



# HR DELIVERY

*Making Sure HR Delivers*

HR DELIVERY WORKSHOP SERIES

# Change Management

## An introduction to practical change management

Explore the people and operating conditions that help change take hold. Use a realistic implementation case to map impacts, clarify ownership and connect communication, support, capability and capacity with the adoption of new ways of working.



### 01 DAY

Introductory taster

### IN-HOUSE

Your people. Your context.

### PRACTICAL

Explore, discuss and apply

## A PRACTICAL STARTING POINT

# Understand the topic. Try it in practice.

A change can be technically delivered while people remain uncertain about what to do differently. Communication alone cannot resolve every obstacle to adoption. This introductory workshop helps participants understand the practical connections between change impact, sponsorship, employee involvement, supported learning and the operating conditions required to sustain new work.

Introduce practical change management through a bounded implementation case, using 4C as the readiness and adoption foundation. Participants map affected work, identify people and delivery barriers and draft a small set of owned actions with evidence of adoption to review.

**WHO IS IT FOR?**

HR practitioners, project colleagues, line managers and change coordinators supporting a new process, system or way of working. The workshop assumes no formal change management qualification or programme leadership experience.

**BY THE END OF THE DAY, PARTICIPANTS CAN:**

- 01 Define the work change**  
Describe what people will need to do differently in a selected change, separating the intended outcome from the project deliverable.
- 02 Map affected groups**  
Identify how the change affects selected employees, managers and service partners, including different impacts across roles or working arrangements.
- 03 Diagnose adoption barriers**  
Use Clarity, Commitment, Capability and Capacity to distinguish barriers that require different communication, involvement, learning or operational responses for affected groups.
- 04 Clarify practical ownership**  
Identify sponsor, manager, change team and service-owner responsibilities for a specific adoption action, including dependencies that require escalation or support.
- 05 Plan proportionate support**  
Draft a small set of actions that help people understand, practise and sustain the changed work, matched to the case evidence.
- 06 Review adoption and effects**  
Propose evidence that checks changed behaviour and operating conditions alongside delivery milestones, including signs of unintended workload or service effects.

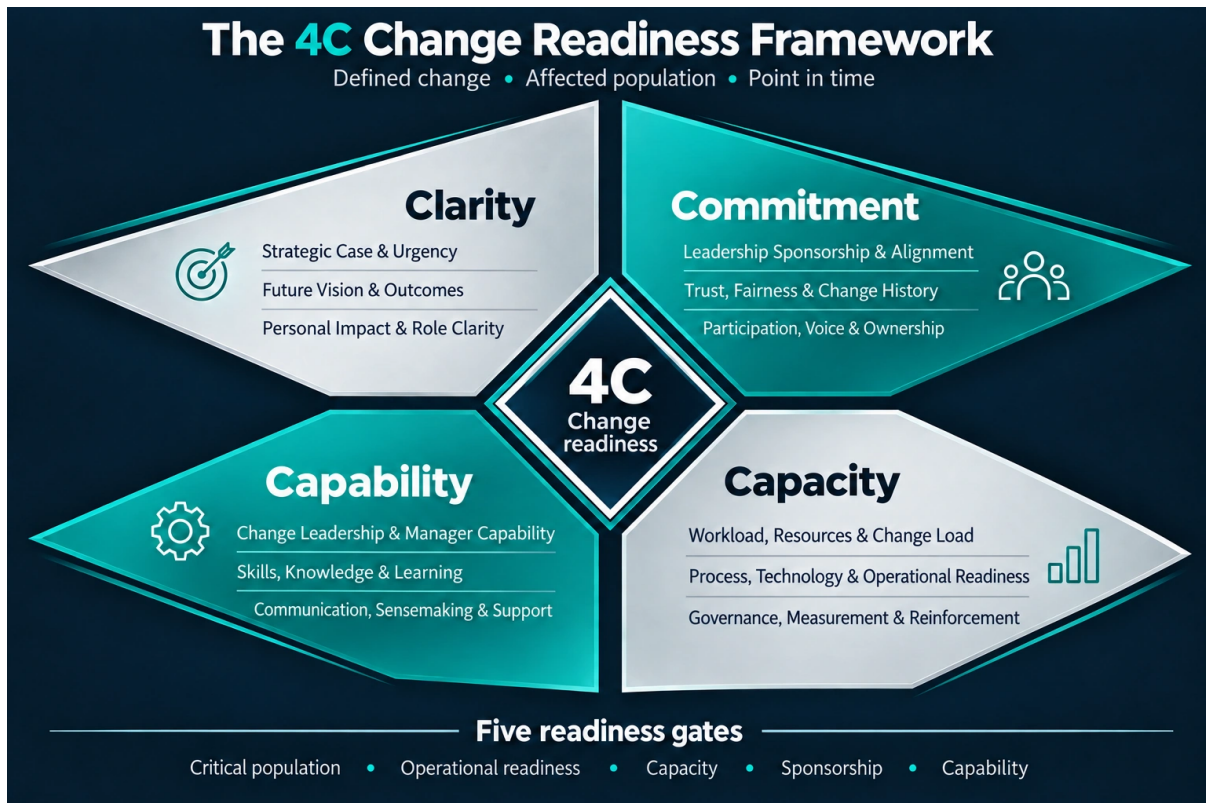
**A useful first application**

Participants practise planning for one illustrative change. The day does not produce a complete transformation plan, administer a full readiness diagnostic or replace programme management, consultation or specialist implementation responsibilities.

THE FRAMEWORK / WORKSHOP FOCUS

# HR Delivery 4C Change Readiness Framework

The 4C framework examines Clarity, Commitment, Capability and Capacity as foundations for adoption. This workshop connects those dimensions with impact mapping, ownership, implementation support and review within the wider change journey.



SIX QUESTIONS TO EXPLORE IN THE WORKSHOP

**01 Define the changed work**

What will people do differently, and which outcome should that support?

**03 Read the 4C pattern**

Which clarity, commitment, capability or capacity barrier needs attention first?

**05 Support implementation**

What practice, involvement and operating support will make new work possible?

**02 Map the impact**

Who experiences the change, and how do their needs differ?

**04 Mobilise ownership**

What must sponsors, managers and service owners each do to help?

**06 Embed and review**

What evidence shows adoption, sustained use and unintended effects over time?

The six panels are workshop focus questions, not additional dimensions of 4C. The full framework retains four dimensions and eight implementation stages; this day emphasises practical change action across one manageable work transition.

[Explore the full model >](#)

LEARN BY DOING

# Explore. Challenge. Make the ideas useful.

Short explanations lead into lively exercises, paired discussion and small-group challenges. Participants test ideas, share experience and build a draft together. The tone is engaging and enjoyable, with time to reflect and connect learning to real work.

## 01 Map the change at task level

Teams translate a fictional system launch into changed tasks and decisions for three role groups, highlighting where a technical milestone leaves employee responsibilities or customer handovers unclear.

## 02 Match barriers with responses

Participants sort change concerns through 4C and choose proportionate responses, explaining why another announcement will not resolve missing practice time, unclear ownership or a malfunctioning operating process.

## 03 Rehearse the sponsor conversation

Triads practise asking a sponsor to resolve a concrete adoption barrier, presenting its business consequence, evidence and requested decision while peers assess whether the ask is specific and actionable.

## 04 Build an adoption action board

Groups sequence a small set of communication, involvement, learning and operational actions, assign owners and select evidence showing whether people can use the changed process in everyday work.

### DIAGNOSE BEFORE YOU ACT

### Evidence > shared feedback > agreed priorities

Use selected diagnostic prompts to distinguish known facts from assumptions. Discuss the findings and agree their meaning before proposing a solution. Feedback is part of diagnosis, not an afterthought.

### ONE CASE, DEVELOPED THROUGH THE DAY

A company launches a service request platform, but teams continue using email and spreadsheets. Employees understand the aim yet disagree about who approves requests. Managers have not released time for practice, and urgent cases follow unclear exception routes. The project team reports completion because the system is live.

Groups map the changed work, identify the most important 4C barriers and propose a short adoption plan with sponsor decisions, manager actions and evidence beyond the technical launch milestone.

### THE FACILITATOR WILL

- Invite different perspectives.
- Make assumptions visible.
- Welcome constructive debate.
- Capture practical learning.



SAMPLE WORKSHOP AGENDA

# A working day, with room to think.

09:00-16:30 | Six hours of facilitated learning, plus lunch and breaks. The agenda, emphasis and timings are always agreed with the client, including local scheduling needs.

|             |                                                                                                                                                                                                                       |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 09:00-09:20 | <b>Define change through the work</b><br>Distinguish the project deliverable from the behaviour and operating outcome required, using the service request platform case as a shared starting point.                   |
| 09:20-10:15 | <b>Map impacts and affected groups</b><br>Trace changed tasks, decisions and handovers across employees, managers and service teams, identifying where their support needs and practical constraints differ.          |
| 10:15-10:30 | Break                                                                                                                                                                                                                 |
| 10:30-11:30 | <b>Understand adoption through 4C</b><br>Apply Clarity, Commitment, Capability and Capacity to the case, separating concerns that require involvement, clear decisions, practice or operational resources to resolve. |
| 11:30-12:30 | <b>Connect sponsorship and local ownership</b><br>Identify sponsor, manager and service-owner actions, then practise a concise request for a decision that removes an important barrier to adoption.                  |
| 12:30-13:30 | Lunch                                                                                                                                                                                                                 |
| 13:30-14:30 | <b>Plan involvement, information and practice</b><br>Develop a small set of support actions matched to the case barriers, including opportunities to hear concerns, practise tasks and clarify exception routes.      |
| 14:30-14:45 | Break                                                                                                                                                                                                                 |
| 14:45-15:30 | <b>Sequence actions and review evidence</b><br>Map dependencies, assign action owners and choose evidence that checks actual use, work quality and operating conditions alongside the project's delivery milestones.  |
| 15:30-16:10 | <b>Challenge the adoption plan</b><br>Present the action board and use peer review to test whether support addresses evidence, respects capacity and detects unintended employee or service effects.                  |
| 16:10-16:30 | <b>Prepare one change application</b><br>Choose a live or forthcoming work change and identify the affected group, sponsor conversation and first evidence check needed after the workshop.                           |

Translate a project change into supported everyday work, with clear ownership and evidence that adoption is actually happening.

## FROM THE SESSION TO YOUR DESK

# Useful models. Practical working records.

The day combines reference materials with drafts developed in the exercises. Each has a clear use beyond the workshop; the work reflects the evidence and perspectives available in the room.

## 01 Changed-work statement

A draft explanation of the tasks, decisions and handovers that must change, connecting employee action with the intended operational outcome rather than the technical delivery milestone alone.

**Clarify what successful adoption means for an affected work group.**

## 02 Impact mapping worksheet

An exercise map of affected roles and services, recording different work changes, information needs, practical constraints and the relationships needed to make the new process function reliably.

**Plan support around different experiences of the same organisational change.**

## 03 4C barrier and response map

A case-based record distinguishing clarity, commitment, capability and capacity concerns, with possible responses and evidence requirements that prevent every barrier being treated as a communication problem.

**Match a change response to the obstacle people actually face.**

## 04 Sponsor conversation brief

A practised request describing one adoption barrier, its operational consequence, supporting evidence and the decision or sponsorship action needed to resolve it within the change governance arrangements.

**Ask a sponsor for a concrete contribution to implementation.**

## 05 Adoption action board

A provisional sequence of communication, involvement, learning and operational support actions, with owners and dependencies linked to the case's main barriers to using the new working process.

**Coordinate a small change response across managers and service owners.**

## 06 Adoption review prompts

A set of questions about changed behaviour, task performance, operating conditions and unintended effects, with illustrative evidence sources that complement rather than duplicate a project milestone report.

**Review whether the new way of working is taking hold.**

### CONTINUE EXPLORING

Continue with the models, diagnostic manuals and development resources on the HR Delivery website. Workshop exercises provide a first application; a full organisational diagnostic or implementation assignment can be agreed separately.

[Open the framework >](#)

[Explore diagnostic resources >](#)



MAKE THE LEARNING COUNT

# A better conversation. A practical next step.

Choose one affected group in a current change and map what they must do differently. Speak with the manager and employees about the most important barrier, then agree one owned support action and a useful adoption review.

YOUR FIRST 30 DAYS

01

Days 1-7

## Clarify the changed work

Meet the change owner and select one affected group. Describe the tasks and decisions that must change, then check whether managers and employees share the same understanding of the intended operating outcome.

02

Days 8-21

## Check the adoption barrier

Listen to the selected group and compare their experience with delivery evidence. Use 4C to identify the main barrier, then discuss an appropriate response with the manager or service owner who can act.

03

Days 22-30

## Review a support action

Agree or review one support action through the normal change arrangements. Check whether it improved understanding, practice or operating conditions, and record any new dependency or unintended effect that requires attention next.

Follow-through is participant-led. Additional facilitation, a full diagnostic or specialist support can be agreed separately.

AVAILABLE IN-HOUSE

## Shaped around your organisation

The client identifies a current or planned work change and its sponsor. Participants may bring a non-confidential project summary; the supplied implementation case supports all exercises without requiring access to restricted programme decisions or employee feedback.

PLAN YOUR IN-HOUSE WORKSHOP

## Talk to Dr Phillip Welsh

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Discuss your workshop



[www.hr.delivery](http://www.hr.delivery)