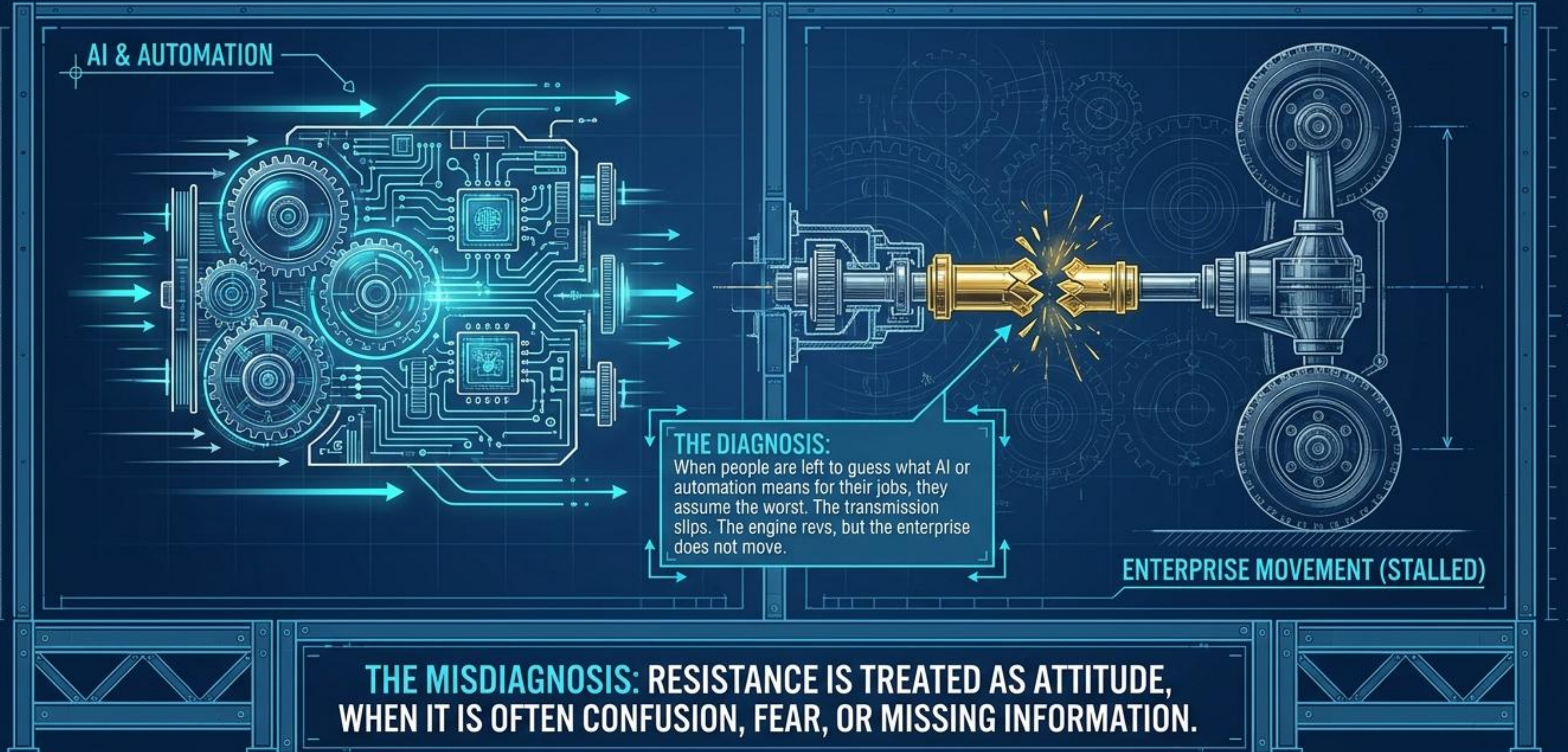


Domain 5: People | Capability 1: Change

People Need to Understand Why the Work Is Changing

WHY TRANSFORMATIONS STALL BEFORE THE WORK CHANGES



Change is the First Gear of Human Alignment

TIO 5
Domains



Gear 1: Change
(The Mind)

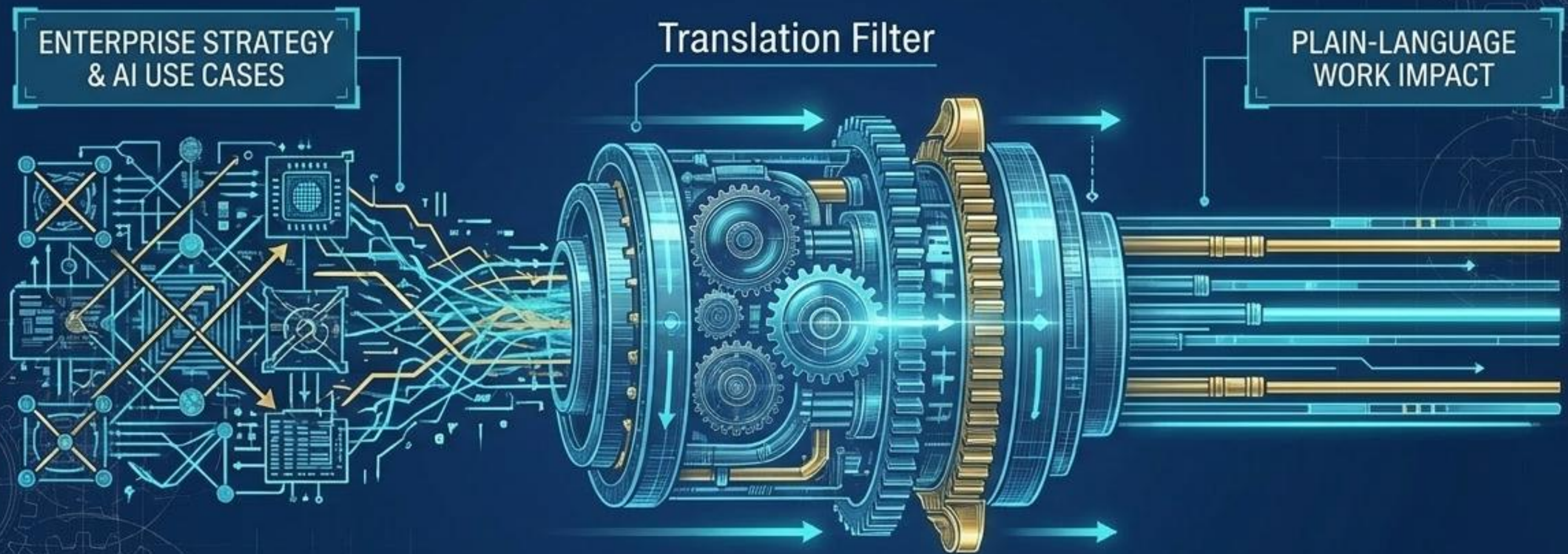
Change is the critical first capability in the People domain. It prepares the human mind so the new tools can be embedded into everyday habits.



Gear 2: Adoption
(The Habit)

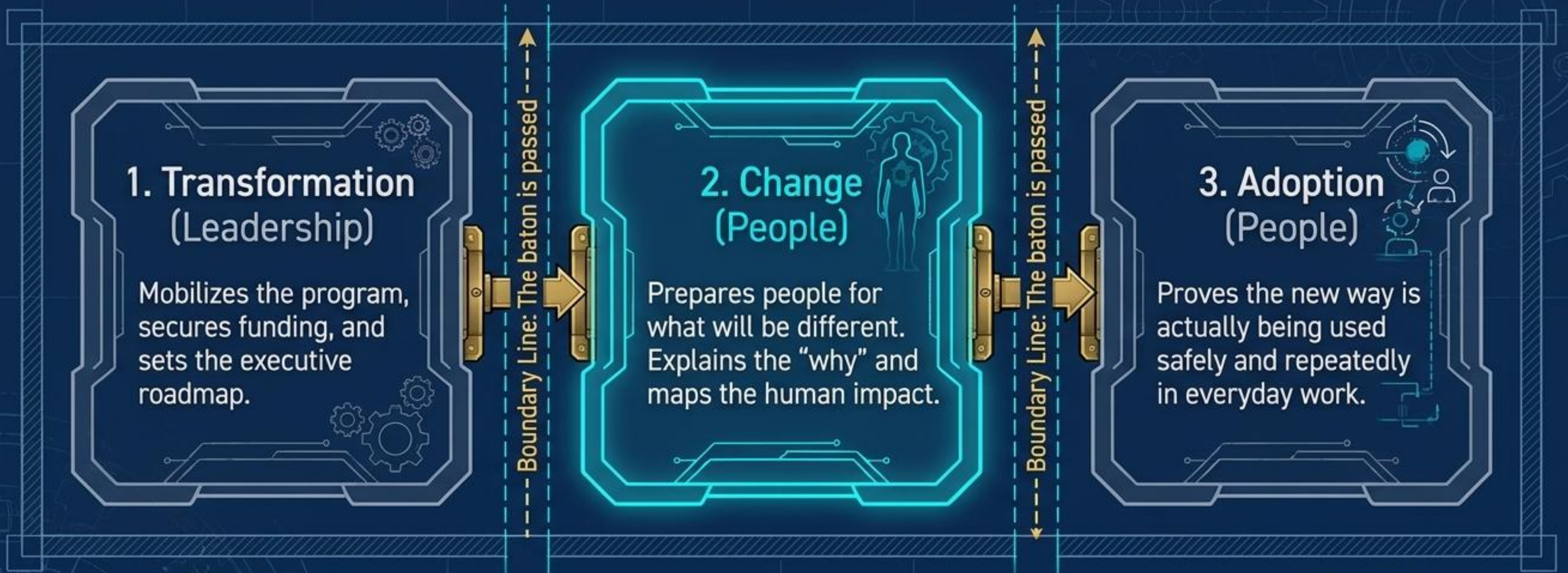


CLARITY IS THE ANTIDOTE TO FRICTION



People need to understand why the work is changing before they can support the change. If employees cannot explain what is changing, why it is changing, and what it means for their daily tasks, they cannot adopt it.

The Boundary Lines of Change



Takeaway: Change does not deliver the tech, and it does not measure the final ROI. It strictly engineers the preparation.

Defining the Operating Scope: What Change Actually Controls

What Change Owns

Stakeholder understanding and engagement for workforce-facing change.

The change story and plain-language translation.

Manager enablement and briefing materials.

Feedback loops, readiness checks, and resistance identification.

What Change Does Not Own

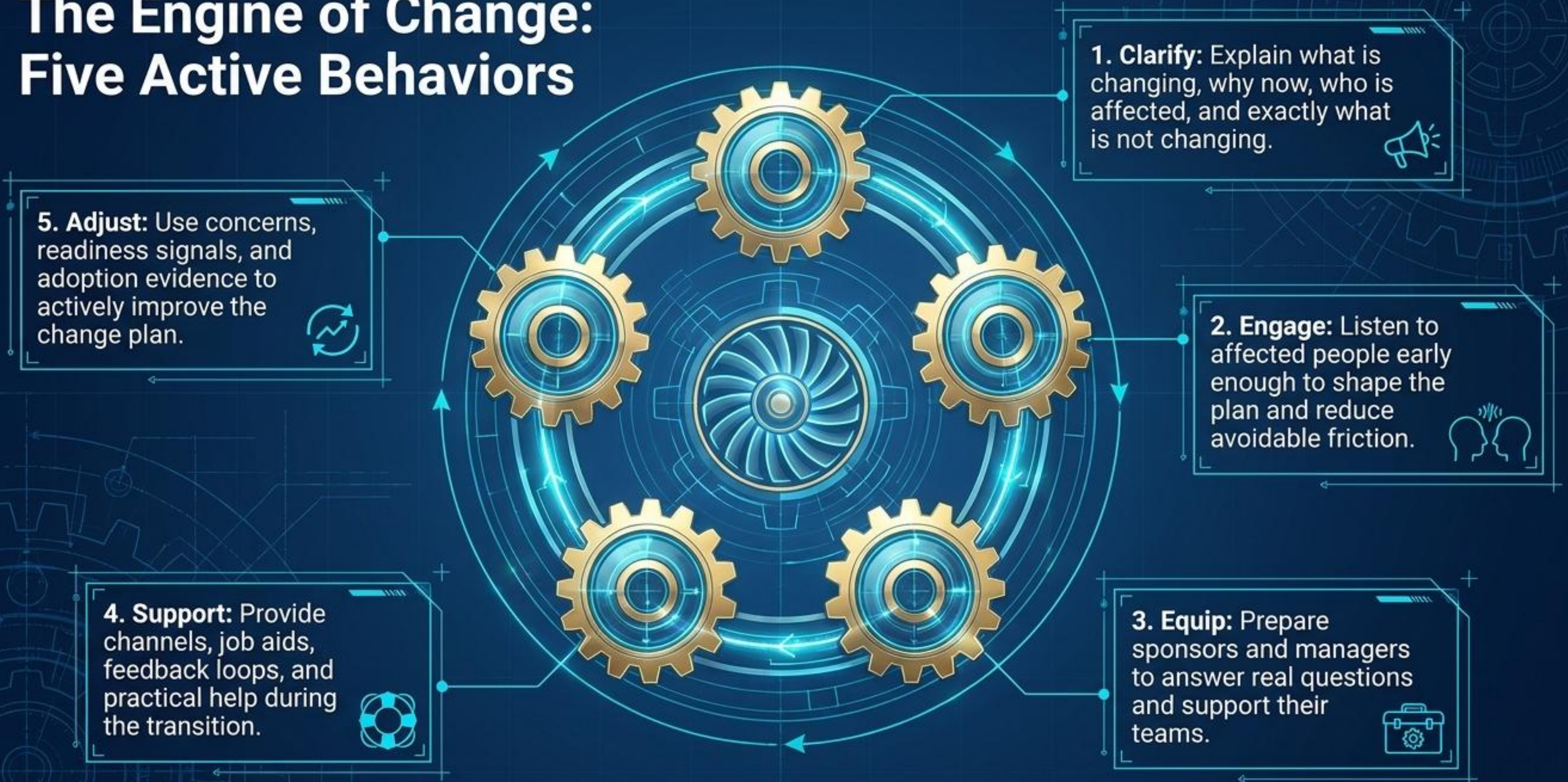
Enterprise strategy or funding choices (Leadership).

AI Use Case technical delivery (Factory/Technology).

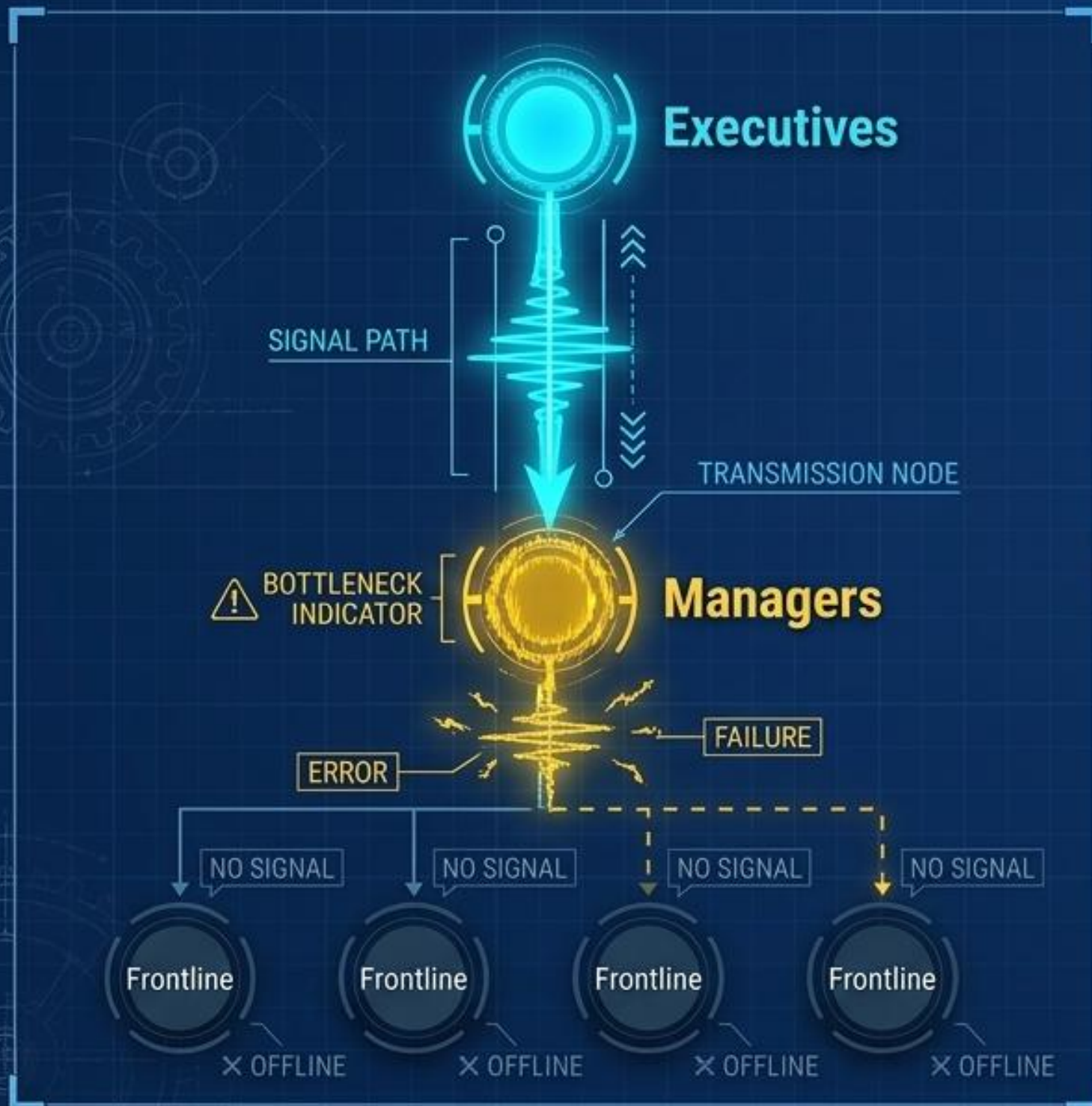
Formal legal, labor, or employment decisions.

A corporate communications campaign detached from the actual work change.

The Engine of Change: Five Active Behaviors



The Critical Role of the Manager



The Reality

Teams hear the business case from executives, but they do not hear the work impact.

The Expectation

Managers are expected to lead the change and answer practical questions.

The Failure Point

Managers are rarely equipped with the actual answers. Without manager enablement, the enterprise direction never reaches the frontline in a usable format.

The Three Practical Outputs of Change

If these only sit in a project folder, they do not prove maturity.



1. Change Story

A plain-language translation of business reasons into real work impact. Explains what leaders are committing to and what support is available.



2. Stakeholder Map

A rigorous view of affected groups, expected impacts, likely concerns, influence, readiness, and accountable leaders.



3. Change Rhythm

The regular cadence for sponsor messages, manager briefings, feedback review, issue escalation, and support updates.

Executive Evidence Rules: Verifying the Change

TIO Assessment Rule: Do not score Change based on communication volume. Score it based on understanding.

Impact Evidence



Change impact assessments showing exactly who is affected and how.

Preparation Evidence



Briefing materials explaining expected behaviors provided to managers before launch.

Readiness Evidence



Employee sentiment and readiness scores reviewed actively before and after launch.

Execution Evidence



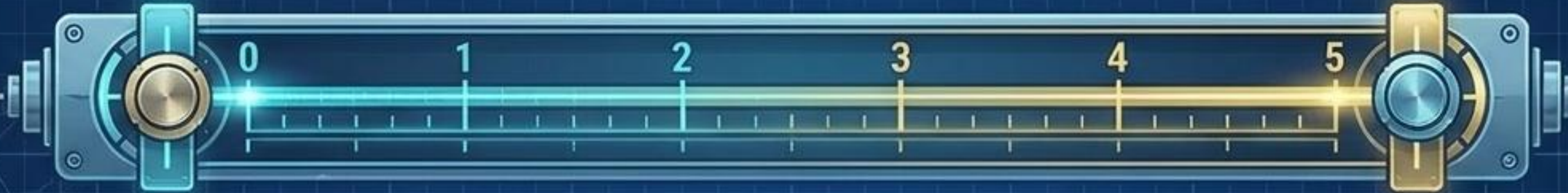
Change actions, concerns, and unresolved issues tracked with named owners and clear follow-up dates.

The Dashboard of a Mature Change Capability



A mature capability does not treat people as the last step in a project plan. It starts early, engineers the message, equips the managers, and adjusts the mechanics as people react, learn, resist, and adapt.

Maturity Matrix: Level 0 vs. Level 5



Level 0: Absent

- People are told late or not told at all.
- Change depends entirely on rumor, manager improvisation, or individual resilience.

Evidence

No clear story, no map of affected groups, no change rhythm.

Level 5: Optimized

- Continuous improvement in how the organization explains and absorbs new ways of working.
- The plan dynamically improves based on evidence, reducing resistance automatically.

Evidence

Reusable playbooks, active learning loops, trusted leadership behavior, and faster change capacity.

First Moves: Monday Morning Activation



Do not build a massive Change Management Office. Start by clearly explaining the work impact of one initiative.



Pick One Initiative: Select one active AI Use case, platform change, or work redesign.



Clarify the Change: Define exactly what is changing, who is affected, and what people need to hear first.



Create the Change Story: Draft the plain-language explanation of the work impact.



Map the Stakeholders: Identify the affected groups and their specific managers.



Open the Channel: Set up a feedback channel and a manager briefing prior to broad employee communication.

