

CHANGE INTENT

What must be different and why now?

e.g. desired outcomes, urgency, and scope of change

1 Intentional Design

What success looks like

Define measurable outcomes and what “done” looks like

Who gains, loses, or faces uncertainty

Map stakeholder impact and emotional experience

What is fixed vs. flexible

Clarify constraints and where there is room to adapt

Where confusion or resistance may emerge

Anticipate friction points proactively

2 Enabled Leadership

How leaders must show up

Visible, consistent, and aligned with the change

What leaders must understand before launch

Key messages, context, and FAQs for leaders

Behaviors leaders reward or redirect

Signal the new through reinforcement and modeling

Where leaders test, experiment, and adjust

Create space for pilot, learn, and iterate

3 Continuous Sense-Making

How the change is explained

Narrative, channels, timing, and tone

Where interpretation and questions occur

Identify where meaning is made and capture it

How interpretation drift is detected

Pulse checks, feedback loops, and listening channels

Incentives, metrics, governance

Align reinforcement systems to sustain the change

HUMAN SYSTEM CHECK

Loss of autonomy, certainty, or fairness?

Consider SCARF: Status, Certainty, Autonomy, Relatedness, Fairness

What other pressures are already present?

Identify change saturation risk and competing priorities

What must remain consistent?

Protect psychological safety and team norms throughout the transition

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1

Intentional Design

2

Enabled Leadership

3

Continuous Sense-Making

HUMAN SYSTEM CHECK

Examine people impact across the full system
