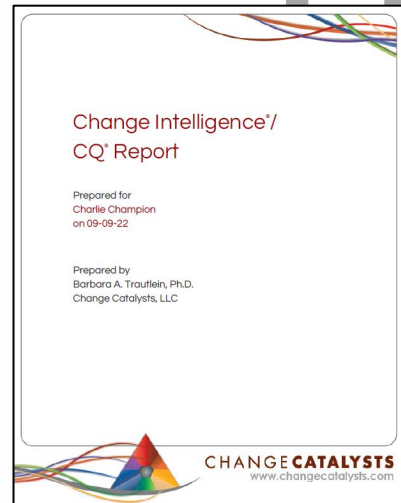
# Change Intelligent® Resources



*Change Intelligence Book*  
(download two FREE chapters  
& case studies, research too!)



CQ® Workshops,  
Webinars &  
Certification  
(earn PDUs!)



CQ® Assessments for Individuals,  
Teams & Organizations

## CONTACT ME

01.847.571.4387

[btrautlein@changecatalysts.com](mailto:btrautlein@changecatalysts.com)

[www.changecatalysts.com](http://www.changecatalysts.com)

[barbaratrautlein](#) 

[btrautlein](#) 

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