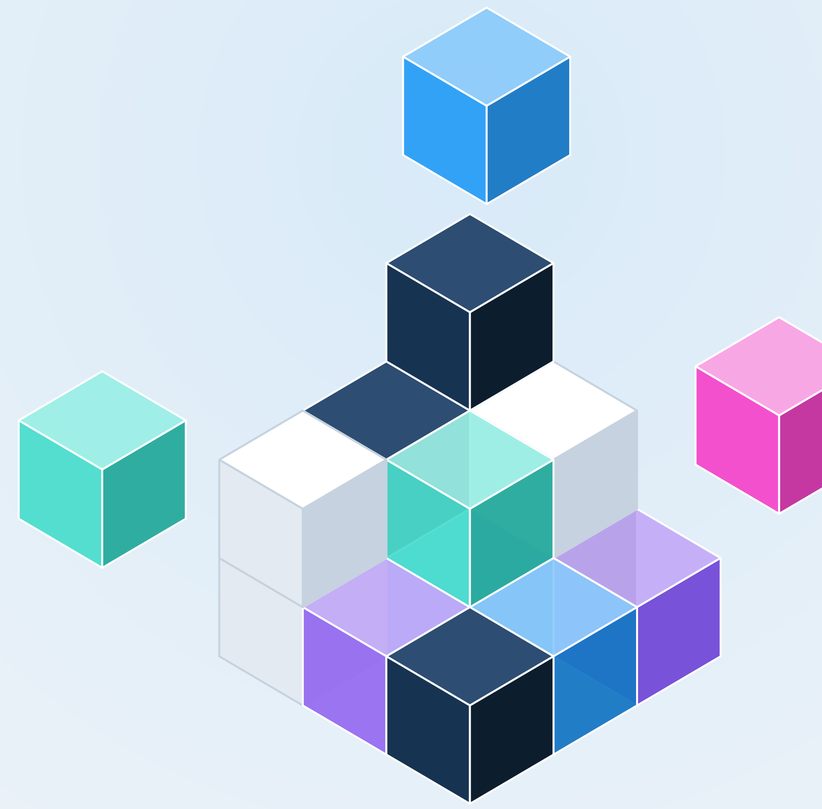
CHANGE & TRANSFORMATION

The Change Curve



The change curve describes how people typically react to a significant change over time: from shock and resistance through a low point to experimenting and integration.

01 THE CORE MODEL

ADAPTATION CURVE · REACTIONS OVER TIME



Stages

Shock and denial, frustration, a low point, then experiment and integration.

Individual pace

People move through the curve at different speeds, and can move back.

Leader role

Inform early, support through the dip, involve people in the new way.

02 MANAGING THE DIP

The dip is normal; good management makes it shallower and shorter.

EARLY STAGES — LATE STAGES

SHOCK TO LOW POINT

- Explain why, early and often
- Listen to concerns, do not argue them away
- Give support and time for training

EXPERIMENT TO INTEGRATION

- Involve people in trying the new way
- Celebrate early successes
- Anchor the change in standards

03 WORKED EXAMPLE

NEW MES ON AN ASSEMBLY LINE · ILLUSTRATIVE

SHOCK
Go-live week
scanning feels slow

→

LOW POINT
Week three
output below plan

→

SUPPORT
Floor coaches
on every shift

→

INTEGRATION
Faster than before
by month three

04 MANAGEMENT TAKEAWAYS

01
Expect the dip
Plan capacity and support for a temporary drop in performance.

02
Tailor support by stage
Information early, coaching in the dip, involvement later.

03
Watch for people stuck
Some need individual attention to move forward.

05 COMMON MISTAKE

LIMITATION
Reading the dip as failure
Abandoning a change at the low point wastes the investment just before it pays off.