

Understanding Clari³ty Change Response Styles

Apprehensive

Individuals with an Apprehensive Change Response Style are analytical, cautiously optimistic, and tend to identify challenges that others miss or underestimate. This role can be valuable to some colleagues, but it can also be interpreted as an overly negative or pessimistic attitude. Apprehensive individuals want close relationships with colleagues but can find it difficult to trust others and often feel that they could be let down. Apprehensive leaders should actively communicate through vehicles that build confidence, beware of constantly questioning others, and find support in the positive aspects of people and change.

Impatient

Individuals with an Impatient Change Response Style are outgoing, adaptable, and engaged with their work. Some colleagues may feel inspired by this confidence; however, others will find it intimidating or tone-deaf. Impatient Response Styles are action-oriented but can easily find themselves in a silo, either misaligned with broader priorities or lacking the support of teammates with other response styles. Impatient leaders should practice active listening, create deliberate opportunities for feedback, and leverage good project management discipline to plan realistically, identify risks, and coordinate cross-functionally.

Deliberate

Individuals with a Deliberate Change Response Style may be more introverted than their peers but are generally engaged in their work and embrace change with confidence. Deliberate individuals are self-starters who can be steady, reliable, and effective change leaders but tend to shepherd and guide their teams from behind rather than lead out front. Some colleagues will find this style comforting and lean on their Deliberate teammates as a sounding board to share concerns or insecurities and wrestle with change. Others may perceive this style as unwilling to get their hands dirty or as back-seat drivers who give opinions instead of clear direction. Deliberate individuals should not underestimate their leadership abilities in the face of change, particularly among more Apprehensive colleagues who appreciate a more subtle approach.

Independent

Individuals with an Independent Change Response Style are highly independent and prefer to self-direct their priorities and activities. While some colleagues may respect and appreciate this self-sufficiency, others will find it difficult to trust their leadership or commitment to the team. Independent individuals are typically comfortable with change but tend to navigate it alone. In doing so, they inadvertently erect barriers that hinder supportive relationships and lead to feelings of isolation. Independent leaders should actively scan for the positive, find bases for mutual respect with colleagues, and seek opportunities to advance priorities through the contribution of others.

Dynamic

Individuals with a Dynamic Change Response Style easily see the path to a brighter future and refuse to leave a teammate behind. Generally viewed as optimistic and energetic leaders, Dynamic individuals are well positioned to promote the benefits of change and rally in the face of challenges and setbacks. While most teammates will see this as great leadership, Dynamic individuals may alienate more cynical teammates who only see the Dynamic style as happy-go-lucky cheerleaders. Dynamic individuals should understand and acknowledge challenges and be honest about their existence in communications and negotiations to build trust and maintain credibility.

Preoccupied

Individuals with a Preoccupied Change Response Style build and maintain strong connections with colleagues and have a strong attachment to the organization and team. Preoccupied individuals tend to navigate change and gain a sense of security by seeking regular feedback and approval from others. While some teammates may feel heard and valued, others may perceive these behaviors as lacking self-confidence or even avoiding accountability. Preoccupied individuals should acknowledge personal contributions to team success, make assertive decisions when accountable for them, and communicate with confidence to teams.