

From change-vulnerable to change-ready organisations



Webinar

Dr Alison Carter

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Source: Unsplash

Webinar will cover...

- *From Change-Vulnerable to Change-Ready*
Literature review summarising 1,000s articles
- *Change-Ready, Change-Capable Teams*
Action Research conducted by The Henley Forum and IES with 11 large employers
- *5 Tools for Change-Smart Teams*
What they are, how to use them and Top Tips

Are you ready for the as yet unknown future?



From Change-Vulnerable to **Change-Ready**: A checklist

- ☑ **Culture** Putting the human aspects of change at the forefront
- ☑ **Leadership** Agile leaders engage stakeholders and contextualise their vision
- ☑ **Teams** Mindful teams embed transformation
- ☑ **Learning** Continuous reflection, considered reaction and improvement
- ☑ **Process** Flexibility in systems and process in an evolving landscape
- ☑ **Skills** Change-smart skills make you ready for any change, as it happens

Addressing change-vulnerability and resistance to change

- Expect it
- Put the human and emotional aspects of change at the forefront
- Strengthen change communication and engagement
- Embrace the grit in the oyster
- A protective layer of change readiness around your teams
 - Reduces the fear of the unknown factor
 - Maintains positive psychological wellbeing

Download the report:

<https://www.employment-studies.co.uk/resource/changing-together-change-tools-teams>



Henley Forum & IES

Building change-ready change-capable teams

Action research: 2018 – 2019, Implementation 2020 - date



THE RESEARCH

We worked with 13 people from 11 organisations across eight months to scope the research and draw out key findings.



We invited team members to assess their team's readiness and ability for change using an evidence-based survey tool: we received 228 responses from 9 teams across 5 large organisations in 4 countries.

We then interviewed some of these team members to identify what helps or hinders their team being more ready and able for change.

What is change-readiness?

Individual change readiness

5 beliefs - 'change-ready' employee

- Change is needed
- Proposed change is an appropriate response
- Capability/capacity exists to change in desired way
- There will be support
- They could benefit

Plus must have a generally positive attitude towards the idea of change

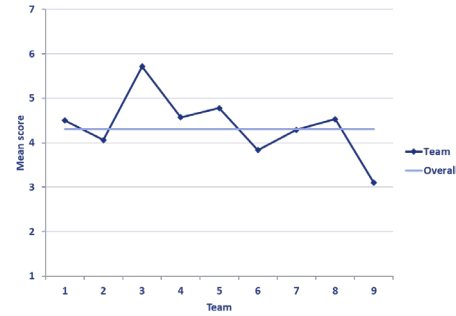
Collective change-readiness

Same 5 beliefs as for individuals

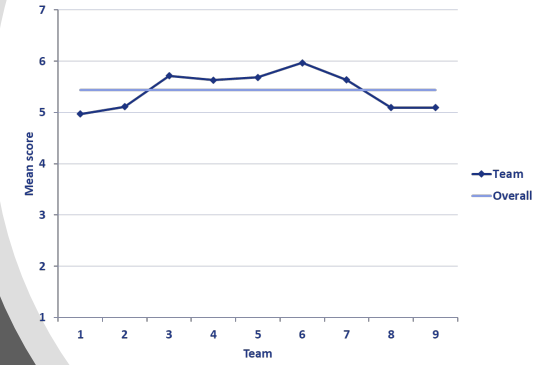
Plus work teams must have:

- Psychological safety (interpersonal trust and mutual respect)
- Pro-social behaviour (shared positive emotions and reactions)
- Strong sense of belonging to the team

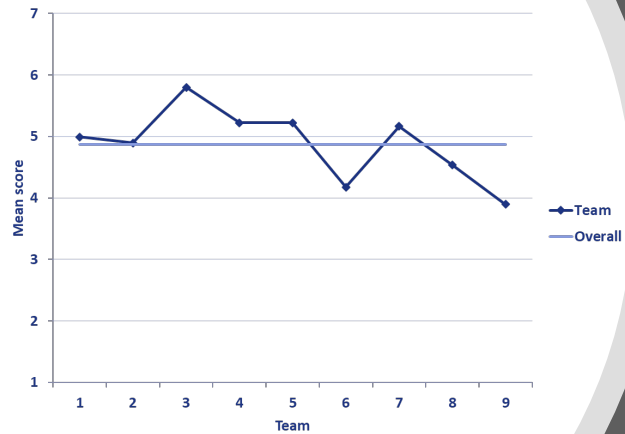
Previous change



Team climate



Organisational climate



Three themes scored high on survey

Findings from interviews

Being on the receiving end of multiple changes leads people to feel tired, stretched and overwhelmed

Positive team atmosphere helps

Mutual support sustains a sense of wellbeing

Change-capable teams may experience frustration when they feel there are better ways to manage the change process

Teams who understand how change works and have a broad skillset to manage change, feel more able to manage themselves in change

Hallmarks of Change-capable Team

A clear sense of
communityship in the
team and beyond

Previous experience of
being involved in
change

Self-confident in
managing themselves

Guide

Changing Together: Change Tools for Teams

THE HENLEY FORUM
KNOW | LEARN | ADAPT | INNOVATE

Changing Together: Change Tools for Teams



Where business comes to life



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This guide was created as part of a joint research project between The Henley Forum at Henley Business School and the IES (Institute for Employment Studies) HR Research Network.

The Henley Forum
henley.ac.uk/henleyforum



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Since then we have...

- Henley thoroughly tested the change tools with multiple teams in many more work settings
- IES applied the tools to support pilots and introduce a range of large-scale change initiatives:
 - Job design
 - Restructuring
 - Changing working practices

The Change Tools

- Team self- assessment of change readiness (survey questions)
- Preparing for Change (team discussion questions)
- Preparing for Change Matrix
- Change Curve (exercise)
- Change Maturity Index

Tool – Team Self-Assessment

Team climate

1. We have a 'we are together' attitude.
2. We feel understood and accepted by each other.
3. We share information across the team rather than keeping it to ourselves.
4. We openly discuss issues in the team.
5. There is a lot of give and take within the team.
6. Everyone's view is listened to, even if it is different.
7. We interact frequently.
8. We all influence each other.

Experience of previous change

9. My team members and I think that previous change initiatives have been successful.
10. My team members and I think that previous change initiatives have been realistic and achievable.
11. My team members and I think that previous change initiatives have positively impacted the team.
12. When changes occur in our organisation, we believe we are ready to cope with them.

Organisational climate

13. Leaders are approachable and willing to listen to problems.
14. Leaders are willing to accept and learn from their mistakes.

How you can use it

- ❑ Arrange a team discussion around the three themes. [An away-day provides a good environment for this kind of conversation].
 - Team climate
 - Experience of previous change
 - Organisational climate

- ❑ We've changed the flow of the three sections to help your discussion.
For each item ask:
 - How are we doing?
 - What are we already doing to help ourselves here?
 - What can we do to make it even better?

- ❑ You might want to invite team members to warm up their thinking by completing the survey before your discussion.

Tool – Team Discussion Questions

1. Thinking about your whole team, how **ready** and **able** are you to deal with **ALL** the change you're experiencing at work?

2. How would you rate that on a scale of 1–10? [1 = *not-at-all* ; 10 = *fully ready*]

PROBE: What makes you say that?

3. What is helping your team to feel ready and able for change?

PROBE: What is it about your team, and the way you work together, that is helping here?

4. What is preventing your team from feeling more ready and able for change?

PROBE: What is it about your team, and the way you work together, that is getting in the way here?

5. Thinking about the rating you gave earlier what are 2 or 3 things that could help you to push it up by 2 points?

How you can use it

These discussion questions lend themselves to a workshop session e.g.

- ❑ **Q1:** Invite people to discuss in pairs or trios.
- ❑ **Q2:** Put a big 1–10 scale on a flipchart or whiteboard. Invite people to come up and put a dot on their rating, then to explain why they put it there. [This gives everyone a chance to express their views and be listened to, so it's very important]
 - Invite everyone to identify any patterns they notice and explore what might be going on.
- ❑ **Q3:** Invite team members to consider what is helping your team feel more ready and able

for change. Be specific – what is it about your team and the way you work together that is helping?

- Capture these items on a flip chart.
- ❑ **Q4:** Repeat process from Q3, but allow **less** time.
- ❑ **Q5:** Capture real, specific actions from everyone.
 - You might want to get people to write their reasons on post-its.

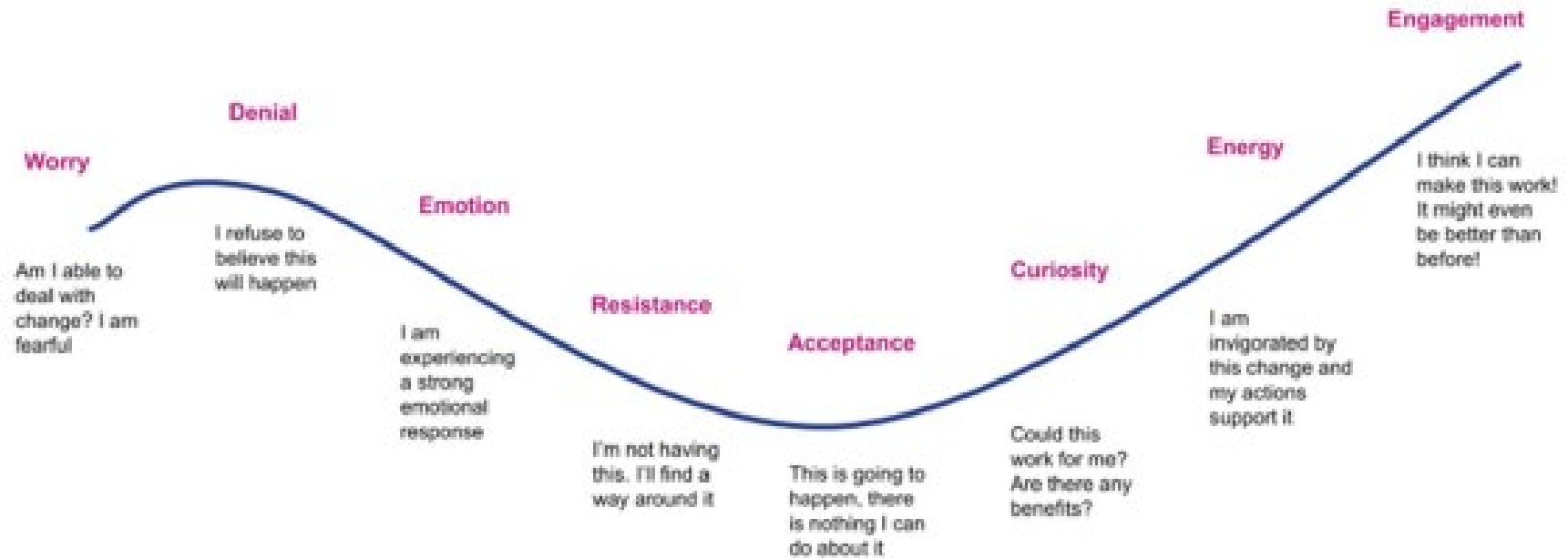
Tool – Preparing for Change Matrix

	Think of a time when <u>you</u> felt MOST ready and able for change 😊	Think of a time when <u>you</u> felt LEAST ready and able for change ☹️
What was it about <u>you</u> that made that possible? (Be specific) e.g. qualities, attitudes, behaviours, knowledge, skills, experience, emotional energy etc.	Saw the challenges for myself	Thought it was a bad idea
What was it about your team that made that possible? (Be specific) e.g. relationships, communication, ways of working, team energy, trust, team knowledge, skills, experience etc.	We've been working together for years	Low energy & negative talk
What was it about your organisation that made that possible? (Be specific) e.g. culture, organisational energy, infrastructure, HR processes etc.	There's a culture of learning	Command & control from top
What was it about the situation that made that possible? (Be specific) e.g. timing or pace of change, the nature of the change, resources available, information etc.	No choice, regulatory change	No resources

How you can use it

- Get together as a team and draw the matrix on a whiteboard or flip chart.
- Individually, write your thoughts for each segment on separate sticky notes.
- After about 5 - 10 minutes, everyone should stick their sticky notes to the corresponding segment.
- Firstly, spend no more than 10 minutes as a team discussing the 'least ready' segments, identifying any possible action or learning points.
- Next, spend at least double the time discussing the 'most ready' segments, identifying any action and learning points that would enhance your team's change readiness.

Tool – Change Curve



Adapted from Kübler-Ross, E. 1997. On Death and Dying, Scribner.

How you can use it

- ❑ **For yourself:** You can think about yourself and your own progress through the change curve. *'Where am I?'*
- ❑ **With your team:** Then perhaps reflect with your team mates. Where do you think you are? The curve can be a topic of conversation. While the majority of people go through some form of this curve during a transition process, some may take longer than others. You may find that team members, subject to the same change as you, may be at different points on the curve. This is quite common: everyone goes through the change curve as individuals, each at a different pace, and not as a group.
- ❑ **Support and challenge one another:** So team members need to be patient with

each other. Thinking about change in the same way and using this shared language means you can reassure and support each other. Sometimes individuals experience setbacks to prior stages in the curve; progress through it is not a linear process. Some colleagues, or you, may need more support to help them move forward.

People impacted by change move back and forth on the curve, often taking more time on one step than another – and perhaps even moving back to an earlier stage from time to time. As each individual learns more about the change and starts to see ways to embrace the new situation, teams can help one another adapt.

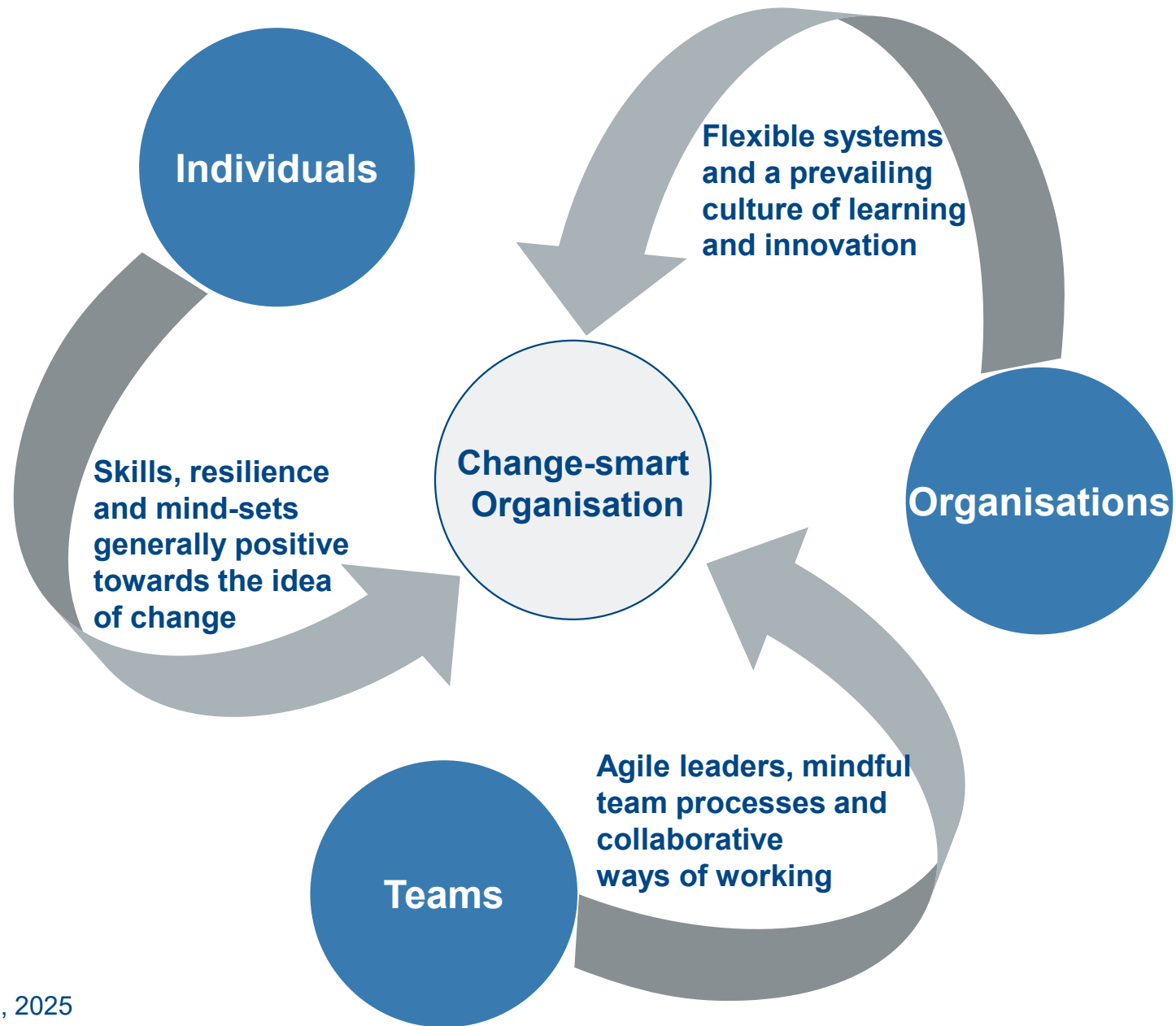
Tool – Team Maturity Matrix

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
	Emerging		Maturing	
BUILDING TRUSTING RELATIONSHIPS	Team members are in-tune with their own emotions	Team members are willing to share their thoughts and feelings with each other	There is give and take, support and challenge. People experience very open and honest conversations	Team members feel safe to take risks and be vulnerable with each other
DEVELOPING TEAM SPIRIT	Opportunities to offload in a supportive environment	A common sense of purpose. There's a sense of all being in it together	Team members fundamentally believe that the work they're doing matters	Team members create a team environment which enables them to do their best
PEER LEARNING	Team members understand the value of learning from one another	Team members champion new ways of working and support colleagues	Team members are willing to share their 'failures' to help others learn	Team members create opportunities to share learning, even when under pressure

	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4
	Emerging		Maturing	
ACTIVE CHANGE-POSITIVITY	Team members feel that they are the targets of change	Team members ask questions about the change and offer feedback	Team members identify and support the need for change and can see the benefit to the team	Team members support one another to realise the benefits of change
CHANGE-CAPABILITY	Team suggests things that could be done better	Able to make improvements within their own reference framework	Seen as effective change practitioners by other teams	Team co-creates the environment, resources and processes required for change
LOCAL AUTONOMY	Team expects team leader to make change decisions for the team	Team actively offers ideas and opinions to team leader to support decision-making	Team members rely on each other to do high quality work in change	Team seeks out opportunities for expanding service beyond existing responsibilities

How you can use it

- Get together as a team with a copy of the team maturity matrix.
- Look at each characteristic one by one, and read the descriptors of emerging and maturing teams.
- As a team, drawing on examples of previous team behaviour, assess where you fall on the matrix.
- Identify actions you could take as a team to 'grow' and develop maturity for each characteristic.





Any questions?

Alison.carter@employment-studies.co.uk



Thank you

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