USING CHANGE INTELLIGENCE QUOTIENT IN ORGANIZATION DEVELOPMENT PROGRAM FOR HEALTH CARE ORGANIZATIONS

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Abstract

Introduction: Organization development (OD) has been used as a strategy to promote organizational learning, improve employees’ efficiency, and maximize organizational outcomes. It also serves as a retreat of the organization and helps bring about staff awareness of needed changes and how these changes can happen. Sometimes, OD’s goal is to promote change leadership among staff in response to needed organizational changes. When this is the case, OD practitioners should consider concepts and theories related to change in designing their OD program and implementation.

Objective: This paper reports the authors’ experiences with the use of change intelligence quotient (CQ) by Barbara Trautlein in designing our OD program.

Methods: The authors designed an OD program based on the change intelligence quotient then implemented the program to 5 organizations/groups, and evaluated the outcomes in terms of participant satisfaction.

Results: Change intelligence quotient (CQ) delineates the interactions among seven types of people or CQ positions, these are, the coach, executor, visionary, driver, champion, facilitator, and adapter. The CQ describes how individual people with unique characteristics would experience and react to different types of changes. Understanding these unique characters help promote one’s awareness of oneself, awareness to others and the team he belongs to, therefore it helps them to respond more effectively to the situations that require changes. In our program, the participants worked in small groups of 5-10. First, we asked each participant to identify himself/herself according to the CQ position, and reflect on it. We then asked the participants to pair with the others who had different CQ and discuss their experiences in relation to interaction for change and how to make it better. The whole group then got together and exchanged their experiences and ideas. They identified the effective communication strategies required for different CQ positions. Following this, all the participants were asked to stand on their CQ

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marks on a CQ triangle to form the whole organization from which they were made aware of how their organization might perform when dealing with changes. We concluded with highlighting the issues and change management strategies to the managers pointing to the fact that change management required interventions at individual, team and organization levels. Our evaluation from a series of five OD’s revealed that participant satisfaction was high.

**Keywords:** Change intelligence quotient, Team building, Organization development

**Introduction**

Nowadays, there are many changes happening in the world. It is generally accepted and it affects the operational goals of many organizations, especially the health related organizations. The change in global such as environment, technology, society and population influences the work of public health sectors. Because of these changes, many organizations need to augment their operations by focusing on developing the organization to lead to excellence. The adaptation of the organization adapts to changing conditions that leads to the importance of organizational development. Improving the effectiveness of the organization is a part of organizational development. The development of the organization by using a behavioral group changes the behavior of people in the organization and will cater to the peoples’ need.

The development of organization aimed to maximize the potential of individual workers which will result to progress of capabilities as a whole. The beginning of corporate development is the start of human development leading to a better change. Members of the organizations need to identify themselves, identify the working style and relationship to other members. Self-awareness and realization leads to strengthening and motivation of both themselves and their members. This operation has been studied, reviewed and compiled techniques and methods to help people in their organizations to transform their selves to make the organizations better. Behavior modification of workers such as finding new ways to work, being active and diligence in working, less work done, increasing productivity, reducing costs and conflicts in the workplace and innovative techniques have been developed to produce good results. This review uses Barbara Trautlein’s change intelligence concept (CQ), 2014 to be a part of the important process in managing human resources. As human resources are the driving force behind organizational change, CQ has become one of the leading organizations in the health care industry (in organization diagnostics step), starting from the creation or development team. In order for staffs to assess the personal profile of their organization, employees can learn the behavior, work habits and needs of each other will result to better understanding and better interaction in the workplace.

**Objective:** This paper reports our experiences with using change intelligence quotient (CQ) by Barbara Trautlein in designing OD program.

**Method:** This study was designed by the authors to develop organizations applying the Change Intelligence Quotient. The CQ concept discusses the diversity of individuals in seven different styles in the organization. We brainstorm and gave the detail in seven different styles as follows:
1) The coach becomes a caring person who supports others. He sees the uniqueness of people. Looks for the strengths and weaknesses of people and protects the rights of others. He accepts of others and be loved by others. The coach gives less attention to results and long term goals because he focuses on making people happy, praising the belief that the collective emotions of the team will lead to success. His’ working style is more focused on the human so that they do not look for new opportunities. The coach is very flexible.

2) The executor is a person who plans to work step by step, implement the plan; (time, budget and activities) give attention to details, and work more than the other people. If the work does not follow the plan, he must solve the problem immediately. There is an expectation from an executor that everyone must be responsible for their own work and work out the plan straightforwardly. In addition this characteristic lacks flexibility because there is much focus on the results and short-term goals of the organization. He believes to require confirmation and less emphasis on building value from work.

3) A visionary is a person with a better vision for the organization. His goal is to determine the direction of the work. He can inspire people to see the brighter future, empower people in the organization to do something to lead to great change, dare to think and dare to make new decisions, and think outside the box to improve the situation. He is a thinker rather than a practitioner who overlooked in details. Sometimes, lack of follow-up results failure and cannot achieve the goal.

4) The driver is a person who is focused on giving full potential to a long - term goal, plans a systematic work, implements the plan (time and budget), pay attention to details; focus on the work more than the people. If it does not work as what is planned, he will solve the problem manually to achieve the goals set. He focuses on the results and goals, value creation, work in progress, analyze the situation, have a long and clear vision, as well as goals to determine the direction of work. He is careful in making decisions because he thinks outside the box and he is sensitive to the changes in situation. He believes that every problem can be solved and everything can be done if you really want it too. Moreover, they have self-confidence, self- trust and they are not affected by other people’s decision.

5) The winner or champion believes that "If we cooperate, we can do it", a dignified, powerful person and good in communicating. He motivates the team effectively and maintains the working results and long-term vision. He creates a view and can sell ideas to others as a caring help to others, sees the good points of people, understand the emotions and feelings of people, and put himself in other people's shoes. The winner has a slogan of "Let the people enjoy the job successfully." He can empower people in the organization to take action to bring about change but sometimes he expects a high outcome because it is idealistic. Sometimes, there is a straw burning style that the original work was not successful but they are ready to work new challenge so getting the successful results is not constant.

6) A facilitator has the slogan of "What has told to me? I'm ready to help". He encourages people to work, he is a good listener, a good man who loves to help and support people who are concerned about the emotions of the team. He encourages the team to work in accordance with the plan, attend to detail and results of short term goals. He has a brilliant technique. Sometimes
he seems too technical who does not have concern about long term strategy and he avoids confrontation. Lastly, he faces the conflicts and oppressive situations.

7) An adapter is person who knows to adopt new ideas and he is open-minded with new things and embrace changes. He believes in the slogan "This is interesting, let's do it." He is a person who has a consistent interaction with others that leads to compromise. This style is characterized by politicians as "Know Your Curiosity". An adapter is a thinker and a middle class practitioner who is easy to get along with other people. He may lack consistency and unpredictable but can work in a variety of ways, but the success of the work may not be outstanding.

The differences of individual work style leads to CQ's development. It has been part of the company's staff development program such as operators in academic service units (central). Mentoring team in middle health management program and early levels and teachers from the College of Public Health, Management Teams in the Provincial Health Office Network, Nursing Administration Team Preparing for management positions in the hospital ward of the government, Senior Executives / Heads in the Middle School Administration Program and Team members to prepare for the position of Director of the College under the Praboromarajchanok Institute. The authors designed CQ to the activity from the beginning of every development and training program. It is because, CQ is aware of their style of work and adaptability to meet the goals in the situation and the diversity of people. Change intelligence quotient (CQ) is the nature of a person with the seven characteristics in different positions in the organization as a coach, an executor, a visionary, a driver, a champion, a facilitator and an adapter. Change intelligence quotient represents a unique and distinct personality trait of every individual in the organization. Each member is a key person in the organization that leads the group to improvement. They need to be aware of their uniqueness to other members in the organization. With this, each of them will realize their abilities, gain self-respect and will feel belongingness. These factors lead them to becoming a more responsible member of the organization. The change intelligence quotient (CQ) is part of driving the organization to change, following the organization’s outcome in helping the staffs in playing their role in the mission assigned through working effectively as desired. We have to reflect on our special nature and corporate members.

Steps of Organization Development through the use of CQ

Before the steps took place, the activity started through an introduction of the different participants to get to know each other, followed by stimulating activities like ice breaking games. The organizational development through the CQ model summary procedure (Table 1). When everything was ready the OD through the use of CQ started with the following steps:

1) Knowing oneself: The self-awareness assessment started with the discussion of the CQ model. After understanding the concept of CQ, the participants were instructed to identify their self (trait/ characteristic) under the CQ model. The participants did these through reflecting on the CQ components that are identified above.

2) Knowing the others: After the self-awareness assessment, each participant paired to other participants with a different characteristic under the CQ model. The pair discussed on the
factors that made them different to one another and they shared their experiences when interacting to one another, knowing that they have different characteristic. Then they agreed on a strategy to improve their communication and compromised from these differences to create a better relationship in the organization.

3) Knowing the team: After the paring, the participants were asked to form smaller groups with 8-10 members with again different characteristics under the CQ model. The members of the group identified the strengths and weaknesses of one another and did brainstorming on solutions to create better relationship.

4) Knowing the organisation: The solutions and decisions made during the pair and small group discussions was used to create a bigger idea of developing better communication strategy in an organization. The participants were asked to stand on HEAD-HEART-HAND Triangle frame, it is built in the middle of the room. (A triangle rope is formed on the floor of the meeting room). They stand in each corner and each side of the triangle frame, including the center in triangle CQ (Figure 1). After identifying their characteristics, they used the strategies that they created earlier to compromise and create a better communication. With one idea and strategy, the organization will be aiming one goal and will lead to the success of the organization.

**Figure 1:** The triangles of HEAD-HEART-HAND applies from Barbara A. Trautlein (2014)
Source: Barbara A. Trautlein (2014)
Table 1: Organizational development through the CQ model summary procedure:

<table>
<thead>
<tr>
<th>Steps</th>
<th>Objectives</th>
<th>Activities</th>
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</thead>
<tbody>
<tr>
<td>1. Knowing oneself</td>
<td>1. To understand the concept of QC; 2. To identify the different characteristics under the CQ; 3. To reflect on these characteristics; and 4. To recognize one self's characteristics.</td>
<td>1. Reading and understanding (discussion) the QC concept; 2. Self-reflecting on the seven Characteristics.</td>
</tr>
<tr>
<td>2. Knowing the others</td>
<td>1. To identify the strengths and weaknesses of one another; 2. To compromise on these strengths and weaknesses; and 3. To decide a solution that will make their relationship better in the organization.</td>
<td>Brainstorming and discussion</td>
</tr>
<tr>
<td>3. Knowing the team</td>
<td>1. To identify the strengths and weaknesses of one another; 2. To compromise on these strengths and weaknesses; and 3. To decide a solution that will make their relationship better in the organization.</td>
<td>Brainstorming and discussion</td>
</tr>
<tr>
<td>4. Knowing the organisation</td>
<td>1. To decide strategies on making the organization excellent; 2. To create one idea/solution to make better relationship leading to the success of the organization.</td>
<td>1. Brainstorming and discussion; 2. Identifying their characteristic through standing on the corners of the QC model.</td>
</tr>
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</table>

Results and discussion

When the CQ implementation process was completed, the organization (BCNLP) was able to see the performance of employees in the 7 the organizations. The members recognized their role in the organization and saw their importance. The role of organization (BCNLP) was to develop the participating organizations to improve communication in the workplace and summarize the importance of change. The type of change and the strategy to improve will promote and support the leaders in the organization for the fulfillment of the mission. The summary will use the triangle picture to show all the 7 positions in CQ. Through an evaluation form, the operator gave the result as satisfactory. After that, a reflection writing and completion of the development program was done.

The CQ is used in incorporating the development at the beginning of the human development program. The authors learned that who provide themselves in the position of a coach. They sympathize like a helpdesk, they always take care of others and they have a technique that is attractive. However this group of employees often disregards the overall results of the organization and do not pay attention to the importance of the technician. TO make the
mission of your organization successful, people in this group should reflect and understand the goals and mission of the organization.

The executor who likes to plan and work in stages has to reflect on the fact that sometimes the staff has to reduce the rigor, increased flexibility, reduced willingness, seriousness to work down whereas a visionary has the expertise to look at the broad spectrum of the organization. This group must not abandon the idea behind his expectations and must let him ready to admit the changes that may take place slowly and sometimes it's important to focus on the details of the planning phase.

A driver becomes a leader in corporate leadership. He is a combination of a thinker and a practitioner who pays attention to the success of the work, the main goal and mission of the organization. However, he do not focus on the feelings of the worker because he focused only on the rational and absence of incentive techniques. Therefore, adaptation is needed for this type of leader. If he assigned work, the members should work to achieve the goal. Drivers must have a motivated team to become a help in the workplace. The team must look like a consultant because they will use the humility and the humanity of the counselor as motivation to work as a bridge to change the organization.

A champion is a person who has the characteristics of being a mentor and a thinker. This group will be able to see a wider picture of the work. They use their heart in working and have the ability to motivate others to understand the mission. A champion can encourage the people to work as one because they are reliable and have an authority. People in this group if assigned to tasks will always be successful.

A facilitator is a person with the characteristics of being a mentor and a practitioner at the same time a helper who encourages others. He always pays attention to the emotions of the team members and encourages them to work as planned and they pay attention to the details. The facilitators do not pay attention to results and long term goals, and lack of strategic vision. The staff in this group must reflect on their work and show the importance of long-term results in enhancing their thinking skills but they do not focus on using the emotions and feelings in work because this will make him considerate to others and will avoid confrontation, although it is an important mission of the organization.

Adapters, in some organizations may be a majority of group. We can assess the performance of worker that they be able to achieve the goals but the change will take long time. The people in this group has often unidentified as a leader of change because they are adaptable to all conditions. We should reflect to them to see the importance of the mission of the organization, which must be driven by the majority of employees, if there are many adapters in the organization, intelligent changes cannot happen.

The importance of CQ in organizational development is used to incorporate the development of the person in the organization. They will use the characteristic found under CQ in responding to changes. In the activity that was conducted, it came out that most of the participants recognized their selves under the High Heart Component which means that when responding to changes, they tend to be the champion and facilitator instead of being a visionary.

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They respond happily to changes and adopt these changes and lacks analysis of the results of these changes.

The different people in each agency play an important role. This lesson reminds us that in all units of CQ-based, the number and proportion of staff vary, such as many winning organizations, some organizations have a lot of consultants, and some organizations have leaders which are hardly motivators. We reflected on the people in all departments to see the importance of everyone in leading the organization’s success.

Conclusion

Using change intelligence quotient in organizational development for health organizations will develop the management strategy of the leaders and members through engaging in corporate relationships to empower the people in organizations. In addition, it is to differentiate the abilities of the employees in different levels. The staffs can evaluate their working style and will be aware of improving their behavior when working with others. It is a good signal to improve in the organization.

Recommendations

We have reflected that the group members should adapt themselves during discussion. We found the answer from the reflection that those members in each CQ position are aware of their characteristics and understand themselves. They also understand their role as members in the organization, and know the goals and mission of the organization. With their self-awareness they will be able to develop themselves and modify their characteristics on collaborating with others. Therefore, it is recommended that, they must have a style which promotes collaboration depending on the target and situation of the organization. The importance of organizational development will start from an organizational diagnosis and related parties need to understand the working group and focus on the people at all levels. Promotion of self-esteem of the members on the organization at all levels is highly recommended to cater the differences of one another.

References


