

RESPONSE TO A POSITIVE CHANGE:

All change affects people often in unexpected ways. Even positive change, like a new job that is also a great fit, will always produce a range of thoughts and feelings in the person going through the change. These will typically follow a pattern that includes optimism, pessimism, a desire to check out, hope, and optimism again. I can tell you from experience that you and your associates can count on this pattern showing up during any positive change. As the manager and agent of change you might want to be aware of this to help prepare your associate (target) on what to expect and to help you guide your associate to a successful completion of the change. Practicing these simple but powerful responses to positive change will ensure you achieve higher business results and ongoing growth and development for your people.

Target – What to expect - Agent – How to respond

Hopeful Realism (D) Target: Beginning to perceive the change project as achievable, reduced negative feelings about the change and an increase in self confidence. Agent Response: Continue to build target confidence by acknowledging the difficulty of what they have already accomplished and their ability to cope with the remaining problems.	
Checking out (C) Target: Public/private withdrawal from the change project. Agent Response: Public – Develop a problem solving climate. Private – Develop a safe climate to express negative feelings and/or generate an expectation that the issues will be resolved.	Informed Optimism (E) Target: High levels of positive energy and increased self-confidence brought on by the approaching success. Agent Response: Reinforce the target's change related competence while reminding them that "follow-through" is important in this stage of the process.
Informed Pessimism (B) Target: Negative feelings about the change and/or low confidence in self. Agent Response: Legitimize The negative feelings as a sign of learning, provide encouragement/support.	
Uninformed Optimism (A) Target: Positive feelings about the change and high confidence in self. Agent Response: Re- enforce their enthusiasm while preparing the target for unforeseen difficulties.	Completion (F) Target: Strong support of the change, willingness to help others Through the transition, high self confidence. Agent Response: Reward the achievement, help target identify important learnings, and prepare the target for the next task.

Target moves from Uninformed Optimism (A) through B, C, D, and E to Completion (F) over time.

TIME



Adapted from O.D. Resources, Inc. 1983