

A photograph of an arched doorway leading to an outdoor courtyard. The doorway is framed by dark stone arches. The courtyard outside is paved with light-colored stone tiles in a herringbone pattern. In the background, there are several tall, thin trees and some stone ruins. The scene is brightly lit, suggesting a sunny day.

# THINKING FOCUS

## **CHANGE BLUEPRINT**

Before you push change, make readiness visible

# **Most organisations do not have a change problem. They have an adoption problem.**

Most change efforts are well meant.

Many are well planned.

Some are even well communicated.

And still they stall.

Not because the business case is wrong.

Not because the timeline is unrealistic.

Not because people are lazy or difficult.

They stall because leaders often assume people are further along than they are.

More convinced.

More confident.

More ready.

Clearer.

That is where trouble starts.

Change does not become real when it is announced.

It becomes real when people understand it, believe it, and know what it means for them.

That is why change cannot be treated as a project plan with a comms plan bolted on.



# The Missing Layer in Change

**Most organisations have a plan for change. Far fewer have enough support in place for the impact of that change on people.**

## **What is often in place:**

- Transformation and programme management capability
- Leadership development programmes

## **What is often missing:**

- The emotional and cognitive load of change
- The lived experience of managers and teams
- Trust within and between teams
- Practical resilience under sustained pressure

$$Q \times A = E$$

*Quality x Acceptance = Effectiveness*

A good plan without acceptance rarely delivers what it should.  
Governance may drive change, but trust and resilience determine whether it lands.

# Change is Fast. Transition is Slow.

Change is the event.

Transition is the human process of catching up to it.

A strategy can be announced quickly.

A restructure can be approved quickly.

A new system can go live quickly.

That does not mean people have caught up.

People still need to make sense of what is happening.

What they are losing.

What they are being asked to let go of.

What they now need to believe, do or stop doing.

That takes longer.

This is where many change efforts wobble.

Leaders move on because the decision has been made.

Everyone else is still trying to work out what the decision means.

So the pace of change and the pace of transition are rarely the same.

Treat them as if they are, and you create drag.



# The hidden cost of change is not always operational. It is psychological.

When change is handled badly, the damage does not always show up immediately in the numbers.

It shows up first in people.

Confusion instead of clarity.

Compliance instead of commitment.

Silence instead of challenge.

Hesitation instead of movement.

Cynicism instead of trust.

Managers begin to dilute the message because they are unsure themselves.

Teams start waiting things out.

People say they understand, but behave as if they do not.

That is why change is never just a process issue.

It is an attention issue.

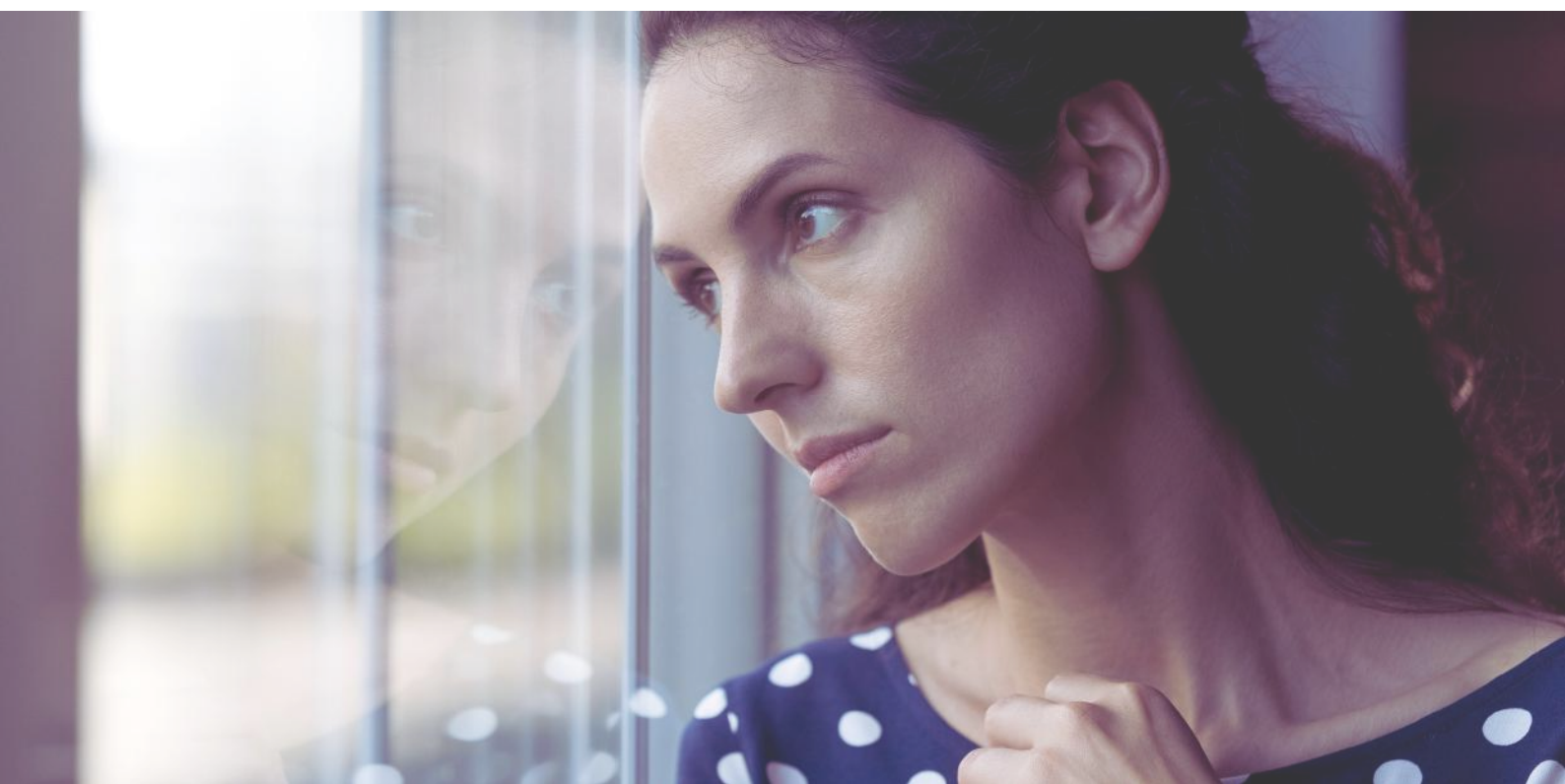
A leadership issue.

A trust issue.

A meaning issue.

If people do not feel clear, safe or convinced, they do not move with the change.

They move around it.



# Change lands differently depending on where you stand.

One of the quickest ways to mishandle change is to talk about “the organisation” as though everyone is experiencing the same thing.

They are not.



**Sponsors:** Sponsor the change, set direction and create visible commitment. If they drift, the whole thing weakens.



**Managers:** Translate change into day-to-day reality. If they are unclear, hesitant or unconvinced, uncertainty spreads fast.



**Champions:** Help build momentum, visibility and belief. Used well, they amplify change. Used badly, they become theatre.



**Those affected by the change:** Live with the consequences. Their question is rarely “Is this strategically sound?” It is usually “What does this mean for me, my team and my workload?”

Change looks neat on a slide.

It looks very different depending on where you sit.

That is why broad messages are rarely enough.

# A practical way to keep change visible, credible and moving.

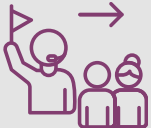
**Good change does not need more noise. It needs the right things made explicit.**



**Vision & Objectives:** What are we actually trying to achieve, and why does it matter?



**Future State:** What will be different when this is working?



**Guiding Coalition:** Who will actively carry this, not just approve it?



**Gap Analysis:** What is getting in the way today?



**Key Projects:** What actually needs to happen to move this forward?

This is not about adding process for the sake of it. It is about making change coherent enough that people can engage with it, not just endure it.

# Before you launch change, make readiness visible

The Change Readiness Assessment is designed to surface what leaders too often assume.

It helps create a clearer picture of how ready people really are for change.

Not in theory.

In practice.

It gives you a clearer read on where belief is strong, where hesitation is building, and where more clarity, confidence or support may be needed before momentum is lost.

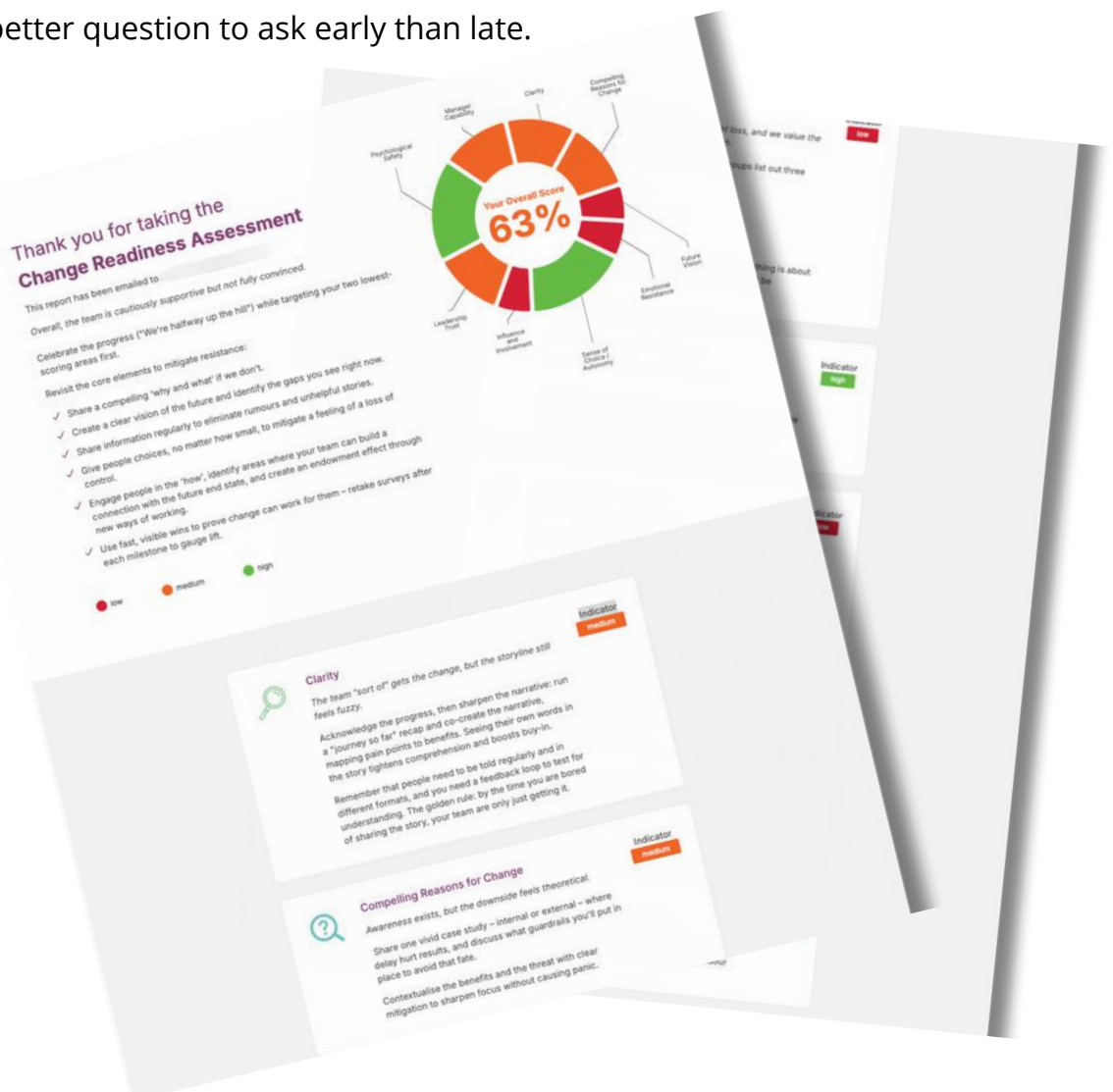
It is not there to label people.

It is there to stop leaders confusing silence with buy-in.

At its heart, it asks a simple question:

Are people genuinely ready for this change, or are we assuming they are?

That is a much better question to ask early than late.



# Why this matters for organisations

This is not about assessing for the sake of it.  
It is about making better decisions earlier.

Used well, this approach can help organisations:

- spot resistance and uncertainty before they harden
- improve the quality of change conversations
- equip managers to lead with more clarity and confidence
- increase buy-in rather than just broadcasting messages
- reduce the gap between change announced and change adopted
- improve the chances that change actually sticks

Most change efforts do not fail because nobody worked hard enough.  
They fail because leaders keep pushing the plan when what really needs attention is readiness, belief and transition.

That is the gap.



## Replace assumption with clarity

Good change is not just well designed.  
It is well understood, well translated and well supported.

The Change Blueprint helps leaders think more clearly about what makes change succeed or stall.

The Change Readiness Assessment helps make one of the biggest hidden risks visible: assuming people are ready when they are not.

The decision is not whether to communicate more.  
It is whether you are willing to understand readiness first.

Start with clarity.  
Explore the assessment.  
Open a better change conversation.



# About Thinking Focus

We help organisations develop leaders, teams and cultures by making hidden patterns visible and turning insight into practical action.

In short, **we help them get out of their own way.**

Our work focuses on what often gets missed: the assumptions, self-imposed limitations and behavioural defaults that quietly shape performance.

That is why our approach combines practical tools, clear thinking and assessment-led insight, so development is better targeted, more relevant and more likely to stick.



**Thinking Focus**  
**20-22 Wenlock Road**  
**London**  
**N1 7GU**

**hello@thinkingfocus.com**  
**+44 (0) 333 939 8606**

**www.thinkingfocus.com**

**THINKINGFOCUS**