



The Intelligent Organization

Capability Guide: People Change

People Need to Understand Why the Work Is Changing.

Table of Contents

1. Executive Brief	5. Outputs, Evidence, and Measures
2. The Problem This Capability Solves	6. Maturity: 0 to 5
3. What this Capability Is	7. How to Build and Mature the Capability
4. How the Capability Works	8. TSLA Support and First Moves
Appendix A. Source Note	

How to use this guide

Read Sections 1 through 3 for the executive view. Use Sections 4 through 7 to build and mature the capability. Use Section 8 to decide what to do next Monday morning.

01 Executive Brief

Change is the organization's ability to prepare people for what is changing, explain why it matters, manage resistance, and guide the human side of transformation.

Change is the first People capability. Change prepares. Adoption proves. Skills enable. Roles clarify. Culture sustains.

A mature Change capability does not treat people as the last step in a project plan. It starts early, explains the work change clearly, prepares managers, listens to concerns, and adjusts the plan as people react, learn, resist, and adapt.

Item	TIO position
Domain	People
Capability ID	P1 - Change
Core point of view	People need to understand why the work is changing before they can support the change.
Three outputs	Change Story. Stakeholder Map. Change Rhythm.
Accountable owner	Business sponsor, transformation lead, people/change lead, and affected managers.
First move	Clarify what is changing, who is affected, and what people need to hear first.

Change is the organization's ability to prepare people for what is changing, explain why it matters, manage resistance, and guide the human side of transformation.

Plain-English test: Can people explain what is changing, why it is changing, what it means for their work, where they can raise concerns, and how leaders will support them?

2026.08 ALIGNMENT | Change in the refreshed TIO system

Primary outcome contribution: All three outcomes

- Explain how Intelligence, Automation, and Enterprise Autonomy change the work, roles, expectations, and service experience.
- Engage affected people early, including those who may experience material decisions, monitoring, or reduced discretion.
- Plan communication, participation, support, challenge, recourse, and transition across current and target operations.

Evidence at managed maturity: Change is defined, owned, applied consistently, measured in operation, reviewed through evidence, and improved without weakening trust, accountability, or Enterprise Autonomy.

First refresh move: Explain one priority change in terms of work, decisions, people, intelligence, automation, authority, and what will remain human.

02**The Problem This Capability Solves**

Many transformations fail before the work changes because people are left to guess what the change really means.

Leaders may believe they have communicated because an announcement was sent, a town hall was held, or a slide deck was shared. But people still ask different questions: What is happening to my work? Will this replace part of my job? What am I expected to do differently? What is safe? Who will help me? What happens if the new process does not work?

When those questions are not answered clearly, people fill the gap with rumour, fear, resistance, workarounds, or quiet disengagement.

- Employees hear that AI, automation, or a new platform is coming, but do not understand what will actually change.
- Managers are expected to lead the change but are not equipped to answer practical questions.
- Teams hear the business case, but not the work impact.
- Resistance is treated as attitude, when it is often confusion, fear, or missing information.
- Good ideas lose trust because the people affected were engaged too late.

The People Change capability turns enterprise direction into a clear human path through the change.

03 What the Capability Is

Change makes transformation understandable and manageable for the people who must live with it. It turns strategy, AI Use Cases, workflow redesign, policy changes, platform changes, and operating model changes into clear messages, stakeholder plans, manager support, feedback loops, and action.

What Change owns

- Stakeholder understanding and engagement for workforce-facing change.
- The change story, communication rhythm, feedback channels, and manager enablement.
- Resistance identification, issue escalation, and practical support for affected people.
- People-facing readiness for AI Use Cases, work redesign, data changes, technology changes, and governance changes.

What Change does not own

- Enterprise strategy, funding choices, or transformation priorities. Leadership owns those decisions.
- AI Use Case delivery, technical build, or Evidence Gate ownership. Factory and Technology own that work.
- Formal labour, legal, privacy, or employment decisions without the right People, legal, and leadership owners.
- A communications campaign detached from the actual work change.

Five behaviors

Behavior	What it means
Clarify	Explain what is changing, why now, who is affected, and what is not changing.
Engage	Listen to affected people early enough to shape the plan and reduce avoidable friction.
Equip	Prepare sponsors and managers to answer real questions and support their teams.
Support	Provide channels, job aids, feedback loops, and practical help during the transition.
Adjust	Use concerns, readiness signals, and adoption evidence to improve the change plan.

04 How the Capability Works

Change works when leaders explain the work change in language people can use, then keep listening as the change moves from plan to reality.

Simple operating flow

1. **Clarify the change.** Define what is changing, why it matters, and what outcomes the organization needs.
2. **Identify who is affected.** Map groups, managers, customers, partners, and functions touched by the change.
3. **Create the change story.** Translate the business reason into plain language and real work impact.
4. **Prepare sponsors and managers.** Give leaders and managers the words, answers, and support they need.
5. **Engage and listen.** Create practical channels for questions, concerns, ideas, and early signals.
6. **Support the transition.** Provide the right guidance, job aids, office hours, manager routines, and escalation paths.
7. **Adjust based on evidence.** Update messages, support, timing, training, and expectations as people respond.

Boundary with the rest of TIO

TIO area	Boundary
Leadership Transformation	Sets the enterprise execution rhythm and keeps the full transformation moving.
People Change	Explains the human side of the change and prepares people to move through it.
Factory	Delivers AI Use Cases and work redesign, then feeds change needs into People.
Technology and Data	Provide the systems, platforms, data, access, and technical readiness.
People Adoption	Proves whether people actually use the new way of working after launch.

05 Outputs, Evidence, and Measures

The Change capability has three practical outputs. These outputs should be short, current, and used by sponsors, managers, and delivery teams. If they only sit in a project folder, they do not prove maturity.

Output	Purpose
Change Story	A plain-language explanation of what is changing, why it matters, who is affected, what support is available, and what leaders are committing to.
Stakeholder Map	A view of affected groups, expected impacts, likely concerns, influence, readiness, engagement needs, and accountable leaders.
Change Rhythm	The regular cadence for sponsor messages, manager briefings, feedback review, issue escalation, readiness checks, and support updates.

Evidence that Change is real

Evidence type	Examples
Existence evidence	Approved change story, stakeholder map, manager briefing materials, communication plan, support channels.
Use evidence	Manager briefings delivered, questions and concerns logged, feedback reviewed, plan adjusted, support provided.
Value evidence	Improved readiness, fewer surprises, faster issue resolution, reduced confusion, stronger adoption, fewer unsafe workarounds.

Useful measures

- Percentage of affected managers briefed before broad communication.
- Readiness score by affected group before launch.
- Number and type of questions, concerns, and unresolved issues.
- Time to respond to material concerns or misinformation.
- Percentage of change plan actions completed on time.
- Evidence that employee feedback changed the plan.
- Post-launch sentiment and understanding by affected group.

06

Maturity: 0 to 5

Level	What it looks like	Evidence
0 Absent	People are told late or not told at all. Change depends on rumour, manager improvisation, or individual resilience.	No clear story, no map of affected groups, no change rhythm.
1 Initial	Some communication happens, but it is event-based and inconsistent. Managers are not fully prepared.	Announcements, slide decks, informal sponsor messages.
2 Repeatable	Basic change planning exists for important initiatives. Affected groups, messages, and support actions are identified.	Change story, stakeholder map, manager briefing, feedback channel.
3 Defined	Change is documented, owned, communicated, and used consistently across material transformation work.	Standard change method, named owner, readiness checks, issue log, manager support.
4 Managed	Change is measured and connected to adoption, risk, delivery, and value evidence.	Readiness measures, sentiment data, adoption link, issue trends, decision reviews.
5 Optimized	Change continuously improves how the organization explains, absorbs, and adapts to new ways of working.	Reusable playbooks, active learning loops, trusted leadership behavior, faster change capacity.

Assessment rule:

Do not score Change based on communication volume. Score it based on whether affected people understand the change, managers are prepared, concerns are surfaced, and the plan improves based on evidence.

07

How to Build and Mature the Capability

The first version of Change should be simple. Do not start with a large change-management office. Start with a clear story, a stakeholder map, prepared managers, and a rhythm for listening and support.

Minimum viable Change capability

- A named sponsor and change owner for each material change.
- A plain-language change story that explains the work impact.
- A stakeholder map that names affected groups and managers.
- A manager briefing before broad employee communication.
- A feedback channel and issue log.
- A simple readiness check before launch.
- A weekly or biweekly review of concerns, support needs, and plan changes.

First 30, 90, and 180 days

Timeframe	Practical focus
First 30 days	Pick one active AI Use Case, platform change, or work redesign. Create the change story, stakeholder map, manager briefing, and feedback channel.
First 90 days	Apply the method to all material transformation work. Track readiness, questions, manager concerns, support needs, and unresolved issues.
First 180 days	Connect Change to Adoption, Skills, Roles, Governance, and Factory delivery so people-facing readiness becomes part of the transformation rhythm.

Common failure modes

- Announcing the change before managers are ready.
- Explaining the business case but not the work impact.
- Treating resistance as attitude instead of information.
- Creating polished communications that avoid hard questions.
- Waiting until launch to involve affected people.
- Failing to change the plan when feedback shows real friction.

08 TSLA Support and First Moves

TSLA can help leaders build Change as a practical enterprise capability, not as a communications workstream added after decisions are already made.

Where TSLA can help

TSLA support	Practical use
Change Story Workshop	Translate strategy, AI Use Cases, automation, or work redesign into a plain-language story people can understand.
Stakeholder Map and Engagement Plan	Identify affected groups, likely concerns, engagement needs, and manager support requirements.
Manager Enablement Pack	Prepare managers with messages, questions and answers, team discussion guides, escalation paths, and support routines.
Change Rhythm Design	Set the cadence for sponsor messages, feedback review, readiness checks, issue escalation, and post-launch support.
Thought-Partnership	Support leaders as they make difficult change decisions, explain trade-offs, and protect trust during execution.

What to do Monday morning

1. Choose one material change now underway.
2. Write one paragraph explaining what is changing and why.
3. List the people and managers most affected.
4. Ask what those people will worry about first.
5. Prepare managers before the broad announcement.
6. Open a simple channel for questions and concerns.

A**Source Note**

This guide is part of the TIO Library. It is aligned to the TIO Framework, the TIO People Capability Domain Master, the TIO Capability Model and Maturity Assessment Tool, and the approved 8-section Capability Guide structure used across the TIO Library. It translates the People Change capability into practical guidance for leaders and practitioners.

It is written as a practical executive guide. It is not a technical implementation standard, legal opinion, privacy assessment, cybersecurity review, or professional assurance report. Organizations should apply their own policies, obligations, accountabilities, and professional review where required.