FACILITATION SAMPLE

Change Readiness Conversation Guide

A practical structure for helping leaders and employees surface concerns, identify support needs, and clarify next steps during an organizational transition.

PURPOSE

Use this conversation before implementation - or at a meaningful transition point - to understand how people are experiencing the change. The goal is not to manufacture agreement. It is to surface what is clear, what remains uncertain, and what conditions will help people move forward.

Prepare the Conversation

Participants

Include the people most affected by the change, the leader accountable for implementation, and a neutral facilitator when trust or power dynamics may limit candor.

Pre-reading

Share a one-page change summary: what is changing, what is not changing, why the change is occurring, known dates, and which decisions remain open.

Psychological safety

State how input will be used, what will be documented, and what confidentiality can and cannot be promised. Allow anonymous input when appropriate.

Facilitator responsibilities

Keep the discussion focused without rushing discomfort. Separate questions from resistance, invite quieter voices, name unresolved issues, and avoid defending the change.

60-Minute Conversation Agenda

MINUTES	FOCUS	FACILITATOR AIM
0-5	**Welcome and ground rules**	Clarify purpose, decision boundaries, and how notes will be used.
5-15	**What is changing**	Review the transition in plain language; distinguish facts from open questions.
15-30	**Effects and concerns**	Explore how the change may affect roles, routines, relationships, and identity.
30-42	**Barriers and support**	Identify information, resources, authority, skills, and emotional support needed.
42-52	**Actions and ownership**	Convert themes into specific actions; name owners and realistic deadlines.
52-60	**Next steps and close**	Confirm follow-up, communication commitments, and issues that remain unresolved.

FACILITATOR WORKSHEET

Questions That Surface Readiness

Listen for patterns rather than isolated reactions. Readiness is not a personality trait; it is shaped by clarity, trust, capacity, influence, and the practical conditions surrounding the change.

01	What feels clear about this change, and what still feels uncertain?
02	What do you believe this change will make easier, harder, or different in your day-to-day work?
03	What are people concerned they may lose - including routines, relationships, influence, identity, or trust?
04	What information, resources, authority, skills, or support would help people move forward?
05	What should leaders communicate, decide, or do next to demonstrate that this conversation mattered?

FACILITATOR NOTE

Do not treat every concern as resistance. A question may signal missing information; hesitation may reflect workload, past experience, or low trust. Document themes in neutral language and be explicit about which issues can be acted on, escalated, or only acknowledged.

Action Tracker

Capture only commitments that have an owner. If an issue cannot yet be resolved, record the next communication or decision point.

ACTION / COMMITMENT	OWNER	DEADLINE	COMMUNICATION NEEDED

CLOSE THE LOOP

Within 48 hours, share the themes heard, actions assigned, decisions pending, and the date of the next update. Trust is shaped less by holding the conversation than by what happens afterward.