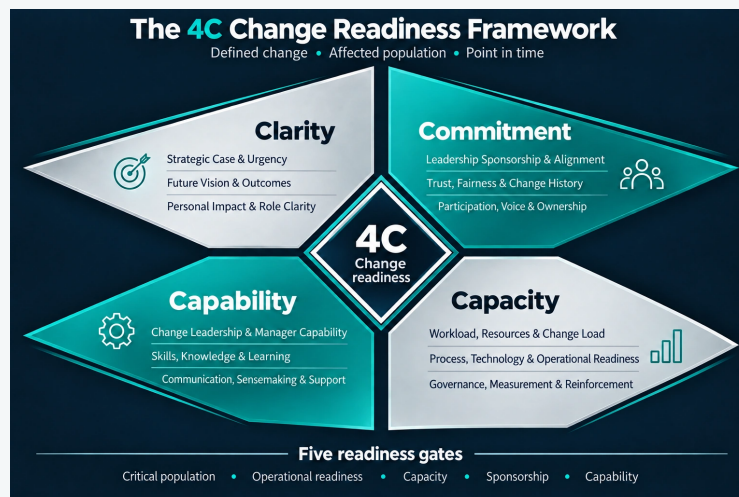


Change Management Framework

ORGANISATION DESIGN AND CHANGE MANAGEMENT

Change succeeds when people understand what is changing and have credible ownership, relevant capability and workable conditions. This framework helps leaders identify the specific readiness gaps affecting a defined change. It combines employee insight with operational evidence to target support, prepare implementation and sustain adoption in everyday work.



THE MODEL AT A GLANCE

The approach

The 4C Change Readiness Framework separates understanding, ownership, ability and operating conditions across four domains and twelve dimensions. Eight delivery stages combine listening with operational evidence; five executive gates connect targeted interventions, implementation readiness and sustained adoption with accountable decisions.

When to use it

- Employees understand the announcement but remain unsure how work changes.
- Leaders need to identify readiness constraints before an implementation decision.
- Several changes compete for manager attention, practice time and resources.

What the model covers

Clarity • Commitment • Capability • Capacity • Strategic Case & Urgency • Future Vision & Outcomes • Personal Impact & Role Clarity • Leadership Sponsorship & Alignment • Trust, Fairness & Change History • Participation, Voice & Ownership • Change Leadership & Manager Capability • Skills, Knowledge & Learning • Communication, Sensemaking & Support • Workload, Resources & Change Load • Process, Technology & Operational Readiness • Governance, Measurement & Reinforcement

Value for your organisation

- Distinguishes readiness constraints requiring different leadership and operational responses.
- Targets communication, practice and resource choices to specific evidenced gaps.
- Makes implementation conditions, accountable ownership and sustained adoption visible.

Put it into practice

Select a defined change and its most affected roles. Examine understanding, ownership, future-task practice and operating constraints. Compare listening with delivery evidence, then agree targeted actions and the conditions to verify before the next implementation decision.

Outputs you can use

- Readiness diagnostic showing specific domain gaps, context and evidence limitations.
- Targeted action plan with sponsor commitments, owners and review dates.
- Operational readiness record documenting launch conditions, dependencies and residual risks.