



Visionary, Builder, or Maintainer – which are you?

In the book Visionaries, Builders, and Maintainers, three change management personality types are described. If you haven't read the book or if you just prefer to have a 'tool' that helps you in this assessment, please consider the following questions. This is not a scientific methodology, but should provide some clear feedback to help you understand your preferred type and the types of others.

First, score each of the following statements based on this system

Score	How often this describes me
1	Least often
2	Sometimes
3	Most often

I prefer to take the lead when:

1. _____ Someone tells me exactly what to do
2. _____ No one knows what to do next
3. _____ The goal is clear but no one is sure how we are going to get there

How do you feel about the 'rules'?

4. _____ Rules are made to be followed
5. _____ If they don't apply, I ignore them
6. _____ I'll follow them as long as I can make them

What's your opinion about change?

7. _____ Change? No, thank you.
8. _____ I love it! I can't imagine leaving things the way they are
9. _____ It's not my favorite, but I can tolerate it as long as I'm responsible for it.

If you are working on something in your house, would you rather:

10. _____ Clean and organize – everything needs to be where it belongs
11. _____ Propose a design/redesign of an area (room, outdoor space, etc.)
12. _____ Make something better than it is today

I am most interested in:

13. _____ My part of the picture
14. _____ The big picture
15. _____ How the pieces of the picture fit

I get things done

16. _____ Regularly, by doing them the same way every time
17. _____ Sometimes, I have lots of things going on in various stages of completion
18. _____ Once, then I want to go do something else. I get bored pretty easily.



Copy your scores from the quiz to this grid. For example, if you put a 0 beside question 1 (I prefer to take the lead when someone tells me exactly what to do), place a 0 in the '1' box below. Then add all of the scores together to determine your 'A', 'B', and 'C' scores.

1	4	7	10	13	16	A TOTAL

2	5	8	11	14	17	B TOTAL

3	6	9	12	15	18	C TOTAL

Finally, transfer your scores to the list below. Your highest score indicates the change management personality type you favor.

- A. _____ Maintainer
- B. _____ Visionary
- C. _____ Builder



Maintainers

- Typically more comfortable when the next steps are clearly laid out for them
- Good at following the 'rules'
- So good at making sure things run smoothly that even the thought of change can make them shudder
- Motto: "A place for everything and everything in its place"
- Can fail to realize they are part of a bigger whole
- Don't see repetitive tasks as boring but an opportunity to "do things right" one more time

Visionaries

- Prefer a constraint free 'blank slate' on which to work
- Tend to believe that rules are important...for everyone else
- Love change...so much so that they can jump to a new idea before the first one is in place
- Starts by seeing all of the improvement opportunities...but not always the good things that already exist
- Good at seeing the big picture or the ultimate goal but this may blind them to the details needed to make it happen
- Can get distracted easily so they tend to have many ongoing projects and can get frustrated when they can't seem to get any of them done

Builders

- Don't normally 'think big' about the final destination but are skilled at determining what steps are needed to arrive there
- Put in place processes, organizations, etc. that include sets of rules...for others to follow
- Find comfort in the way things are done today but will be first in line to make a change if you give them a leadership role
- Want to improve things and will take responsibility for making it happen
- Most interested in how the pieces fit together to make the picture
- Enjoy the challenge of getting a job/project completed but after they 'know how to do it'... they're usually not interested in doing the same thing again