

Change Readiness Assessment

Prepared By *Rhythm* **Engine**™

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Roseland Enterprise

Assessment Stage	Pre-Change
Report Date	13 August 2026
Total Respondents	150 respondents (99.3% response rate – 150 of 151 invited)
Employees	135 (90% of total)
Managers	15 (10% of total)
Teams in Scope	Customer Support Team, Finance & Admin Team, Onboarding Team, Warehouse Team, Installation Team, Maintenance Team, People & Culture Team, Roseland Enterprise, Fleet Team, Corporate & Customer Services, Operations & Delivery, Enzo Callaghan
Hierarchy Levels	Business unit → Division → Team

Roseland Enterprise is preparing to launch a site-wide HRIS implementation. Before locking in the launch date, it has engaged Rhythm Engine™ to test whether its people and leaders are actually ready to carry it.



NOT CLEARED FOR LAUNCH

Roseland Enterprise has the motivation to change. It does not yet have the sponsorship conditions to sustain it.

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Executive Summary

Two scores anchor this assessment: whether Roseland Enterprise's people are ready to absorb this change, and whether its leaders have earned the credibility to carry it.



ADOPTION READINESS: 31.4/40 – HIGH

A capable, motivated workforce, above the readiness floor. Roseland Enterprise can absorb this change. The question is whether leadership can direct that willingness before it erodes.



SPONSORSHIP CREDIBILITY: 23.4/40 – LOW

Employees and managers don't experience senior leaders as visible, honest, or safe to raise concerns with, below the credibility floor. Roseland Enterprise has the will to change. It doesn't yet have leadership credible enough to carry it.

What's the Likelihood of Success?

Willing people, leaders not yet trusted to carry it. 75% of respondents sit in Motivated but Lost, 25% in Optimal, and none in High Risk or Capable but Wary.

A broad launch from this baseline isn't recommended. Closing the gap starts with sponsorship credibility.

	<i>Low Sponsorship</i>	<i>High Sponsorship</i>
<i>High Adoption</i>	➤ MOTIVATED BUT LOST Org ready; leaders won't carry it	OPTIMAL Proceed. Conditions are strong
<i>Low Adoption</i>	HIGH RISK Significant redesign required.	CAPABLE BUT WARY Leaders credible; org not ready.

Your Next Move

NO INTERVENTION

Launches as is, with no intervention. Compliance won't stick, people don't yet trust their leaders. Strain compounds, and fixes get costlier the longer it waits.

Outcome: unsustained adoption, high risk of reversion.

TRADITIONAL CHANGE

Traditional change mechanics (comms; training etc.) sharpen process, not sponsorship or manager load. Works where managers already cope, adds weight everywhere else.

Outcome: uneven adoption, strong in pockets, fragile elsewhere.

EXPERIENTIAL CHANGE - RECOMMENDED

Targets the exact gaps the diagnostic found: sponsorship visibility, manager enablement, readiness by team. Built for this organisation, not applied to it.

Outcome: sustained, measurable adoption that holds past rollout.

ARE YOUR PEOPLE READY?

Adoption Readiness



ADOPTION READINESS: 31.4/40 – HIGH

The Adoption Readiness score measures the degree to which employees and managers feel **equipped**, **supported**, and **capable** of absorbing significant change.



Competence & Capability

Do people have the skills, and the time, to work in new ways?



Change Track Record

Has change stuck here before, or has it faded once the pressure came off?



Change Load & Capacity

Do people have the bandwidth to take this on, on top of what they're already carrying?



Manager as Enabler

Are managers actively engaging with the change and genuinely hearing concerns, not just passing

This section measures the adoption readiness for the entire organisation. To see a team level breakdown, see the 'Team Level' breakdown on page 9.

Dimension Breakdown: Adoption

Adoption Readiness is composed of four dimensions, each scored on a 2–10 scale (the sum of two questions per dimension), normalised here to a 1.0–5.0 average for comparability.

Dimension	Avg. Score	Status
1A – Competence & Capability	4/5.0	Above threshold
1B – Change Track Record	3.9/5.0	Above threshold
1C – Change Load / Capacity	3.9/5.0	Above threshold
1D – Manager as Enabler	4/5.0	Above threshold

So What

Adoption readiness isn't the constraint here. It confirms the organisation has what it needs to take this on; so, if the change stalls, the reason won't be here.

Now What

- **Competence & Capability:** Build the skills training into the rollout itself, not a one-off session weeks before launch. Skills fade fast without reinforcement.
- **Change Track Record:** Name what worked last time and repeat it deliberately. A good track record is a pattern you build, not a mood people are in.
- **Change Load & Capacity:** Audit what's already running before adding this on top. Capacity is finite, and change competes directly with business as usual.
- **Manager as Enabler:** Give managers a real role in shaping how the change lands with their team, not just a script to relay. People trust what their manager has actually helped shape.

CAN YOUR MANAGERS DRIVE THE CHANGE?

Sponsorship Credibility



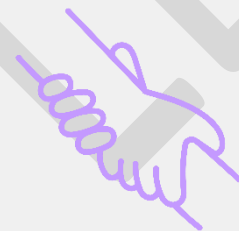
SPONSORSHIP CREDIBILITY: 23.4/40 LOW

The Sponsorship Credibility score measures the degree to which employees and managers experience **senior leadership** as **visibly modelling change**, **communicating with honesty**, **walking the talk**, and **creating the psychological safety** needed to raise concerns.



Visible Sponsorship

Do senior leaders visibly model the change themselves, and stay present when things get hard, not just show up for the launch?



Walk the Talk

Does the change apply to leaders as much as it does to staff, and do their words match what actually happens?



Honest Communication

Does the change apply to leaders as much as it does to staff, and do their words match what actually happens?



Psychological Safety

Is it safe to say you're struggling with the change, and is the support genuine, not performance management in disguise?

This section looks at all employee within Roseland Enterprise. For a detailed analysis of the Manager cohort only, see the 'Manager' Section on Page 14.

Dimension Breakdown: Sponsorship

Dimension	Avg. Score	Status
2A – Visible Sponsorship	2.9/5.0	Below threshold
2B – Walk the Talk	2.9/5.0	Below threshold
2C – Honest Communication	2.9/5.0	Below threshold
2D – Psychological Safety	2.8/5.0	Below threshold

So What

Managers are carrying this change without visible backing from above, absorbing pressure from both directions with nowhere to put it. Left unaddressed, it doesn't just risk this rollout, it costs trust in the next one. The fix isn't "communicate more", it's knowing exactly which behaviour to rebuild, and in what order, before launch.

Now What

All four dimensions land within a tenth of a point of each other; that's not four separate problems, it's one credibility gap showing up four different ways.

- **Visible Sponsorship:** Leaders aren't being seen enough for staff to believe they're driving this personally.
- **Walk the Talk:** What leaders say and what leaders do aren't lining up, and people notice the gap before they ever mention it out loud.
- **Honest Communication:** Leaders are seen selling the change more than levelling with people about what's actually hard about it.
- **Psychological Safety:** The lowest of the four, and the one that decides whether any of this surfaces before launch, or only after.

Our Recommendation

Closing a gap like this isn't a single fix, and it isn't the same fix for every organisation.

- The largest gap in this data sits between what managers believe about psychological safety (3.7) and what employees actually feel (2.7–2.8), a blind spot invisible from leadership's view, and exactly what a generic program misses.

- A diagnostic pinpointing which behaviour is doing the most damage, and with which leaders.
- A sequenced plan built around your organisation's actual risk areas, not a standard template.
- Manager-level support, so the people caught in the middle aren't carrying this alone.
- A re-test before launch, to confirm the shift, not just declare it.

What this Sample *Doesn't Show*

This has been a sample report; a high-level view of what Rhythm Engine™ surfaces, built from a synthetic, illustrative dataset. It's enough to show you the shape of the diagnostic, not the full depth of it.

A full *Rhythm Engine*™ report goes considerably further, and includes:

- **Manager breakdown:** full managerial load analysis, sponsorship chain overview, the manager-specific dimension breakdown, and the load band × sponsorship chain cross-analysis identifying your highest-risk cohorts.
- **Team-level breakdown:** every team named individually, with response counts, their Adoption and Sponsorship scores, manager load, and exact quadrant position, so you know precisely where to act first.
- **Next Steps & Recommended Support:** bespoke initiatives built specifically from your own data, not a template, sequenced for your organisation alone.

We've kept this sample deliberately high level. The data can go considerably deeper than what you've seen here... we've simply chosen not to show it.

Because the value was never the report, it's The Outlier Group doing the work that gets you from “not cleared” to actually ready to launch.

Know before you launch.

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OUTLIER