



HR DELIVERY

Making Sure HR Delivers

HR DELIVERY WORKSHOP SERIES

Change Readiness

An introduction to understanding change readiness

Explore readiness for a specific change, group and point in time. Use 4C to distinguish understanding, support, ability and operating capacity, combining employee insight with practical delivery evidence to identify what needs attention before the next step.



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.

An overall readiness score can conceal the team that lacks access, time or confidence to perform the new work. Readiness is more useful when it explains a specific barrier and the response required. This workshop helps participants examine those differences and prepare evidence for a practical conversation about the next change decision.

Introduce a focused readiness enquiry using the 4C framework. Participants define the change and population, design a few relevant questions and combine fictional employee insight with operational evidence to identify readiness conditions, action owners and issues requiring attention before a transition.

WHO IS IT FOR?

Change coordinators, HR practitioners, project team members, managers and employee listening colleagues who need to understand readiness before a pilot, rollout or major transition into new work.

BY THE END OF THE DAY, PARTICIPANTS CAN:

- 01 Scope the readiness enquiry**
Define a specific change, affected population, transition point and decision that a focused readiness enquiry should inform before further implementation.
- 02 Distinguish four dimensions**
Explain the differences between Clarity, Commitment, Capability and Capacity and identify why a concern in each requires a different practical response.
- 03 Write readiness questions**
Draft a small number of clear questions that refer to the actual change and avoid combining several readiness concerns in one item.
- 04 Combine evidence sources**
Compare employee responses with practice, access and delivery evidence, identifying where apparent confidence or concern needs further investigation before interpretation.
- 05 Recognise hidden variation**
Identify how group differences, non-response or incomplete operational evidence can limit an overall readiness conclusion and point towards further focused enquiry.
- 06 Recommend a readiness action**
Draft an evidence-based action or assurance question with an owner and review point, keeping the actual transition decision with its authorised owner.

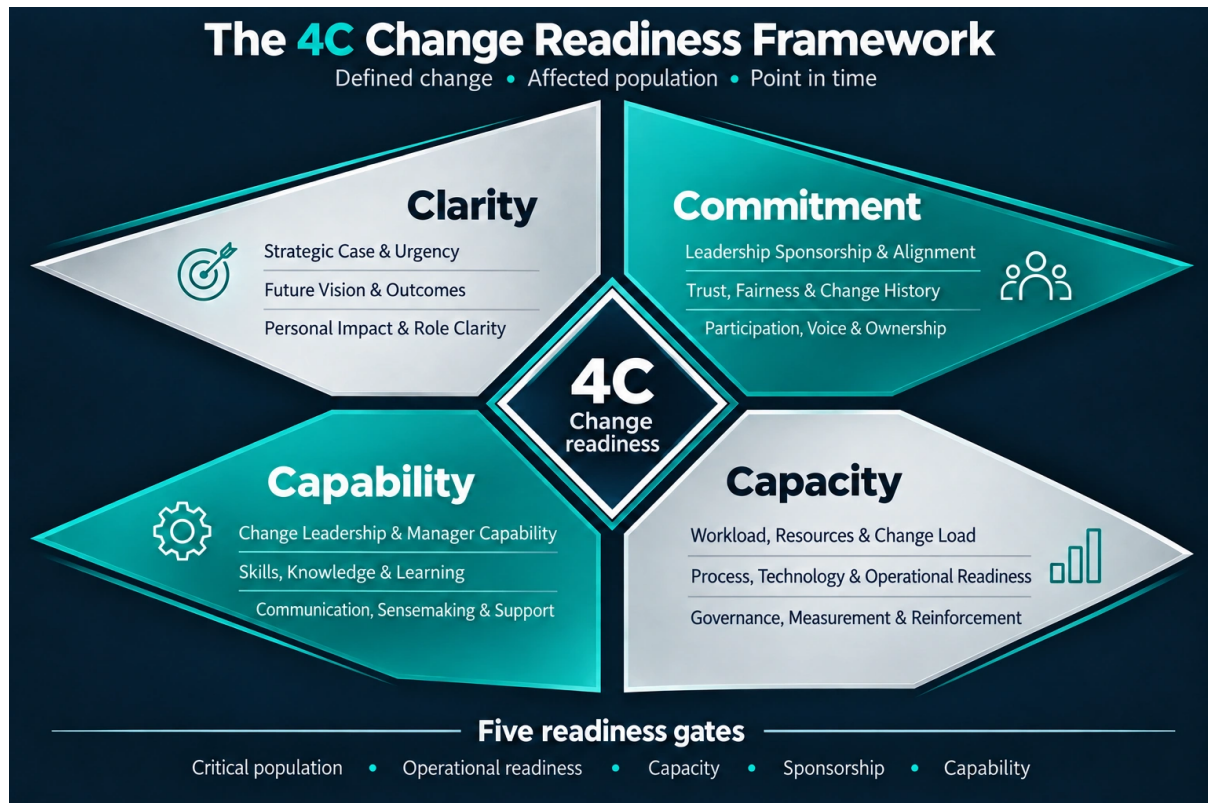
A useful first application

The day introduces readiness enquiry and interpretation using illustrative evidence. It does not run the full diagnostic, establish a universal go-live threshold or replace formal operational, safety or programme assurance decisions.

THE FRAMEWORK / WORKSHOP FOCUS

HR Delivery 4C Change Readiness Framework

The 4C framework separates Clarity, Commitment, Capability and Capacity because each needs a different response. Participants examine readiness for one transition using employee perspectives alongside evidence that the new work can operate.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

01 Scope the transition

Which change, group and upcoming decision does this readiness enquiry concern?

03 Commitment

What evidence shows credible support, ownership and concerns requiring a response?

05 Capacity

Are time, resources, access and operating conditions sufficient for the transition?

02 Clarity

Do people understand what changes, why and what is expected next?

04 Capability

Can people demonstrate the knowledge and skills needed for changed work?

06 Readiness decision

What must improve or be checked before the decision owner proceeds?

The six panels are workshop focus questions for applying the four dimensions, not a six-dimension readiness model. Results remain specific to the change, population and timing; no overall score substitutes for examining critical conditions.

[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 Write a precise readiness question

Pairs replace broad statements such as ready for change with clear items about a specific transition, checking wording, single focus and what decision the resulting evidence could inform.

02 Investigate conflicting signals

Groups compare fictional survey responses with training, access and practice records, identify contradictions and decide which follow-up would best clarify whether people can perform the changed work.

03 Reveal the hidden group

Teams inspect an overall readiness summary alongside role-group information, explain the risk of overlooking a critical team and propose proportionate follow-up that protects confidential employee responses.

04 Hold a readiness review

Participants role-play a transition meeting, present the 4C pattern and propose conditions, owners and evidence for the next review without claiming that a workshop score authorises launch.

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 payroll system pilot receives positive feedback from office-based users, and the project reports high training completion. Shift managers have had little practice approving exceptions, access requests remain open and employee comments question support after launch. The rollout date is close, while the readiness summary appears reassuring to sponsors.

Groups separate the four readiness questions, compare the employee and delivery evidence and prepare a focused review that identifies unresolved conditions and accountable owners before the authorised rollout decision is made.

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	Scope readiness for a real decision Define the fictional change, population and transition point, then distinguish readiness for particular work from general engagement or enthusiasm about change.
09:20-10:15	Explore the four readiness dimensions Use short scenarios to distinguish Clarity, Commitment, Capability and Capacity and explain why each concern calls for a different action or evidence source.
10:15-10:30	Break
10:30-11:30	Design focused readiness questions Draft clear, change-specific prompts and review their wording, relevance and practical use, avoiding compound questions or statements that imply readiness without work evidence.
11:30-12:30	Connect listening and delivery evidence Compare fictional responses with practice, system access and support records, identifying contradictions that require investigation before a readiness conclusion can be considered credible.
12:30-13:30	Lunch
13:30-14:30	Explore variation and evidence limits Read an overall summary alongside group information, discuss confidentiality and non-response, and identify the population whose operating conditions need closer examination before rollout.
14:30-14:45	Break
14:45-15:30	Translate findings into readiness actions Prioritise a small number of barriers, identify owners and define evidence that would show improvement before the next formal transition or assurance discussion.
15:30-16:10	Run the readiness review conversation Present the 4C pattern and unresolved conditions to peers acting as sponsors, then clarify recommendations while retaining the owner's responsibility for transition decisions.
16:10-16:30	Plan a focused readiness enquiry Select a change and group, identify the sponsor and evidence sources, and agree what should be checked before conducting local listening activity.

Ask readiness questions about a specific transition, then connect employee insight with evidence that the work can operate.

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 Readiness enquiry brief

A draft definition of the change, affected group, timing and decision, with intended users and evidence boundaries recorded before choosing questions or collecting employee responses.

Keep readiness work tied to a specific upcoming transition decision.

02 4C reference card

A concise guide to Clarity, Commitment, Capability and Capacity, with examples of different barriers and the types of evidence that could clarify them in a real change.

Avoid treating every readiness concern as a communication or training need.

03 Question drafting worksheet

A small set of exercise questions focused on the actual transition, reviewed for clarity, single purpose and relevance to the decision the enquiry should help inform.

Improve the usefulness of a proposed readiness listening question.

04 Combined evidence map

A practice comparison of employee responses, task practice, system access and support arrangements, highlighting contradictions and missing evidence that should limit the interpretation of readiness for the transition.

Check reported confidence against the ability to do changed work.

05 Readiness conditions record

An exercise record of unresolved conditions, affected groups, action owners and evidence needed for review, distinguishing a recommendation from the authority to approve a pilot or rollout.

Make critical barriers visible in a sponsor or assurance conversation.

06 Focused follow-up plan

A bounded enquiry plan identifying the sponsor, employee groups, confidentiality arrangements, existing operational evidence and specialist or programme input required before local readiness listening begins with employees.

Plan a proportionate next enquiry with appropriate change ownership.

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.

Select one upcoming transition and an affected group. Agree the readiness decision with its owner, compare employee understanding with operational evidence and identify one condition to check or improve before proposing any wider readiness assessment.

YOUR FIRST 30 DAYS

01

Days 1-7

Define the readiness decision

Meet the change owner and agree the population, transition and decision to inform. Clarify existing assurance arrangements and identify which readiness questions remain unanswered by the current project or operational evidence available.

02

Days 8-21

Check a focused evidence set

Review existing employee feedback and relevant practice, access or support information. Where further listening is needed, agree appropriate questions and confidentiality arrangements, then compare the findings across the four readiness dimensions with owners.

03

Days 22-30

Review readiness conditions

Present the focused findings, uncertainty and proposed actions to the authorised transition owner. Agree who will resolve each important condition, what evidence is required and when the next readiness conversation should take place.

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, affected population and upcoming decision. Participants use fictional readiness responses and operational records; local examples should avoid identifiable comments, small-group disclosures and any assumption that workshop outputs approve a rollout.

PLAN YOUR IN-HOUSE WORKSHOP

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Discuss your workshop



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