



CONFIDENTIAL FEEDBACK REPORT

Avanti Change Readiness

Change readiness report: two readings

Prepared for: Example Service

Respondents: 31 at the first reading, 31 at the second

Date: October 2026

Illustrative sample: all scores in this report are synthetic

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WELCOME

Welcome, Example Service

Thank you for taking part in Avanti Change Readiness. This report describes how ready people feel for this change across eight readiness elements, group by group, and starts with what is already helping people stand at the threshold with clarity, trust and energy. No individual responses are shown, and results appear only for groups of seven or more.

Please read it with curiosity and respect. The readings describe the conditions people have experienced at one moment in the change, not the attitudes or abilities of staff. Where readiness is lower, it often reflects good reasons: experience of earlier change, care for the service, or something people rightly want protected. Differences between groups are among the most useful parts of the report, because each group stands at a different point of the threshold. Nothing here is a judgement of anyone. It is a starting point for an honest conversation about how the change is being led and what would help people cross well.

Our approach

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.

How to use this report

Read it twice	Once for the headlines, and again a day later with a pen. First reactions are worth noticing, but they are rarely the whole story.
Look for patterns	Single numbers matter less than the shape of the whole profile and the gaps between views.
Stay curious	Every score is a perception. Ask what people saw that led them to answer as they did, and what you might be missing.
Choose a few things	Pick one or two areas to work on. Small, specific changes, practised consistently, make the biggest difference.

READING YOUR RESULTS

How to read this report

Each readiness element is scored from 1 to 10 as the average of five statements. The charts show each group's combined reading alongside the reading for everyone who took part. Where groups are close, people are experiencing the change in a similar way. Where they are further apart, groups are standing at different points of the threshold, and that difference is worth exploring.

Each reading falls into one of three score bands. Growing edge (below 5) marks an element where the conditions for change most need attention. Established (5 to below 7.5) means the element is a recognisable part of how people stand at the threshold. Signature strength (7.5 and above) means it is dependable and the change can build from it. After a second reading, each element is also described for each group as Moving towards, Moving away, Steady or Too early to tell. For each element you will find what the readings suggest, ideas for those leading the change, questions for reflection and ideas to build on.

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 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.

Differences in how groups read their readiness are one of the most valuable parts of this report. Staff and managers, and different services and sites, stand at different points of the threshold, with different roles, pressures and histories of change, so the same change really does look different. When one group's reading differs from another's, it is not a question of who is right. It shows something one group is experiencing that others may not have seen. Organisations that explore those differences with curiosity, and without looking for someone to blame, lead change that works for everyone.

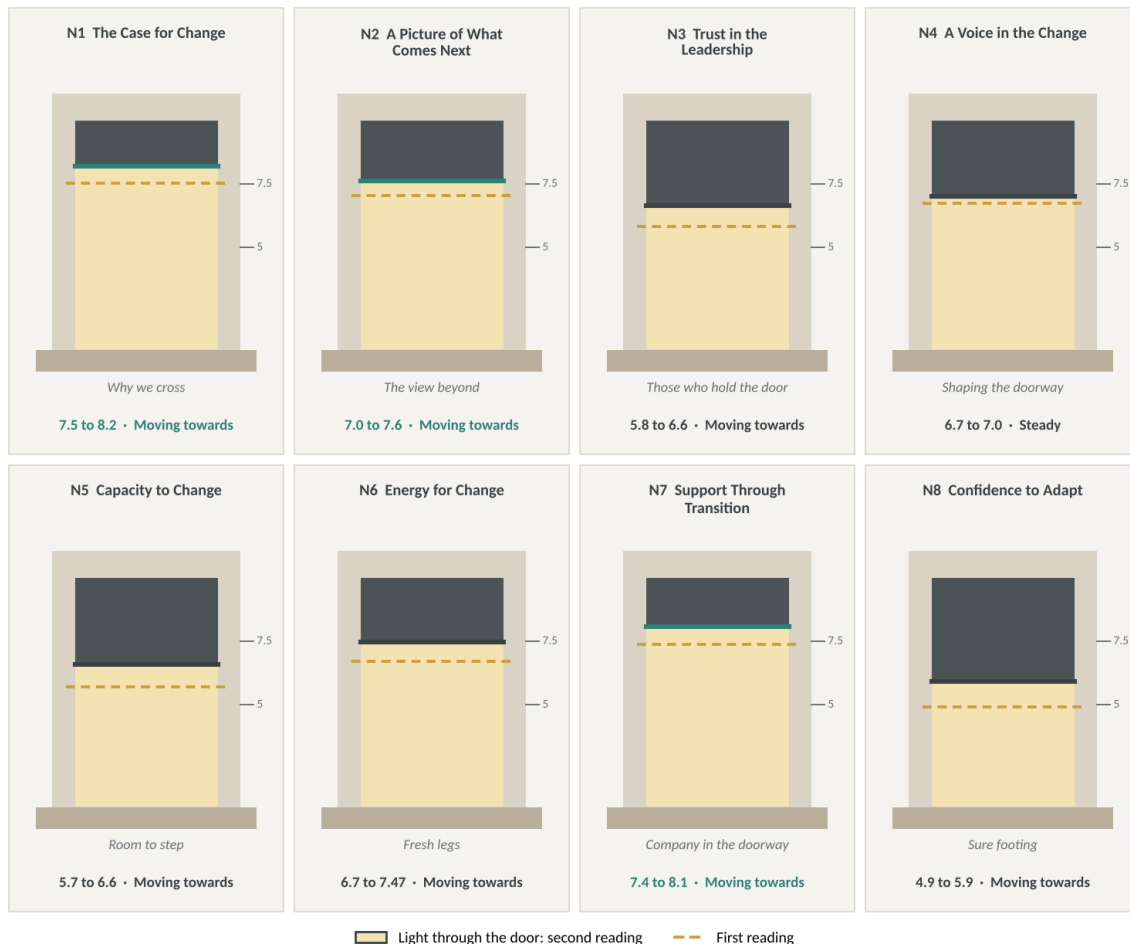
Band	Range	What it signals
Growing edge	1 to under 5	This element of readiness is present at times, and it shows where leaders and teams can create the conditions that help people step across the threshold with more clarity, trust and energy.
Established	5 to under 7.5	This element is a recognisable 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.

AT A GLANCE

The picture at a glance

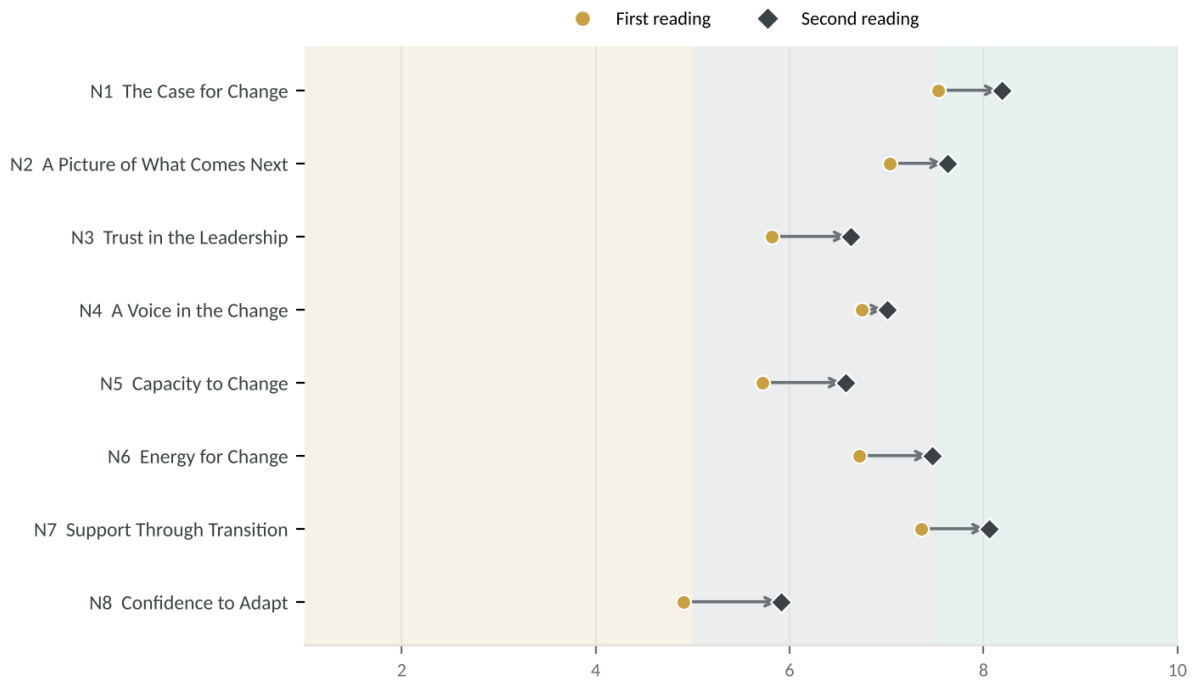
The Threshold

Each doorway is one readiness element. Light fills it from the step up to the second reading, and the gold dashed line marks the first reading, so you can see the ground gained between the two.



The detail: every view and the range

This chart shows how each readiness element moved between the first reading (gold) and the second (charcoal), across everyone who took part.



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

STRENGTHS

Strengths to build on

This section starts with what is already helping. It brings together the readiness elements that groups read most positively, so you can see the conditions already in place for this change. Strengths deserve careful attention: understanding why readiness is strong in one place helps leaders create the same conditions elsewhere, and shows what to protect as the change moves on.

	In the organisation	In a project or piece of change
The Case for Change People understand why this change is needed and believe it is the right response.	Where the case for change is understood and believed, teams spend their energy on making the change work rather than on decoding it. Conversations become more open, rumours lose their grip and people can make sensible local decisions because they know what the change is trying to achieve.	On a change programme, a clear case lets everyone, including partners and community members, see what the work is for and judge whether it is staying true to that purpose. It gives the programme a reference point to return to when choices become difficult.
Support Through Transition Managers are equipped and available, wellbeing is looked after and people are supported in the in-between.	Teams that are well supported through transition stay together, keep services safe and come out of the change stronger. Managers who are equipped to support their teams also feel more confident and less alone themselves.	On a change programme, support through transition protects the people delivering the change and, through them, the people receiving services. It also shows partners and communities that the change is being led with care.
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 shared picture of what comes next helps a team prepare together. People can begin to adjust their work, spot problems early and support each other, because they are all moving towards the same place rather than guessing at different destinations.	On a change programme, a clear picture of the future gives everyone, including community partners, a way to weigh choices: does this take us towards the future we described? It also lets people with lived experience say early whether that future would really work for them.

RESULTS IN DETAIL

Results, readiness element by readiness element

NI THE CASE FOR CHANGE

First reading 7.5 | Second reading 8.2, Signature strength | Moving towards

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.

What this suggests: The combined reading describes a group that understands why this change is needed and believes in it. That shared conviction is a strong platform for everything that follows. The opportunity is to keep the case alive as the change moves on, revisiting it as new evidence arrives and making sure newer colleagues and partners hear it too.

Movement: The second reading is 0.7 higher than the first, more than the 0.38 that ordinary variation could explain. This element is Moving towards readiness.

First reading  7.5

Second reading  8.2

Reflect

What, for you, is the most convincing reason for this change, and what is the least convincing?
How would you explain this change to someone who uses your service?
What would you need to hear or see to feel fully persuaded that this change is right?

Ideas to build on

Hold short sessions where leaders set out the case for change and spend most of the time on questions.
Share the evidence behind the change in plain language, including what is still uncertain.
Invite people who use services, or those who speak for them, to describe the problem the change is meant to solve.
Revisit the case at each stage of the change and say openly if it has shifted.

When this strength is overplayed: 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

First reading 7.0 | Second reading 7.6, Signature strength | Moving towards

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.

What this suggests: The combined reading describes a group with a clear, shared picture of the future the change offers. That is a powerful source of readiness. The opportunity is to keep the picture grounded in what the public will experience, and to update it openly as the change unfolds.

Movement: The second reading is 0.6 higher than the first, more than the 0.35 that ordinary variation could explain. This element is Moving towards readiness.

First reading  7.0

Second reading  7.6

Reflect

What can you already picture about life after this change, and what is still hard to imagine?

What would the people you serve notice first if the change works well?

Which part of the future this change offers would you most like to help shape?

Ideas to build on

Write a short 'day in the life after the change' with staff who will do the work, and share it widely.

Set out clearly what will stay the same, alongside what will change.

Run a session with people who use services to describe the future they would want the change to create.

Update the picture openly at each stage, saying what has become clearer and what is still being worked out.

When this strength is overplayed: 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

First reading 5.8 | Second reading 6.6, Established | Moving towards

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.

What this suggests: The combined reading describes a group that mostly trusts those leading the change, with some reservations. Naming the moments when trust dips, and agreeing what leaders will do differently at those moments, can turn reasonable confidence into dependable trust.

Movement: The second reading is 0.8 higher than the first, more than the 0.44 that ordinary variation could explain. This element is Moving towards readiness.

First reading  5.8

Second reading  6.6

Reflect

What has most strengthened or weakened your trust in those leading this change?
What would a leader need to do in the next month to earn a little more of your trust?
How do your own words and actions as a colleague or manager help others trust this change?

Ideas to build on

Agree a regular rhythm of honest updates, including when there is little new to say.
Publish how key decisions in the change will be made and who will make them.
Ask managers at every level to share the same core messages and to say what they do not know.
Hold open sessions where staff can put questions directly to senior leaders and receive answers afterwards.

When this strength is overplayed: 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

First reading 6.7 | Second reading 7.0, Established | Steady

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.

What this suggests: The combined reading describes a group that has some voice in the change, with room to deepen it. Closing the loop, showing people what happened to their ideas and concerns, is often the step that turns participation into genuine ownership.

Movement: The two readings are within 0.3 of each other. This element is Steady.

First reading  6.7

Second reading  7.0

Reflect

When have you felt most able to shape a change, and what made that possible?
What concern about this change do you hold that may be protecting something of value?
How could the voices of people who use services be heard more clearly in this change?

Ideas to build on

Set up small design groups that include frontline staff and people who use services.
Create a simple route for questions and concerns, with a promise of a reply within an agreed time.
Publish a regular 'you said, we did, we could not because' update.
Help managers to hear resistance as information and to ask what it is protecting.

When this strength is overplayed: Wide consultation can slow decisions until people feel the change is endlessly discussed but never settled.

N5 CAPACITY TO CHANGE

First reading 5.7 | Second reading 6.6, Established | Moving towards

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.

What this suggests: The combined reading describes a group with some capacity for the change, and with particular pinch points. Naming those pinch points, and making specific decisions about each, can turn workable capacity into reliable headroom.

Movement: The second reading is 0.9 higher than the first, more than the 0.35 that ordinary variation could explain. This element is Moving towards readiness.

First reading  5.7

Second reading  6.6

Reflect

What would you most need to put down in order to take part fully in this change?
Where do you see the greatest risk to services during the transition, and how is it being watched?
What pace of change would feel demanding but sustainable for your team?

Ideas to build on

Agree and publish a short list of activities that will pause or slow during the change.
Build protected time for change activities into rotas and work plans.
Set up simple measures to watch service safety and quality during transition.
Review the pace of change at each stage and adjust it in response to what people report.

When this strength is overplayed: 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

First reading 6.7 | Second reading 7.47, Established | Moving towards

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.

What this suggests: The combined reading describes a group with workable energy for the change, with signs of fatigue in places. Recognising what people have already given, and creating natural pauses as the change unfolds, can help that energy last the distance.

Movement: The second reading is 0.8 higher than the first, more than the 0.32 that ordinary variation could explain. This element is Moving towards readiness.

First reading  6.7

Second reading  7.5

Reflect

What did you learn from earlier changes that this change should take into account?
What gives you energy at work, and how could this change draw on it?
What would help you feel hopeful about where this change is heading?

Ideas to build on

Hold a short, honest review of earlier changes and share what will be done differently this time.
Recognise and thank people publicly for what they have contributed to previous changes.
Map current and planned changes together so their combined load can be seen and paced.
Celebrate early benefits of this change, especially those felt by the people you serve.

When this strength is overplayed: Enthusiasm for change can run ahead of others, so those carrying more fatigue feel left behind or unheard.

N7 SUPPORT THROUGH TRANSITION

First reading 7.4 | Second reading 8.1, Signature strength | Moving towards

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.

What this suggests: The combined reading describes a group that feels well supported through this transition. That reflects real care from managers and the organisation. The opportunity is to sustain it through the later stages, when attention often moves elsewhere, and to look after the managers who are doing the supporting.

Movement: The second reading is 0.7 higher than the first, more than the 0.28 that ordinary variation could explain. This element is Moving towards readiness.

First reading  7.4

Second reading  8.1

Reflect

What are you letting go of in this change, and how is that being acknowledged?
What kind of support helps you most when things are uncertain?
How could you support a colleague who is finding the in-between period difficult?

Ideas to build on

Prepare managers to lead transition conversations, including how to talk about endings and the neutral zone.
Free up managers' time so they can be present for their teams during the change.
Mark endings deliberately, for example by recognising what the old way achieved.
Make wellbeing support visible and easy to reach, and check regularly how people are doing.

When this strength is overplayed: 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

First reading 4.9 | Second reading 5.9, Established | Moving towards

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.

What this suggests: The combined reading describes a group that broadly believes it can adapt, with some areas of uncertainty. Identifying those areas and offering focused learning, peer support and early chances to practise can turn reasonable confidence into sure footing.

Movement: The second reading is 1.0 higher than the first, more than the 0.32 that ordinary variation could explain. This element is Moving towards readiness.

First reading  4.9

Second reading  5.9

Reflect

What skills do you already have that will serve you well after this change?
When have you adapted successfully to change before, and what helped you?
What learning or practice would most increase your confidence in the new way?

Ideas to build on

Map the skills the new way needs against those people already have, and plan learning for the gaps.
Offer practice sessions, shadowing or pilots before new ways of working go live.
Set up peer support or 'change champions' who can help colleagues learn on the job.
Agree openly that mistakes made while learning will be treated as learning, and model it as a leader.

When this strength is overplayed: 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.

ACROSS THE ORGANISATION

Results by group

This section shows each group's reading of the threshold. It brings together everyone's responses, with the combined reading for each readiness element and how widely views were spread, for every group of seven or more. Look first for the elements where readiness is strongest, then notice where groups differ most, because those differences often show where the change is being experienced most unevenly and where leaders can do the most good.

	First	Second	Staff (2nd)	Managers (2nd)
N1 The Case for Change	7.5	8.2	8.6	7.3
N2 A Picture of What Comes Next	7.0	7.6	8.0	6.8
N3 Trust in the Leadership	5.8	6.6	7.1	5.6
N4 A Voice in the Change	6.7	7.0	6.9	7.3
N5 Capacity to Change	5.7	6.6	6.9	5.9
N6 Energy for Change	6.7	7.47	7.5	7.3
N7 Support Through Transition	7.4	8.1	8.3	7.5
N8 Confidence to Adapt	4.9	5.9	5.8	6.2

What changed between the readings

	Readiness element	First	Second	Change	Reading
N1	The Case for Change	7.5	8.2	+0.7	Moving towards
N2	A Picture of What Comes Next	7.0	7.6	+0.6	Moving towards
N3	Trust in the Leadership	5.8	6.6	+0.8	Moving towards
N4	A Voice in the Change	6.7	7.0	+0.3	Steady
N5	Capacity to Change	5.7	6.6	+0.9	Moving towards
N6	Energy for Change	6.7	7.47	+0.8	Moving towards
N7	Support Through Transition	7.4	8.1	+0.7	Moving towards
N8	Confidence to Adapt	4.9	5.9	+1.0	Moving towards

What the results suggest

	Readiness element	Score	Band	In a sentence
N1	The Case for Change	8.2	Signature strength	People understand why this change is needed and believe it is the right response.
N2	A Picture of What Comes Next	7.6	Signature strength	People can picture what things will be like afterwards and how it serves the people we exist for.
N3	Trust in the Leadership	6.6	Established	People trust those leading the change to be honest, fair and to see it through.
N4	A Voice in the Change	7.0	Established	People feel heard and able to shape how the change happens, including raising concerns.
N5	Capacity to Change	6.6	Established	People have the time, resources and headroom to change while keeping services safe.
N6	Energy for Change	7.47	Established	People bring energy and goodwill to this change rather than fatigue from the last one.
N7	Support Through Transition	8.1	Signature strength	Managers are equipped and available, wellbeing is looked after and people are supported in the in-between.
N8	Confidence to Adapt	5.9	Established	People believe they have, or can learn, the skills to work in the new way.

The Case for Change Signature strength

The combined reading describes a group that understands why this change is needed and believes in it. That shared conviction is a strong platform for everything that follows. The opportunity is to keep the case alive as the change moves on, revisiting it as new evidence arrives and making sure newer colleagues and partners hear it too.

Confidence to Adapt Established

The combined reading describes a group that broadly believes it can adapt, with some areas of uncertainty. Identifying those areas and offering focused learning, peer support and early chances to practise can turn reasonable confidence into sure footing.

Questions for your conversation

Bring these into the room

What, for you, is the most convincing reason for this change, and what is the least convincing?

What skills do you already have that will serve you well after this change?

What are you letting go of in this change, and how is that being acknowledged?

What can you already picture about life after this change, and what is still hard to imagine?

TAKING IT FORWARD

Development plan

Use this page in your feedback conversation or with your team. Build from strengths: choose one or two commitments you will genuinely act on.

Which readiness elements are already strong, and how can the change build on them?

Where do groups see the change most differently, and what might each be seeing?

What might the hesitation or resistance in the results be protecting?

What two or three conditions will leaders focus on before the next reading?

What one thing will you do to help colleagues cross the threshold well?

What would Moving towards look like for the group most affected by this change?

NEXT STEPS

Where next

Organisations that take time to read how ready their people feel, and act on what they hear, are already creating better conditions for change. Whatever the readings, this report offers a shared language and a clear sense of what is already helping. The most useful next step is usually small and specific: two or three elements to focus on, a few visible commitments from those leading the change, and a date to read the threshold again.

Bring these reflections to your change team and use the planning prompts to agree your own part in creating the conditions people need. If you would like support, Avanti offers facilitated sessions, coaching for those leading change and wider change programmes. We would be glad to work alongside you. www.avantichange.com

Every change has a threshold, and people cross it together, one step at a time.

Talk it through

Book a feedback conversation with your Avanti facilitator, ideally within two weeks of reading this report.

Share what helps

Share the parts of this report that will help colleagues work well with you, if you wish.

Practise

Pick one idea and try it for a month. Notice what changes, for you and for others.

Revisit

Run the questionnaire again once the change is under way, to see which elements are moving towards readiness.

About this report

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.

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.