



# HR DELIVERY

*Making Sure HR Delivers*

HR DELIVERY WORKSHOP SERIES

# Choosing Change Models

## Choosing Change Models: Match the Approach to the Situation

Compare a small selection of change approaches and decide what each can help you understand. Practise choosing and combining suitable lenses for a change challenge while keeping evidence, context and implementation responsibilities clear.



### 01 DAY

Introductory taster

### IN-HOUSE

Your people. Your context.

### PRACTICAL

Explore, discuss and apply

## A PRACTICAL STARTING POINT

# Understand the topic. Try it in practice.

Change models can organise thinking, but a familiar diagram can also encourage the wrong question. An individual adoption barrier, a leadership alignment problem and an overloaded operation need different attention. This workshop helps participants examine what a model explains, what it leaves out and how it might support a practical decision.

The day introduces a selective comparison of change approaches rather than a catalogue to memorise. Participants examine individual adoption, collective mobilisation and readiness, then justify a small set of model choices for a case, identify blind spots and agree evidence to test.

**WHO IS IT FOR?**

HR and change practitioners, project sponsors, internal consultants and managers who use change models in planning conversations and want a more thoughtful basis for choosing an approach.

**BY THE END OF THE DAY, PARTICIPANTS CAN:**

- 01 Frame the change question**  
Describe a specific change challenge, affected population and decision before selecting a model or assuming the cause of difficulty.
- 02 Distinguish model purposes**  
Compare how selected models focus on individual adoption, organisational mobilisation or readiness conditions, using a clear case example.
- 03 Recognise model boundaries**  
Identify an assumption or limitation in a chosen model and explain what additional evidence or discipline the situation requires.
- 04 Choose a suitable lens**  
Justify a provisional model choice against the scale, timing, context and practical decision facing the people managing a change.
- 05 Combine with care**  
Explain how two complementary lenses could inform distinct decisions without merging their concepts or duplicating unnecessary diagnostic activity.
- 06 Test the practical value**  
Draft a small application plan specifying the questions, evidence, decision owner and review that will test whether the approach helps.

**A useful first application**

A selective one-day introduction to choosing change approaches, not instruction in fifty models. It provides no model-owner certification, licensed assessment access or substitute for complete programme and consultation governance.

## THE FRAMEWORK / WORKSHOP FOCUS

# Change Model Selection: workshop working model

This six-question working model supports selection and comparison. Participants consider Prosci ADKAR for individual change, Kotter's eight steps for leading change and HR Delivery 4C for readiness and adoption conditions.

## A PRACTICAL LEARNING AID FOR THIS TASTER

**01 Decision**

What specific decision should a change model help us make?

**02 Population**

Whose work must change, and at what organisational level?

**03 Purpose**

Which model addresses the main question this situation raises?

**04 Assumptions**

What does the chosen model assume that we must check?

**05 Complementarity**

What additional lens or delivery discipline would fill a material gap?

**06 Practical test**

What evidence would show that this approach improves our decisions?

The selection questions are a workshop aid. Original models retain their own concepts and ownership; comparison introduces their purposes and boundaries without reproducing proprietary instruments or claiming competence in their full methodologies.

[Explore the full model >](#)

## LEARN BY DOING

# Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

### 01 The model matching table

Small groups match short change situations to model purposes, then defend their choices. A second information card reveals why a plausible first choice may be insufficient.

### 02 Three lenses, one case

Teams examine the same rollout through individual adoption, leadership mobilisation and 4C readiness questions. They compare what becomes visible and what still requires operational evidence.

### 03 Blind-spot challenge

Pairs review a model-led proposal that recommends more communication for every issue. They identify unsupported assumptions and rewrite the inquiry to include workload, systems and decision authority.

### 04 Explain the selection

Participants pitch a limited model combination to a sponsor in plain language. Reviewers question duplication, evidence needs and the specific decisions each selected lens will support.

## DIAGNOSE BEFORE YOU ACT

### Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

## ONE CASE, DEVELOPED THROUGH THE DAY

A new case-management platform is technically ready, yet usage differs sharply across sites. Some employees do not understand the purpose, local leaders issue conflicting priorities and one team lacks protected practice time. The programme asks for one change model and a single readiness score to explain everything.

Groups separate the different change questions, select complementary lenses and explain what each can inform, what operational evidence is missing and which decisions require accountable sponsor judgement.

### THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

# A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

|             |                                                                                                                                                                                                        |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09:00-09:20 | <b>Welcome and model assumptions</b><br>Compare experiences of change diagrams and identify when using a familiar model has clarified a problem or hidden important context.                           |
| 09:20-10:15 | <b>Start with the change question</b><br>Define the affected work, population, timing and decision before considering which approach offers a useful lens for the case.                                |
| 10:15-10:30 | Break                                                                                                                                                                                                  |
| 10:30-11:30 | <b>Compare selected approaches</b><br>Explore the purposes of ADKAR, Kotter's eight steps and 4C, keeping individual change, organisational mobilisation and readiness conditions distinguishable.     |
| 11:30-12:30 | <b>Examine assumptions and blind spots</b><br>Apply one lens to the case, identify what it leaves unexplained and ask what further evidence or specialist discipline is needed.                        |
| 12:30-13:30 | Lunch                                                                                                                                                                                                  |
| 13:30-14:30 | <b>Choose and combine with purpose</b><br>Build a short selection rationale that assigns distinct questions to complementary approaches and avoids unnecessary duplication of analysis or terminology. |
| 14:30-14:45 | Break                                                                                                                                                                                                  |
| 14:45-15:30 | <b>Translate models into inquiry</b><br>Design practical questions and evidence requests that test the case's most important uncertainty without reducing people to simplistic change labels.          |
| 15:30-16:10 | <b>Pitch and challenge the approach</b><br>Present the proposed approach to a sponsor group and revise the choice after questions about relevance, feasibility, ownership and practical decisions.     |
| 16:10-16:30 | <b>Plan a first use and review</b><br>Choose one live change question and record the selected lens, evidence need and review point that will test its usefulness.                                      |

Choose a model because it clarifies a decision, then test its assumptions against the actual change context.

FROM THE SESSION TO YOUR DESK

# Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

## 01 Model-purpose comparison

A concise comparison of the selected approaches' primary focus, useful questions and boundaries, with original source links for participants who need to explore a methodology in depth.

Use it to discuss which approach fits the change question.

## 02 Change question brief

A case-based description of the affected population, required work change, current uncertainty and decision owner, prepared before a preferred model is introduced into the discussion.

Use it to keep model selection anchored in the situation.

## 03 Selection rationale worksheet

A draft record explaining the chosen lens, the decision it supports, its assumptions and the evidence needed, alongside reasons for setting other approaches aside for now.

Use it to make a model choice understandable and challengeable.

## 04 Complementary-lens map

A worked example assigning separate questions to individual adoption, leadership mobilisation and readiness inquiry, while retaining operational delivery and benefits responsibilities outside the selected models themselves.

Use it to combine approaches without confusing concepts or responsibilities.

## 05 Blind-spot prompts

Questions that challenge overreliance on communication, survey averages or a single explanation, encouraging attention to work conditions, population differences and evidence that may contradict the preferred diagnosis.

Use them to test what a proposed approach has missed.

## 06 Practical application plan

A small model trial defining the question to investigate, people to involve, evidence to examine and decision review, with a prompt to adapt the approach if unhelpful.

Use it to learn whether the chosen lens improves decisions.

### CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

# A better conversation. A practical next step.

Apply one selected lens to a clearly defined change question. Explain its purpose to the sponsor, gather relevant evidence and check whether it helps separate causes or choose action. Add another approach only when a material question remains unanswered.

YOUR FIRST 30 DAYS

01

Days 1-7

## Define the decision

Select a current change challenge and describe the affected work and population. Agree which decision needs support before choosing a model and record why the question matters now.

02

Days 8-21

## Test one useful lens

Use the selected approach to structure a small inquiry with affected colleagues. Record evidence that supports and challenges the explanation, including operational constraints the model may not fully address.

03

Days 22-30

## Review the model choice

Discuss whether the inquiry improved a sponsor decision or clarified action. Retain the useful questions, revise weak assumptions and add another lens only where a distinct unresolved need remains.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

## Shaped around your organisation

The client identifies a change initiative suitable for open discussion. Participants bring a sanitised change challenge and, if they use one, a familiar model, explaining the decision it is expected to support and the evidence currently available.

PLAN YOUR IN-HOUSE WORKSHOP

## Talk to Dr Phillip Welsh

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Discuss your workshop



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