

READINESS-CENTRED CHANGE™

# See what is really shaping change.

A practical introduction to the conditions, pressures and patterns that determine whether organisations can move.

**For leaders facing complexity, pressure and consequential change.**



READINESS / 01

## The central idea

Change is more likely to succeed when leaders understand and strengthen the conditions required to carry it.

## THE HIDDEN RISK

# The problem may not be what it first appears to be.

Most organisations begin by discussing solutions. Very few begin by testing whether they have correctly understood the conditions producing the problem. The result is often well-intentioned activity directed at symptoms rather than causes.

## Before more effort is committed

A readiness-centred approach pauses long enough to ask what is producing the pattern, what the organisation can realistically carry, and what must be strengthened first.

## What leaders may be seeing

### 01 Change that keeps stalling

Plans are sound, but movement is uneven, fragile or repeatedly reset.

### 02 Initiative overload

Several priorities compete for the same attention, capacity and leadership bandwidth.

### 03 Recurring behaviour

The same workarounds, delays, escalations or dependencies return under pressure.

### 04 A gap between intent and reality

The organisation says one thing while its structures, routines or incentives produce another.

### 05 Strong performance, uncertain fit

The system works today but may be poorly prepared for the environment it is entering.

### 06 Pressure mistaken for resistance

People are asked to absorb demands that the surrounding conditions do not support.

**A DIFFERENT STARTING POINT**

# Readiness is not motivation.

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Readiness-Centred Change™ starts from a different premise: organisational behaviour reflects the conditions people are operating within. Readiness is therefore not simply willingness, enthusiasm or compliance. It is the system's capacity to absorb demand, interpret signals, make decisions, coordinate action and learn under pressure.

## **Change is not simply delivered into an organisation.**

It is carried, interpreted and enacted by the organisation. If the system cannot carry the demand, implementation activity may continue while readiness deteriorates underneath it.

## What this changes

- From asking why people are resisting to asking what conditions are producing the response.
- From assuming readiness to making readiness visible.
- From launching the full intervention to designing the next achievable movement.
- From adding communication to correcting contradictions between intent and organisational reality.
- From measuring activity to learning what enables movement to hold.

This does not replace strategy, programme management or conventional change practice. It provides the missing structural lens that helps leaders decide what the organisation needs before those disciplines can work effectively.

## THE READINESS ARCHITECTURE

# Six conditions leaders can see and influence.

The Readiness System gives leaders a practical way to read organisational conditions. The conditions interact. A clear direction can still fail when capacity is exhausted; strong capability can still be undermined by conflicting priorities or weak reinforcement.

**01 Direction**

Is the change understood, meaningful and connected to a credible need?

**02 Alignment**

Do priorities, decisions, resources and leadership signals support the same intent?

**03 Capacity**

Does the system have the time, attention, capability and bandwidth to act?

**04 Confidence**

Is there credible evidence that the organisation can move from intent to execution?

**05 Coordination**

Can teams, functions and systems move together without avoidable friction?

**06 Reinforcement**

Will decisions, routines and feedback sustain the practices required for change to hold?

The purpose is not to score an organisation from a distance. It is to develop a disciplined reading of the system, identify what is helping or hindering movement, and make a better decision about where to intervene.

## HOW TCG WORKS

# Understand. Read. Act.

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The Change Gym works with leaders to make the conditions of change visible and actionable. The work progresses through three connected forms of capability.

**01 Understand the conditions**

Establish a shared structural interpretation of the challenge. Surface forces, constraints, risks, current strengths and possible blind spots.

**02 Learn to read the conditions**

Build leaders' ability to recognise patterns, interpret organisational signals and distinguish symptoms from the conditions producing them.

**03 Act on the conditions**

Design proportionate interventions, strengthen capability and create a pathway that the organisation can absorb and sustain.

## A proportional approach

TCG does not prescribe a large programme before the situation is understood. The depth of assessment and intervention should match the importance, complexity and exposure of the challenge. Work may range from an initial qualitative Snapshot to deeper quantitative diagnostics, leadership development, pathway design and sustained capability building.

### The aim

Better organisational judgement before greater organisational effort.

## WHAT CLIENTS GAIN

# Clarity that improves decisions.

## A clearer interpretation

A structured account of the conditions and pressures that may be shaping the challenge.

## Better questions

A shift from explaining behaviour too quickly to investigating what the system is making likely.

## Earlier visibility of risk

Recognition of contradictions, overload, misalignment, unhelpful cycles and hidden fragility before they become more expensive.

## More focused intervention

Attention directed toward the conditions with the greatest influence, rather than a broad collection of generic change activities.

## A credible pathway

Movement sequenced according to present readiness, with clear points for learning and recalibration.

## Capability that remains

Leaders and practitioners develop a stronger way of reading and shaping change beyond one initiative.

## Where RCC is particularly useful

- Before a major transformation or programme commitment.
- When an important initiative is generating activity but limited movement.
- When leaders suspect the stated problem is not the underlying problem.
- When previous change has left fatigue, scepticism or unresolved residue.
- When a high-performing organisation must adapt to unfamiliar future demands.

## WHERE TO BEGIN

# The Readiness Snapshot.

The Readiness Snapshot is the first practical step into the TCG ecosystem. It is a focused qualitative assessment for a leader who wants a clearer view before committing to a larger programme or deeper diagnostic process.

## Not a survey. Not a full organisational diagnosis.

The Snapshot creates a readiness-informed working interpretation of the situation and identifies what deserves closer attention. Quantitative assessments can follow when the challenge and scope justify deeper measurement.

### 01 Explore your situation

A 90-minute guided diagnostic conversation connecting the challenges you are seeing with the conditions behind them.

### 02 Receive your clarity report

A concise qualitative account of the patterns, pressures, strengths, risks and opportunities emerging from the conversation.

### 03 See where to look next

A readiness-informed recommendation for the next useful step, including whether deeper assessment is warranted.

## What the Snapshot may help clarify

- The conditions most affecting progress.
- The pressures creating risk or friction.
- The capabilities that may need strengthening.
- The assumptions that may be obscuring the real problem.
- The most useful next area of inquiry or action.

MAKE YOUR NEXT MOVE AN INFORMED ONE.

# Begin with a clearer view.

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If your organisation is preparing for significant change, experiencing recurring friction or struggling to understand why progress is harder than expected, the Readiness Snapshot provides a disciplined place to start.

THE READINESS SNAPSHOT

**Your next move.  
Made clearer.**

90-minute qualitative assessment  
Personal clarity report  
Readiness-informed next step

**\$999**

fixed price

**BOOK YOUR SNAPSHOT**

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