

PEOPLE & CHANGE TOOLKIT

CHANGE READINESS REFLECTION AND RECOMMENDATIONS TOOL

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Use these questions to explore how ready you and your team are for an upcoming change. You can use this in a leadership team meeting, in 1 to 1s with your business partners, or in local team workshops.



CASE FOR CHANGE

CLARITY ACROSS DIMENSIONS

How clear are you on the case for change, specifically regarding:

People impact – how this affects individuals, teams and ways of working.

Roles and responsibilities – what is shifting in ownership, expectations or decision making.

Processes – which workflows, rituals or routines will evolve.

Systems and tools – what platforms or technologies are impacted or introduced.

Relationships – how collaboration, trust or stakeholder dynamics may shift.

Dependencies – what other initiatives, teams or timelines this change connects to.



IF THIS FEELS UNCLEAR, YOU COULD

Create a one page case for change that spells out the why, what and so what for people and test it with a small group before sharing more widely.

Run a short working session with key leaders to map people, process, system and dependency impacts on a single page so everyone is working from the same picture.

QUESTIONS TO EXPLORE



STRATEGIC ALIGNMENT

How clearly do you understand the purpose and goals of the upcoming change?

To what extent do you believe this change aligns with our values and long term strategy?

What opportunities do you see emerging from this change?



UNDERSTANDING AND CONFIDENCE

How confident are you in your ability to adapt to the change?

What aspects of the change feel unclear or uncertain to you?

What support or information would help you feel more prepared?



COMMUNICATION AND ENGAGEMENT

How well have we communicated the reasons and expected outcomes of the change?

What channels or formats help you best engage with change-related updates?

What would make our change communications feel more human and resonant?



TRUST AND LEADERSHIP

How much trust do you have in the leaders guiding this change?

What leadership behaviours would help build confidence during this transition?

Where do you see opportunities for more co creation or shared ownership?

RESPONSE & RECOMENDATIONS



STRATEGIC ALIGNMENT

If this feels weak, you could:

Link the change explicitly to your strategy and values in a simple narrative for example this change helps us deliver X part of our strategy by and use that in all communications. Ask leaders to name two or three concrete opportunities this change creates for customers, colleagues or the organisation and build those into your story and measures of success.



COMMUNICATION AND ENGAGEMENT

If communication is not landing, you could:

Move from broadcast to conversation by building in Q and A, listening sessions or small group discussions rather than relying only on emails and presentations. Use real stories and examples from your context for example a day in the life after the change to make the change tangible and human.



UNDERSTANDING AND CONFIDENCE

If confidence is low, you could:

Collect the top five questions people are asking and publish clear, honest responses in a simple FAQ, updating it regularly as new questions emerge. Offer targeted support for example short clinics, drop in sessions or buddying for the groups most affected so they can ask questions in a safe space.



TRUST AND LEADERSHIP

If trust feels fragile, you could:

Ask leaders to show visible ownership of the change by being present in key conversations, naming uncertainties and sharing what they know and do not know. Involve people in shaping parts of the change for example co-designing ways of working or testing options so it feels done with them, not to them.

QUESTIONS TO EXPLORE



CULTURE AND COLLABORATION

How would you describe the current cultures openness to change?

What team behaviours or rituals support adaptability and learning?

What barriers to psychological safety might impact our readiness?



TOOLS AND CAPABILITY

Do you feel you have the tools needed to navigate this change?

What skills or capabilities would you like to build to feel more equipped?

Have your managers or leaders managed change well before?



EMOTIONAL LANDSCAPE

What emotions come up for you when thinking about this change?

What would help you feel more energised or hopeful about the future?

How can we honour the human experience of change in our approach?



LOGISTICS AND EXECUTION

How clear are you on the timeline and key milestones for this change?

What practical barriers for example time, tools or competing priorities might affect your ability to engage?

RESPONSE & RECOMENDATIONS



CULTURE AND COLLABORATION

If culture feels closed or defensive, you could:

Create simple team rituals that support learning for example regular retros where teams ask what is working, what is not, what will we try next without blame.

Name and address obvious blockers to psychological safety for example how mistakes are handled or who gets airtime in meetings and agree new norms together.



TOOLS AND CAPABILITY

If tools or skills are lacking, you could:

Map the critical capabilities needed for this change and offer focused learning for example short, practical sessions rather than broad, generic training.

Review key tools and skills, and make small, quick adjustments that add moments that matter for people living the change.



EMOTIONAL LANDSCAPE

If emotions are running high or are largely negative, you could:

Make space for people to name how they feel without fixing it immediately for example check ins, listening circles or 1 to 1s focused on impact not just tasks.

Balance realism with hope by acknowledging losses and challenges while also painting a clear, believable picture of the future you are working towards.



LOGISTICS AND EXECUTION

If logistics feel messy or unrealistic, you could:

Create and share a simple, visual roadmap that highlights key milestones, who is impacted when and what is expected of them at each stage.

Identify and remove one or two practical barriers quickly for example freeing up time, clarifying ownership or simplifying a process to show you are serious about making the change doable.