



# Make readiness visible before change consumes momentum, confidence and investment.

A practical, systems-based approach that helps leaders identify the organisational conditions that enable, constrain, or destabilise transformation.

## The leadership challenge

Organisations are often asked to deliver change before the conditions around the work can support it. The strategy may be clear and the need urgent, yet execution slows because the system is not ready to carry what is being asked of it.

Readiness-Centred Change (RCC) gives leaders a structured way to see what the organisation can carry now, what needs strengthening and where intervention is most likely to make a difference. It brings the conditions shaping behaviour and execution into view before significant effort, resources and attention are committed.

Rather than interpreting stalled change primarily as a problem of motivation or resistance, RCC examines the organisational conditions enabling or constraining movement. This creates a more practical basis for decisions about scope, sequence, pace and investment, and reduces risks, such as:

- Resources may be committed before the conditions for execution exist.
- Pressure may increase without removing the constraints causing delay.
- System friction may be misread as employee resistance.
- Too much change may compete for the same organisational capacity.
- Repeated effort may weaken confidence without producing sustained movement.

## The core insight

Readiness is a property of the system, not a judgement about the people within it. The question is not simply whether people are willing to change, but whether the organisation is enabling them to do what the change requires.

## THE READINESS FRAMEWORK

RCC provides a disciplined lens for examining whether change can move, coordinate and hold across the organisation.

|                                                                                                                                                                                                                                                                                                                                                                                                                | CONDITION            | WHAT IT REVEALS                                                | LEADERSHIP QUESTION                                                                |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|----------------------------------------------------------------|------------------------------------------------------------------------------------|
| 01                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Direction</b>     | The required change and why it matters are understood.         | Is the required shift sufficiently clear for consistent action?                    |
| 02                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Alignment</b>     | Priorities, decisions and resources support the same intent.   | Do priorities, decisions and resources reinforce the same intent?                  |
| 03                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Capacity</b>      | Time, attention, capability and bandwidth are available.       | Can the organisation carry this change alongside existing commitments?             |
| 04                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Confidence</b>    | There is credible belief that intent can become execution.     | Is there credible reason to believe the organisation can execute successfully?     |
| 05                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Coordination</b>  | Work can move across teams, functions and systems.             | Can work cross organisational boundaries without avoidable friction?               |
| 06                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Reinforcement</b> | Required behaviours, decisions and practices can be sustained. | What will help the new way of operating continue after initial attention declines? |
| <div>  <div> <b>A systems view, not a people judgement</b><br/>           The framework helps leaders distinguish between what individuals are being asked to do and what the organisation is currently enabling them to do. This shifts the conversation from blame to practical system improvement.         </div> </div> |                      |                                                                |                                                                                    |

When readiness is visible, leaders can make more deliberate choices about what to accelerate, strengthen, sequence, reduce or defer. Attention moves from compensating for structural constraints to addressing the conditions producing friction.

## HOW RCC IS APPLIED

RCC is used as a practical leadership process, not simply as a descriptive framework. It creates a shared view of the transformation, surfaces critical readiness constraints and supports proportionate action.

|   |                                      |                                                                                                        |
|---|--------------------------------------|--------------------------------------------------------------------------------------------------------|
| 1 | <b>Clarify the transformation</b>    | Define what must become possible, what will be different and what successful movement would look like. |
| 2 | <b>Examine readiness</b>             | Use the six conditions to explore the organisation's current capacity to carry the change.             |
| 3 | <b>Identify critical constraints</b> | Separate the conditions requiring leadership attention from general organisational noise.              |
| 4 | <b>Set proportionate priorities</b>  | Determine what to strengthen, sequence, reduce or defer before demanding more movement.                |
| 5 | <b>Reassess as conditions change</b> | Use readiness as an ongoing leadership discipline rather than a one-off judgement.                     |

**Clarity**

Separate behavioural symptoms from the conditions producing them.

**Visibility**

Create a shared leadership view of readiness across the six conditions.

**Focus**

Direct attention towards the constraints with the greatest influence on movement.

**Proportion**

Match the pace, scope and sequence of change to what the system can carry.

**Durability**

Strengthen the conditions needed for new practices to persist.

## WHERE RCC ADDS VALUE

RCC is especially relevant when leaders need to understand whether current organisational conditions can support the change being proposed or pursued, such as:

- A major transformation is being considered or mobilised.
- Progress has slowed despite sustained leadership effort.
- Multiple changes are competing for the same organisational capacity.
- Leadership teams hold different assumptions about what is blocking movement.
- Previous change activity has produced effort but limited sustained adoption.
- Leaders need to decide whether to accelerate, re-sequence, reduce scope or strengthen conditions first.

RCC addresses an early and often overlooked leadership question: are the organisational conditions strong enough to support what the change requires?

Communication, engagement, programme management and capability-building remain important. RCC complements these practices by helping leaders see when conflicting priorities, insufficient capacity or structural friction may prevent those efforts from having their intended effect.

### Start with a readiness conversation

A focused leadership conversation can clarify the transformation, surface initial readiness assumptions and identify whether a deeper RCC engagement would add value.

Before increasing urgency, investment or activity, establish what the organisation can currently carry, and which conditions must change for the desired transformation to become possible.

## THE CHANGE GYM

### Readiness-Centred Change

A practical, systems-based approach to making organisational readiness visible.  
thechangegym.com