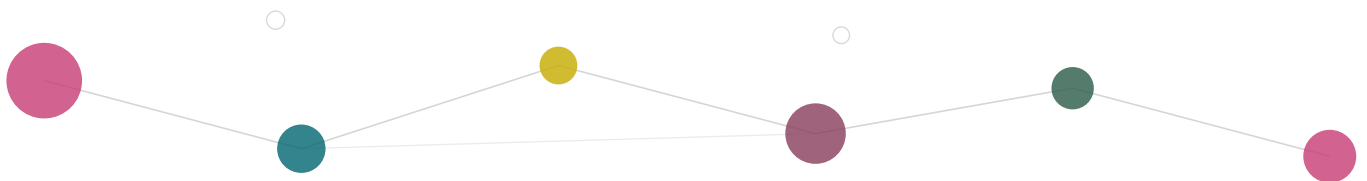




ACTIVATE BITES · REFLECTIVE TOOL

45 questions for leaders at a *transition* point





Most leaders know when something needs to change. What is less clear is what needs attention first. The tool uses the Prosci ADKAR® Model as a starting point, a framework built around how an individual moves through change.

Start with yourself and work through all five stages from your own perspective. Then use the same structure to explore what your team needs and what may be happening at the wider organisational level. Use this to clarify what is happening, what is needed, and where to begin.

LEVEL 1

Individual

You as a leader.

These questions are about you — your awareness, your willingness, your knowledge, your ability, and what will keep you on track.

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement

A AWARENESS

- 01 What has changed in your role or context that makes the current approach no longer enough?
- 02 Do you understand the reasons behind this change clearly enough to explain them to others?
- 03 What are you avoiding looking at?

D DESIRE

- 04 What do you genuinely want from this change, separate from what is expected of you?
- 05 Where are you holding back? What would you lose if this change fully succeeded?
- 06 On a scale of 1 to 10, how willing are you to change how you lead? What is behind that number?

K KNOWLEDGE

- 07 What do you know about how to lead this transition, and where are you still operating on assumption?
- 08 What new skills or behaviours does this change require from you that you have not yet developed?
- 09 What do you need to learn, and from whom?

A ABILITY

- 10 Where are you already behaving differently as a result of this change?
- 11 What is making it harder to act differently in practice?
- 12 What one thing could you do this week that would demonstrate the change in action?



LEVEL 1 · INDIVIDUAL

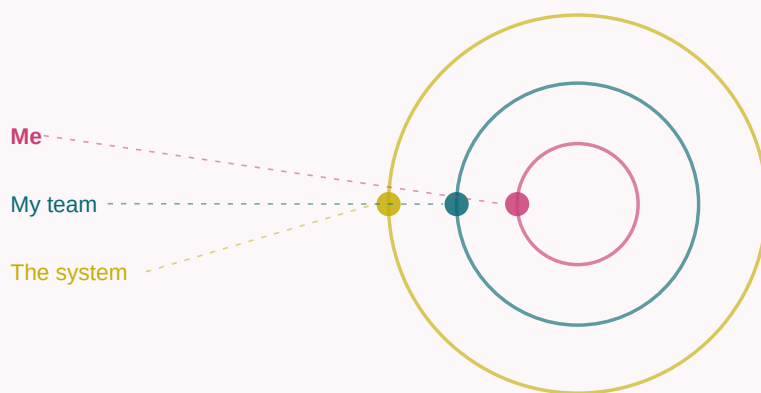
R

 REINFORCEMENT

- 13 What is helping you sustain the new behaviours, and what is pulling you back to old patterns?
- 14 How are you recognising your own progress, even where the results are incomplete?
- 15 What accountability structure do you have in place to keep yourself on track?

EXERCISE · THREE CIRCLES

In each circle, write what this transition looks like from that perspective — what is ending, what is uncertain, what is emerging.



What is ending?

What is uncertain?

What is emerging?

Where do the circles connect?

Where do they pull in different directions?

REFLECTION

“What would you lose if this change fully succeeded?”

Notes



LEVEL 2

Team

Your people and how you lead them through change.

Apply the same five stages to your team. Where are they in each one? What do they know, want, and need — and what are you, as their leader, responsible for providing?

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement

A AWARENESS

- 16 Does your team understand why this change is happening, the real reason, not just the official message?
- 17 What conversations are happening among your team about this transition that are not reaching you?
- 18 What does your team need to understand that they currently don't?

D DESIRE

- 19 Who on your team is genuinely engaged, and who is going along without real commitment?
- 20 What might each person gain or lose through this change, and how clearly do you understand that?
- 21 What would need to happen for your team to take real ownership of this change?

K KNOWLEDGE

- 22 Does your team know what is expected of them in the new situation, roles, priorities, ways of working?
- 23 Where are people filling knowledge gaps with assumptions or rumour?
- 24 What learning or support does your team need that they do not yet have access to?

A ABILITY

- 25 Is your team able to work in the new way, or are old structures and habits still running the show?
- 26 Does your team feel safe enough to try, fail, and course-correct without fear?
- 27 What is the smallest experiment your team could run this month to build real capability?

R REINFORCEMENT

- 28 How are you recognising and naming the progress your team is making?
- 29 Which accountability conversations are you still avoiding with your team?
- 30 What would you expect to see in three months if the team were working in a new way?



LEVEL 2 · TEAM

EXERCISE · KNOWLEDGE MAPPING

Map your collective knowledge across four quadrants. The third and fourth are where the highest risk lives.

What we know

What we assume

What we don't know

What we fear

REFLECTION

“Who on your team is genuinely on board — and who is going through the motions? Who on your team is actively engaging with the change, and who may still be holding back?”

Notes



LEVEL 3

System

The wider organisation and what it is asking for.

Widen the lens to the organisation as a whole. The same five stages applied at the systemic level. Where is the organisation in each one?

A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement

A AWARENESS

- 31 What signals from the market, leadership, or key stakeholders have made this change necessary?
- 32 What does this transition reveal about how the organisation actually operates beneath the official version?
- 33 Which parts of the organisation are still not aware that change is needed, or are actively denying it?

D DESIRE

- 34 Where does genuine desire for this change exist in the organisation, and where is it absent?
- 35 What organisational incentives or structures are working against people's willingness to engage?
- 36 Who has the most to lose from this change, and how is that showing up?

K KNOWLEDGE

- 37 Where is information getting filtered or distorted before it reaches the people who need it?
- 38 What knowledge or expertise in the organisation is not being used to support this transition?
- 39 What does the organisation need to understand now in order to move forward?

A ABILITY

- 40 Which processes, structures, or approval layers are slowing the organisation's ability to change?
- 41 Where is the organisation changing what people do without changing the conditions they work in?
- 42 What would need to change structurally for new behaviours to actually stick?

R REINFORCEMENT

- 43 What is the organisation rewarding right now, and does it match the change it wants to make?
- 44 What is in place to keep this change going after the initial push?
- 45 In twelve months, what will be different about how this organisation operates, and how will you know?



LEVEL 3 · SYSTEM

EXERCISE · FORCE FIELD

Two columns: what is driving this change forward, and what is pushing back. Where is energy concentrated? Where is resistance strongest?

Driving forward

Pushing back

REFLECTION

“In twelve months, what will be different about how this organisation operates — and how will you know?”

Notes



ELEMENTS

Activate change

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