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AVANTI ACADEMY IN PRACTICE

Change on the Ground

Leading change in practice

Workbook

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How to use this workbook

Each part of Change on the Ground includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · Why Change Is Hard

Your team's change load

Map every change your team has lived with this year, size each one from their point of view, and find one thing that could pause, stop or wait. Then plan how you will talk about the next change.

List every change your team has experienced this year, large and small.
Which of these are finished, and which are still running alongside each other?
What could pause, stop or be done later? Who would you need to ask?
For your next change: how big is it, how much is known, and what will people let go of?
Write one sentence on the cost of staying as you are, and one on the first practical step.

To reflect on: *Think of the last change you passed on to your team. What else was landing on them at the time, and how much of that did you see?*

Your one-page change plan

Choose a change you are planning or living with. Test it against the change formula, then write the people side of the plan on one page: why now, the picture, first steps, support and how you will make it stick.

Why now: what does staying as we are cost residents, service users or the team?
The picture: what will an ordinary day look like after the change?
First steps: what can each person do on Monday morning?
Support: how will people practise in real conditions before it counts?
Making it stick: what old way will you remove, and when will you check?

To reflect on: *In the last change you were part of, which step got the least attention: loosening the old way, supporting the move, or making the new way hold?*

Reading the no

Choose one person who is pushing back on a change. Work through what the resistance might be about, what it could be protecting, and what you will say in a one-to-one conversation with them.

The content: what might this person know that the plan has missed?
The process: were people asked and told the truth? What would a fair route in look like?
The relationship: what happened last time a promise was made?
The loss: what is ending for them, and how could you name and mark it?
Your opening words for the conversation, and what you can and cannot change.

To reflect on: *Think of someone who pushed back on a change you were involved in. Looking back, what was their no protecting, and what did it know that the plan did not?*

Your change message

Choose a change you need to communicate. Write the why in a sentence, separate what is fixed from what is open, sketch a short true story, and plan who you will brief first and how you will hear back.

The why, in one sentence a resident or service user would understand.
What is fixed, and what is still open?
A short, true springboard story: one person, one familiar situation, one surprise.
Who will field the questions, and when will you brief them?
How will you find out what people actually heard?

To reflect on: *Think of the last change announcement you received. Who did you talk to about it afterwards, and how did that conversation shape what you believed?*

Holding and sharing

Choose a change you are involved in. Separate what is fixed from what people can genuinely shape, identify who already knows how to do this well, and design one small, reversible test to run with the people affected.

What is fixed, and why? How will you say so early?
What is genuinely open for people to shape?
Who already gets better results under the same constraints? Who will live with the change daily?
One small, reversible test: what, for how long, and who reviews it?
How will you tell people what changed because of what they said?

To reflect on: *Where in your own work is someone already getting a better result under the same constraints as everyone else, and has anyone asked them how?*

Your change plan on a page

Choose a real change you are leading or living with now. Write a one-page plan covering the why, the ending, how you will involve people, your message and how you will hold steady. Then pick one conversation to have this week.

The why: one sentence, the cost of staying as you are, and the first practical step.
The ending: what people will lose, and how you will name and mark it.
Involving: what is fixed, what is open, who does this well, and one small test.
The message: who you brief first, your rhythm of updates, and how you will hear back.
Holding steady: who supports you, your early warning signs, and when you will review.

To reflect on: *Who is your sharpest critic on the change you are leading, and what might they know that you do not?*

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