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ABOUT THE INSTRUMENT

Avanti Change Readiness

Stand at the threshold together, and see how far you have come.

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Avanti Change Ltd
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INTRODUCTION

What this instrument is for

Every change has a threshold. On one side is the way things are: familiar, sometimes frustrating, often carefully built by the people who work there. On the other is the way things will be. Between them is a doorway that people have to step across, not once as an organisation, but one by one and team by team. Some stride across, some hesitate, some stop to ask good questions about what they are being asked to leave behind. How ready people feel at that threshold has a great deal to do with the conditions their leaders have created.

Avanti Change Readiness is an anonymous survey that helps an organisation read how ready its people feel for a specific change, and what would help. Staff and managers rate 40 short statements about eight readiness elements: The Case for Change, A Picture of What Comes Next, Trust in the Leadership, A Voice in the Change, Capacity to Change, Energy for Change, Support Through Transition and Confidence to Adapt. Results are reported by group, never by individual. The survey is designed to run twice, before and after or at stages, so the organisation can see how readiness has moved and where the conditions for change have grown stronger.

The instrument was developed by Dr. Jonathan Huish and Dr Amanda Milliner, drawing on their doctoral research into top team leadership and community engagement in public services and on Avanti's people-centred change practice. It draws on the work of William Bridges, John Kotter, Achilles Armenakis and Stanley Harris, and Bryan Weiner, while using its own original framework and statements. It treats readiness as something leaders create, not something staff lack, and treats resistance with respect, because it often protects something of value. It is a structured development tool, not a clinical or selection tool, and it does not grade people, teams or services against one another.

An anonymous, strengths-based survey in which staff and managers read how ready they feel for a specific change, run before and after so an organisation can see the conditions it has created and how far people have travelled across the threshold.

Built around values and outcomes

Avanti Change Readiness is built on a simple belief: how change is led inside an organisation shapes what the public experiences outside it. A change that people understand, trust and have helped to shape is more likely to protect the safety and dignity of those who use services through the transition. Integrity sits within the Case for Change and Trust in the Leadership; care and wellbeing within Capacity to Change, Energy for Change and Support Through Transition; and social outcomes within A Picture of What Comes Next.

Community, lived experience and co-production run through the instrument. A Voice in the Change asks whether people who use services are helping to shape the change, in the spirit of Arnstein's Ladder of Participation, and A Picture of What Comes Next asks whether the future is described in terms of what it means for them. Throughout, the instrument is people-centred: it treats staff as the experts on how ready they feel, and it treats their concerns as a contribution to getting the change right.

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Values	Integrity, honesty and the public interest come first. Each instrument asks how people behave when values are tested, not only when they are easy to live.
Social outcomes	We look past activity and outputs to what actually changes for people and places, and ask leaders to hold themselves to that test.
Community	Communities are partners in public service, not audiences for it. Every instrument has a view beyond the organisation's own boundary.
Lived experience	People who use services, and those who have been failed by them, hold expertise that no professional can replace. We treat it as evidence.
Co-production	Designing and delivering with people, not for them. We use Arnstein's Ladder of Participation to be honest about where practice really sits.
People-centred change	Change is something people live through. How it is led shapes trust, wellbeing and whether the change lasts.

OUR APPROACH

How every Avanti instrument works

Change Readiness reads the threshold without judging those standing at it: every element starts from what is already in place, a lower reading describes the conditions people have been given rather than their attitude, and resistance is treated with respect because it often protects something of value. It keeps integrity, wellbeing and the people and communities the organisation serves at the centre of the change.

Values-led	Integrity, the public interest and outcomes for people and places sit at the heart of every instrument. Community, lived experience and co-production are part of what we measure, not an afterthought.
Non-judgemental	We describe, we never diagnose. There are no good or bad profiles, only different starting points, and every result is offered as a perception to explore.
Difference as a positive	Different scores, views and styles are contributions. The richest conversations start where people see things differently.
Maximising potential	We look for what people and teams could become: the strengths to build on, the range not yet used and the contribution others are waiting for.
Individual to system	Each instrument connects the individual to the team, the organisation and the wider system of partners and communities.
Developmental	Every result is a starting point for growth and conversation, never a verdict. The instruments are not for selection, pay or performance management.

From individual to team, organisation and system

Each person reads the threshold from where they stand, and each group's combined reading shows how ready that part of the organisation feels. Group readings add up to the readiness of the whole organisation, and that readiness is felt by partners and communities in the quality and safety of services through every stage of the change.

THE METAPHOR

The Threshold

Every change has a threshold people must step across together, and readiness is what lets them stand there with clarity, trust and energy rather than hesitation.

Avanti Change Readiness imagines every change as a threshold: a doorway between the way things are and the way they will be. Eight readiness elements, from the Case for Change and a Picture of What Comes Next to Support Through Transition and Confidence to Adapt, describe what helps people stand at that doorway with clarity, trust and energy. People arrive at a threshold carrying different things: their role, their history with earlier changes, the people they serve. So the same doorway looks different from different places. The report sets each group's reading alongside the others and, run a second time, shows how far people have come across the threshold. A lower reading is never a verdict on staff. It describes the conditions people have been given, and it often points to something people are right to want protected.

Illustrative sample: the picture below is drawn from synthetic data.

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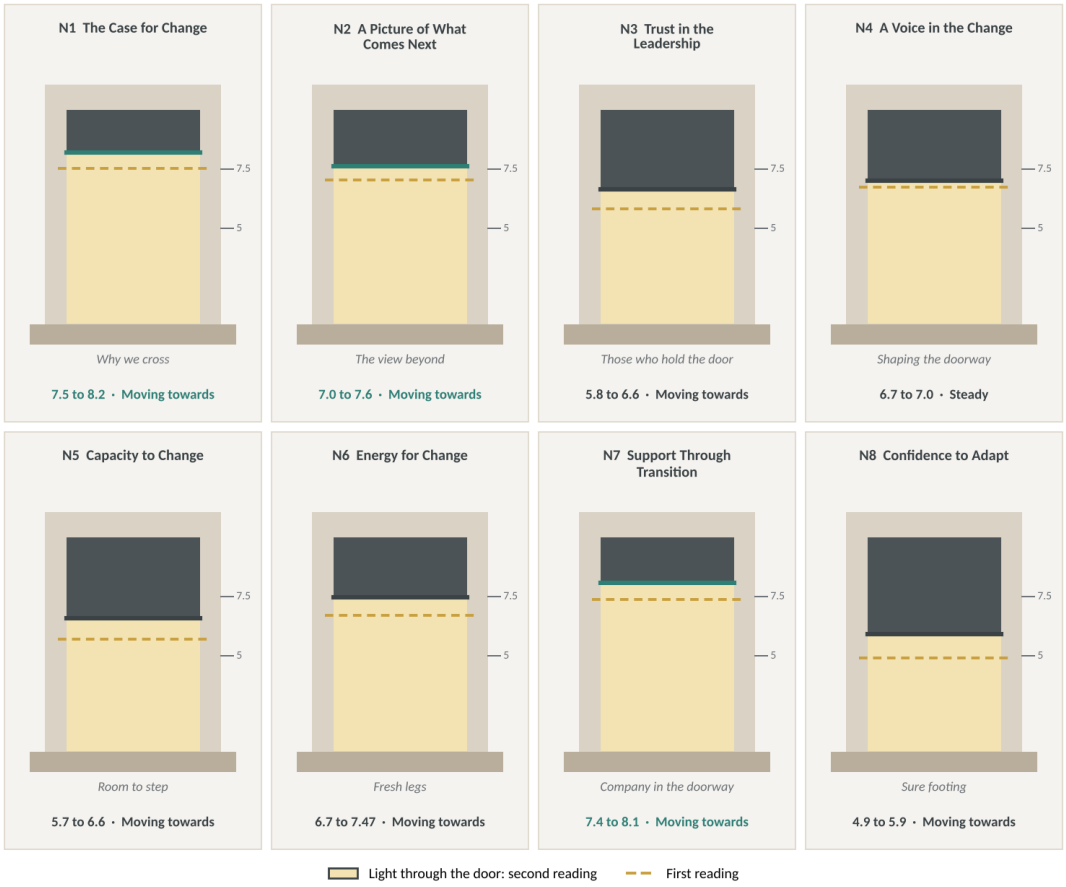

N1 8.2 **The Case for Change** Why we cross Signature strength	N2 7.6 **A Picture of What Comes Next** The view beyond Signature strength	N3 6.6 **Trust in the Leadership** Those who hold the door Established	N4 7.0 **A Voice in the Change** Shaping the doorway Established
N5 6.6 **Capacity to Change** Room to step Established	N6 7.47 **Energy for Change** Fresh legs Established	N7 8.1 **Support Through Transition** Company in the doorway Signature strength	N8 5.9 **Confidence to Adapt** Sure footing Established

The threshold image runs through all eight readiness elements. The Case for Change is why we cross: the reason to step through this doorway now. A Picture of What Comes Next is the view beyond: what people can see of the room they are entering. Trust in the Leadership is about those who hold the door, and whether people believe they are honest, fair and staying the course. A Voice in the Change is shaping the doorway, so people help decide its shape rather than simply walk through it. Capacity to Change is room to step: the space to put something down so people can move without dropping the service. Energy for Change is fresh legs, the goodwill people bring after the journeys they have already made. Support Through Transition is company in the doorway, so no one stands alone in the in-between place William Bridges called the neutral zone. Confidence to Adapt is sure footing on the far side. Together they describe the conditions that leaders create, and that people need, to cross well. A threshold is not crossed in one stride by everyone at once. Some people are already through, some are standing in the doorway and some are still deciding, and every one of those positions holds useful information.

FOUNDATIONS

Where the thinking comes from

Bridges: managing transitions	William Bridges distinguished between change, the external event, and transition, the inner human process of letting go, passing through a neutral zone and making a new beginning. His work informs Support Through Transition directly, and the instrument's respect for what people are leaving behind runs through Energy for Change and A Voice in the Change.
Kotter: leading change	John Kotter's work on leading change highlights the importance of a shared sense of urgency, a guiding coalition, a clear and well-communicated vision and early wins. It informs The Case for Change, A Picture of What Comes Next and Trust in the Leadership, while the instrument places more weight on participation and transition than a leader-driven sequence alone.
Armenakis and Harris: readiness messages	Achilles Armenakis and Stanley Harris identified five beliefs that shape readiness: that change is needed (discrepancy), that this change is the right one (appropriateness), that people can make it work (efficacy), that leaders support it (principal support) and that it offers something of value to those involved (personal valence). These ideas inform The Case for Change, A Picture of What Comes Next, Trust in the Leadership and Confidence to Adapt.
Weiner: organisational readiness for change	Bryan Weiner describes organisational readiness as a shared psychological state, combining change commitment and change efficacy, shaped by how people judge the task, the resources available and the situation. His work informs the instrument's focus on readiness as shared rather than individual, and the elements Capacity to Change and Confidence to Adapt.
Avanti practice: people-centred change	Avanti's practice with councils, health and care, housing and the voluntary sector holds that how change is led matters as much as what changes. It underpins the instrument's emphasis on voice, co-production, wellbeing and respect for resistance. The eight readiness elements and all questionnaire statements are original Avanti work.

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Design principles

About this change	Every statement refers to a specific change, so readings describe readiness for something real rather than general attitudes to change.
Conditions, not judgements	Readiness is treated as the product of the conditions leaders create. Results describe those conditions and never judge the people answering.
Resistance with respect	Hesitation and resistance are treated as information. They often protect something of value, such as safety, quality or relationships with the people served.
Anonymous and by group	No individual answers are shown. Results appear only for groups of seven or more, so people can answer honestly.
Read twice	The instrument is designed to run before and after, or at stages, so the organisation can see how readiness moves and whether its actions are helping.

THE MODEL

The 8 readiness elements at a glance

	Readiness element	In a sentence
N1	The Case for Change	People understand why this change is needed and believe it is the right response.
N2	A Picture of What Comes Next	People can picture what things will be like afterwards and how it serves the people we exist for.
N3	Trust in the Leadership	People trust those leading the change to be honest, fair and to see it through.
N4	A Voice in the Change	People feel heard and able to shape how the change happens, including raising concerns.
N5	Capacity to Change	People have the time, resources and headroom to change while keeping services safe.
N6	Energy for Change	People bring energy and goodwill to this change rather than fatigue from the last one.
N7	Support Through Transition	Managers are equipped and available, wellbeing is looked after and people are supported in the in-between.
N8	Confidence to Adapt	People believe they have, or can learn, the skills to work in the new way.

N1 THE CASE FOR CHANGE

People understand why this change is needed and believe it is the right response.

Every threshold asks a question before it asks for a step: why here, and why now? When the reason is clear and believed, people can stand at the doorway with purpose rather than suspicion.

The Case for Change is the shared understanding of why the change is happening at all. It covers what is not working well enough now, why the organisation cannot simply carry on as it is, and why this particular change is the right answer. When the case is strong, people can explain it in their own words to a colleague or to someone who uses the service, and they believe it rather than repeat it.

In public services, the reasons for change often start in places most staff never see: a budget forecast, an inspection finding, a new duty in law, a pattern in complaints or outcomes. Leaders can live with those reasons for months before anyone else hears them, and then wonder why others seem slow to catch up. People are not slow. They are being asked to cross a threshold whose purpose they have only just been shown.

A good case for change is honest about the problem, clear about the people it affects and modest about what the change can achieve. It invites questions rather than closing them down, and it leaves room for people to say that the problem is real but the answer needs work.

Why it matters

People give their best to a change they understand and believe in. When the case is unclear or unconvincing, effort goes into guessing at hidden motives, and reasonable doubt can harden into opposition. A clear, honest case lets people judge the change on its merits and put their energy into making it work for the public.

Through a values lens: Explaining honestly why change is needed is an act of integrity and respect for the public interest. A case that is grounded in what people and communities actually experience, including the voices of those with lived experience, keeps the change anchored in social outcomes rather than in organisational convenience.

When it tips too far: A well-rehearsed case can start to sound like a script, and genuine doubts may be heard as disloyalty rather than useful information.

N2 A PICTURE OF WHAT COMES NEXT

People can picture what things will be like afterwards and how it serves the people we exist for.

A threshold is easier to cross when you can see something of the room beyond it. A picture of what comes next lets people step forward towards somewhere, not simply away from what they know.

A Picture of What Comes Next is the shared sense of what life will be like once the change has settled. It covers what a working day will look like, what will be different for the people the organisation serves, what stays the same, and what the change might offer each person. A good picture is concrete enough to imagine and honest enough to trust.

Change is often described in the language of structures, systems and savings. Those things matter, but they rarely help a support worker, a housing officer or a volunteer imagine their Tuesday morning in six months' time. When people cannot picture the future, they fill the gap with their worst fears or with the memory of the last change that went badly.

A picture of what comes next does not have to be complete. It is often better to share a clear outline with honest gaps, and to fill those gaps with the people who will live in the new way, than to offer a polished vision that later proves to be wrong.

Why it matters

People move more willingly towards a future they can see. A shared, concrete picture reduces anxiety, helps people judge what the change will ask of them and lets them start preparing. It also keeps the change pointed at what matters most: better outcomes for the people and places the organisation exists to serve.

Through a values lens: A picture of what comes next should start with the people who use services and the communities they live in. When that picture is shaped with them, through co-production and lived experience, it becomes a shared promise about social outcomes rather than an internal plan.

When it tips too far: A vivid picture of the future can become fixed too early, leaving little room for the people doing the work to reshape it as they learn.

N3 TRUST IN THE LEADERSHIP

People trust those leading the change to be honest, fair and to see it through.

People step across a threshold more readily when they trust whoever is holding the door: that they are honest about what lies beyond, fair in who goes first and will still be there on the other side.

Trust in the Leadership is the confidence people have in those leading the change, at every level. It covers whether leaders tell the truth, including difficult truths, whether decisions feel fair, whether leaders behave in line with what they say, and whether they will stay the course rather than move on to the next initiative. It is about leaders of the change in the widest sense: senior leaders, service managers and team leaders alike.

Trust in public services is earned slowly and lost quickly. Many staff have seen changes launched with energy and then quietly dropped, or promises made at the start that did not survive the first budget round. Those memories are not cynicism. They are experience, and they shape how people hear every new announcement.

Trust does not require leaders to have every answer. It grows when leaders say what they know, admit what they do not, explain how decisions are made and come back when they said they would.

Why it matters

When people trust those leading a change, they are more willing to tolerate uncertainty, raise concerns early and give the change a fair chance. Without that trust, even a well-designed change will meet hesitation, because people are being asked to step through a door held by someone they are not sure of.

Through a values lens: Trust in the leadership of change rests on integrity: honesty, fairness and keeping promises. In public service, leaders also carry the trust of communities, so how they lead change inside the organisation says a great deal about how they will treat the public interest outside it.

When it tips too far: High trust in leaders can lead people to hold back their own concerns, assuming that those in charge have already thought of everything.

N4 A VOICE IN THE CHANGE

People feel heard and able to shape how the change happens, including raising concerns.

A threshold feels very different when you have helped to build it. A voice in the change means people help decide the shape of the doorway, not only whether to walk through it.

A Voice in the Change is the sense that people can influence how the change is designed and carried out. It covers having real opportunities to share ideas, being able to raise concerns safely, seeing where staff views have made a difference, and knowing that people who use services are helping to shape the change too. It is about participation that changes something, not consultation that changes nothing.

Resistance to change is often a voice that has not yet found a place to be heard. When someone says a new process will not work on a Friday night shift, or that a group of service users will fall through the gap, they are usually protecting something of value: safety, quality, a relationship, a hard-won way of doing things well. Treated with respect, that resistance is some of the best information a change can receive.

A voice in the change does not mean everyone decides everything. It means people know which parts are open to influence and which are settled, have a fair chance to contribute, and see what happened to what they said.

Why it matters

Changes shaped by the people who will live with them tend to work better and last longer. Giving people a voice surfaces practical problems early, uses the knowledge of those closest to the work and builds ownership. It also shows respect, which is itself a condition for readiness.

Through a values lens: A voice in the change is co-production in practice. It values the lived experience of staff and of the people who use services as real expertise, and it reflects the idea, found in Arnstein's Ladder of Participation, that people should share power over decisions that affect them rather than simply be informed.

When it tips too far: Wide consultation can slow decisions until people feel the change is endlessly discussed but never settled.

N5 CAPACITY TO CHANGE

People have the time, resources and headroom to change while keeping services safe.

No one can step across a threshold while their arms are full. Capacity to change is the room people are given to put something down, so they can move forward while the service stays safe.

Capacity to Change is the practical room people have to take part in the change. It covers time set aside alongside day-to-day work, the resources and systems the change needs, a realistic pace, agreement about what can be paused, and confidence that services to the public will stay safe during the transition. It is about the conditions leaders create, not about how hard people are willing to work.

Public services rarely have the luxury of stopping to change. The phones keep ringing, people still need care, housing and support, and demand does not wait for a new structure to bed in. When change is simply added on top of a full workload, the most committed people carry the greatest strain, and the change itself is done in the gaps.

Capacity is created deliberately. It comes from honest choices about what to stop or slow down, from resources that arrive when they are needed and from a pace that matches what people can sustain.

Why it matters

Even a well-understood and welcome change will stall if people have no room to make it. Capacity protects the safety and quality of services during transition, and it protects staff from burnout. It also signals that leaders take the change seriously enough to make space for it.

Through a values lens: Keeping services safe during change is a duty to the public and a matter of integrity. Creating capacity also shows care for staff wellbeing, and it protects the people and communities who depend on services from bearing the cost of change that is under-resourced.

When it tips too far: Generous capacity can let the change drift, as the sense of room to manoeuvre weakens the shared focus needed to see it through.

N6 ENERGY FOR CHANGE

People bring energy and goodwill to this change rather than fatigue from the last one.

Crossing a threshold takes energy, and people arrive at each doorway carrying the journeys they have already made. Energy for change is having the strength and goodwill to take one more step.

Energy for Change is the goodwill, hope and stamina people bring to the change. It covers whether people feel able to give it their attention, whether they approach it with hope, whether earlier changes have been allowed to settle and whether lessons from them have been learned. It recognises that readiness is not only about this change, but about everything that came before it.

Many public service organisations have lived through wave after wave of restructures, new systems and new models. Each may have made sense on its own, but together they can leave people tired and wary. Change fatigue is not a lack of commitment. It is often the result of committed people having given a great deal, sometimes without seeing the benefits they were promised.

Energy can be renewed. It grows when people see earlier change completed and its benefits recognised, when lessons are visibly applied, when there is space to rest between changes and when people find meaning in where this change is heading.

Why it matters

Change runs on human energy. When people are depleted, even good changes feel like a burden and are more likely to stall. Paying attention to energy protects wellbeing, sustains goodwill and helps the organisation pace its ambitions so that people still have something left to give.

Through a values lens: Respecting people's energy is part of people-centred change. It values the commitment staff and volunteers have already shown, and recognises that tired teams find it harder to offer the care and dignity communities deserve.

When it tips too far: Enthusiasm for change can run ahead of others, so those carrying more fatigue feel left behind or unheard.

N7 SUPPORT THROUGH TRANSITION

Managers are equipped and available, wellbeing is looked after and people are supported in the in-between.

Between the room we leave and the room we enter there is a doorway where people can feel exposed. Support through transition means no one stands in that in-between place alone.

Support Through Transition is the care people receive as they move from the old way to the new. It covers whether managers have time to talk, whether they are prepared to support their teams, whether wellbeing is actively looked after, whether people can acknowledge what they are losing and whether they are supported through the unsettled period in between. It draws directly on William Bridges' insight that change is an event, but transition is a human process.

Bridges describes transition as beginning with an ending, moving through a neutral zone and only then arriving at a new beginning. The neutral zone is the in-between time when the old way has gone and the new way is not yet familiar. It can be confusing and tiring, and it is also where much creativity and learning happen. People often need the most support here, at exactly the time leaders are tempted to move on.

Support is not only about formal services. It is about managers who are present and prepared, colleagues who look out for each other and an organisation that allows people to say what they will miss.

Why it matters

People cross a threshold more safely when someone walks with them. Good support reduces anxiety, helps people through the neutral zone and protects wellbeing. It also helps the organisation hear early when the transition is harder than expected, so it can respond before people or services are harmed.

Through a values lens: Supporting people through transition reflects care, dignity and respect for the whole person. It recognises that staff carry their own lives into work, and that how an organisation treats its people in change shapes how they in turn treat the communities they serve.

When it tips too far: Attentive support can slow the move to the new beginning, as care for what is ending keeps people looking back a little too long.

N8 CONFIDENCE TO ADAPT

People believe they have, or can learn, the skills to work in the new way.

On the far side of a threshold the floor can feel unfamiliar. Confidence to adapt is the belief that we can find our footing in the new place, together, and learn as we go.

Confidence to Adapt is the belief, individual and shared, that people can make the change work. It covers confidence in one's own skills or ability to learn them, the expectation of proper learning and practice, the belief that together people can make the change succeed for the public, the memory of having adapted well before and the freedom to make mistakes while learning. Bryan Weiner calls this shared belief change efficacy, and Armenakis and Harris describe it as one of the core messages people need to hear.

Public service staff are often highly skilled in the way things are done now. A change can feel like being asked to set aside hard-won expertise and become a beginner again. That can be unsettling, especially for people whose confidence and reputation rest on doing the job well. Their caution often protects quality and safety.

Confidence grows through practice, encouragement and early success. It is strengthened when people see that their existing skills still matter, when learning comes before expectation and when mistakes made in learning are treated kindly.

Why it matters

People commit more fully to change when they believe they can succeed in it. Confidence to adapt reduces anxiety, speeds up learning and helps new ways of working become embedded. Without it, even willing people may hold back for fear of getting things wrong in front of colleagues or the public.

Through a values lens: Building confidence to adapt values people's existing expertise and invests in their growth. It recognises that staff, volunteers and people with lived experience all bring skills the new way will need, and that a confident workforce is better placed to deliver good outcomes for communities.

When it tips too far: Strong confidence can lead people to move into the new way before they have practised enough, and to underestimate what others still need to learn.

TAKING PART

How it is completed

Staff and managers in the service, directorate or organisation going through the change complete the same 40-statement questionnaire, rating how true each statement is for them now on a scale of 1 to 10. Most people take around 10 to 15 minutes. It is completed online or on paper, anonymously, and refers throughout to the specific change named at the start.

Before the first reading, Avanti agrees with the organisation which change is in scope, which groups results will be reported for (for example staff, managers and individual services) and when the second reading will take place. Results for a group are shown only where seven or more people in that group have responded. The second reading uses the same statements so that the two can be compared fairly.

How the results are reported

Avanti Change Readiness is completed anonymously by the staff and managers in the service, directorate or organisation going through a change. No individual answers are ever shown. Results are reported by group, such as staff, managers and individual services or teams, and only where seven or more people in a group have responded, so that no one can be identified. It is designed to run twice: once before or early in the change, and again later in the change or after it has settled, or at agreed stages along the way. The second report compares the two readings group by group and describes each readiness element using the Avanti Journey statuses: Moving towards, where readiness has grown; Moving away, where it has fallen and deserves attention; Steady, where it has held much the same; and Too early to tell, where too few people responded or the change is not yet far enough along to say. The comparison is about the conditions the organisation has created over time, never about individuals.

Two readings: Before or early in the change, Later in or after the change.

Who completes it: Staff and managers in the service, directorate or organisation going through a change. Anonymous; reported by group (staff, managers, and by unit where 7 or more).

SCORING

How it is scored

Each of the eight readiness elements has five statements. A person's reading for an element is the average of their five ratings, giving a number between 1 and 10, and counts only if at least four of the five statements are answered. Each group's combined reading is the average of all members' readings, shown only where seven or more people have responded. Reports also show how widely readings are spread, because people standing at different points of the threshold often see the same change differently.

Readings fall into three score bands: Growing edge (below 5), Established (5 to below 7.5) and Signature strength (7.5 and above). There is no 'ready' or 'unready' profile; a lower reading simply marks where the conditions for change most need attention. When the questionnaire is run a second time, each element is compared for each group and described as Moving towards, Moving away, Steady or Too early to tell, using the Avanti Journey statuses.

Band	Range	What it signals
Growing edge	1 to under 5	This element of readiness is present at times, and it shows where leaders and teams can create the conditions that help people step across the threshold with more clarity, trust and energy.
Established	5 to under 7.5	This element is a recognisable part of how people stand at the threshold, felt by most people much of the time, with room to strengthen it as the change moves on.
Signature strength	7.5 to 10	This element is a dependable source of readiness that people can feel, count on and carry with them across the threshold.

USING THE RESULTS

Using the results

Results are explored first with those leading the change, in a facilitated session that starts with the elements where readiness is strongest, then looks at where groups differ most and then at where the conditions for change most need strengthening. The emphasis is on what leaders can do differently, not on what staff should feel.

Results are then shared with staff, ideally in conversations led by their own managers, alongside the actions leaders have agreed. After the second reading, the organisation looks at which elements are Moving towards, Moving away, Steady or Too early to tell for each group, and adjusts its approach accordingly. Avanti can support this through facilitated sessions, coaching for those leading the change or as part of a wider change programme.

WHEN TO USE IT

When to use it

Before a significant change	Before a restructure, new service model, merger or system change begins, a first reading shows where the conditions for change are strong and where they need building.
At stages through the change	Run at key milestones, it shows how readiness is moving and whether actions taken in response are making a difference.
After the change has settled	A reading after the change shows how far people have come across the threshold and what to carry into the next change.
When change seems stuck	Where a change has slowed, the instrument helps identify which conditions are missing, without blaming those who are hesitating.
Shared change across partners	Where several organisations are changing together, group-by-group readings show how the same change is experienced across the system.

ETHICS

Ethics and good practice

Participation is voluntary and based on informed consent. Responses are anonymous: no individual answers are ever shown to managers, colleagues or the organisation, and group results are reported only where at least seven people have responded. Data is held securely, used only for the agreed purpose and handled in line with UK GDPR. Change Readiness is a development tool, not a clinical or selection tool, and results must not be used for recruitment, selection, promotion, pay, performance management or disciplinary purposes, or to judge individual managers or staff. Low readiness in a group is never evidence against the people in it; it describes the conditions they have been given. Because some statements touch on wellbeing and change fatigue, results are shared with care, and people are signposted to support where needed. Avanti agrees in advance with the organisation how results will be shared, and with whom, before anyone completes the questionnaire.

Please note

This is a development instrument. It is not a clinical assessment and it is not designed or validated for selection, recruitment, promotion or performance management decisions. Scores describe perceptions at a point in time and are a starting point for conversation, not a verdict.

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THE SUITE

Part of the Avanti suite

Avanti Team Climate	The Weather shows how it feels to work in a single team. Read alongside Change Readiness, it shows how a team's day-to-day climate affects how ready it feels to cross the threshold, and how change in turn shapes the weather.
Avanti Cultural Dimensions	Spectrums explores the culture of the wider organisation, current and aspired. Change Readiness shows how ready people feel to make a specific move along those spectrums, and what conditions would help.
Avanti Speak-up Climate	The Open Door looks at how safe people feel to raise concerns. Where A Voice in the Change reads low, Speak-up Climate can help show whether the wider climate makes it hard to be heard.
Avanti Load and Recovery	The Tide looks at workload and recovery across the organisation. It sits naturally alongside Capacity to Change and Energy for Change, helping leaders pace change so people are not drained by it.
Avanti Co-production Maturity	The Ladder looks at how far an organisation shares power with communities. It deepens the question in A Voice in the Change about whether people who use services are shaping the change.
Avanti Leadership Behaviours 360	The Compass shows how an individual leader's behaviours are experienced by others. Leaders hold the door at the threshold, so the 360 offers a personal view of how one person's leadership contributes to readiness.

ABOUT US

About the authors

Dr. Jonathan Huish

Jonathan is a founding director of Avanti. His doctorate from Cranfield University studied top team leadership in local government: the conditions under which senior teams become genuinely effective and the things that quietly stop them. He is CIPFA qualified, has coached and mentored for more than twenty years, from first-line supervisors to chief executives, and brings a Tavistock grounding in group relations and reflective practice to how Avanti designs and facilitates its work.

Dr Amanda Milliner

Amanda is a founding director of Avanti. Her PhD from the University of South Wales studied community engagement in public services: what it takes for engagement to move beyond consultation into genuine co-production and partnership with communities. Her practice spans engagement strategy, leadership development and organisational design, with a particular focus on the relationship between organisational culture and the communities it serves.

About Avanti

Avanti Change Ltd works with leaders, boards and teams across public services: councils, health and care, housing and homelessness, mental health, harm reduction, emergency services and the voluntary and community sector. Our work is rooted in Welsh values of humility, service and dignity, and in the belief that how change is led matters as much as what changes.

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