

Organisation Readiness Overview

Prepared for

Meridian Financial Group

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5 teams · 47 respondents

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K

KNOW

B

BUILD

S

SEEK

About This Report

This report aggregates individual Change Readiness Profile data to give you a population-level picture of how your organisation is equipped to navigate change. It does not identify individuals. It identifies patterns, risks and preparation priorities across teams — so you can direct resources where they will have the most impact.

What this report shows

A friction risk ranking of every team assessed, based on a composite score reflecting threat sensitivity, developmental gaps, and personal stakes. Teams with higher friction scores need more preparation investment before the change lands. The action brief translates this data into specific organisational priorities.

What the individual reports cover

Every respondent receives their own confidential Change Readiness Profile with personalised narrative, coaching questions and preparation guidance. Two editions are available: the Executive edition is designed for leaders working closer to the change path, typically with coaching support and greater influence over how the change is shaped. The Professional edition is designed for the wider population, with direct language and concrete preparation actions. Individual reports are not shared with the organisation.

Know — what the wiring distribution tells you

The proportion of your population with high threat sensitivity, high drive, or both firing simultaneously (coactivation) shapes your communication strategy. A population dominated by threat-sensitive wiring needs information earlier, in more specific detail, and with more processing time than a drive-dominant population.

Build — where development investment pays back

Conscious-level traits like adaptability, awareness, optimism and feedback receptiveness genuinely respond to coaching and practice. Where the aggregate data shows population-level gaps, targeted development initiatives commissioned before the change will measurably improve readiness. This is where preparation budgets deliver the clearest return.

Seek — a shared responsibility

Readiness is not one-sided. Individuals are expected to actively seek the conditions they need — not wait for them to be provided. But they can only do that if the organisation creates an environment where seeking is legitimate and possible. If your population shows high safety intensity, your job is to make managers available, involve people in shaping the change, and ensure nobody is penalised for naming what they need. Their job is to speak up. Both sides have work to do.

Minimum group sizes and confidentiality

Team-level data is only reported where the team contains seven or more respondents. No individual scores appear in this report. Distribution percentages are rounded to prevent identification in small teams. Individual reports remain confidential to the respondent and are not shared with the organisation under any circumstances.

HOW TO USE THIS REPORT

Start with the Friction Risk Ranking to see which teams need the most attention. Use the Action Brief to shape your communication strategy, development commissioning and environmental design. Share the Action Brief with the change leadership team. Do not share individual data. Direct team managers to work with individual reports in coaching conversations — not to aggregate or compare their team members.

TECHNICAL INFORMATION & PRIVACY

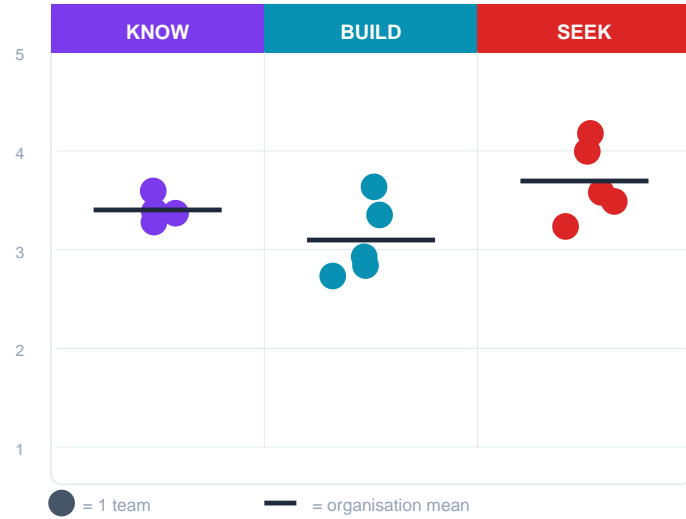
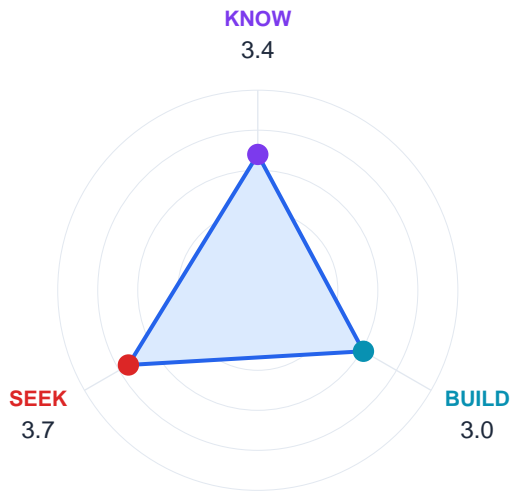
For technical documentation, privacy policy, and information on how these reports were generated, visit:

jwconsult.pl/downloads

SECTION 1

Organisation Snapshot

The radar shows the organisation mean across Know, Build and Seek. The strip chart shows each team's mean — so you can see how much variation exists across the organisation. The dark line marks the organisation mean. Wide spread means different teams need different approaches.



KNOW
 Organisation mean
3.4 / 5

BUILD
 Organisation mean
3.0 / 5

SEEK
 Organisation mean
3.7 / 5

SECTION 2

Team Friction Risk Ranking

Teams are ranked by composite friction risk — a weighted score reflecting threat sensitivity, developmental gaps, and personal stakes across the team. Higher scores indicate more preparation investment needed before the change lands.

RANK	TEAM	N	FRICION RISK	KEY SIGNALS
1	Operations & Processing	12	 3.1	<i>High threat sensitivity; Low feedback capacity</i> HIGH
2	Risk & Compliance	8	 3.0	<i>High threat sensitivity; Low feedback capacity</i> HIGH
3	Client Services	11	 2.8	<i>High threat sensitivity; Low feedback capacity</i> HIGH
4	Digital Transformation	9	 2.3	<i>78% high identity stakes</i> MODERATE
5	People & Culture	7	 2.1	<i>No elevated signals</i> MODERATE

ORGANISATION OVERVIEW

Across 47 respondents in 5 teams: mean threat sensitivity 3.5/5, mean adaptability 3.0/5, mean feedback receptiveness 2.8/5. Organisation-wide, 51% show high safety stakes and 64% show high identity stakes.

SECTION 3

Organisation Action Brief

Based on the aggregate readiness data, three action areas align with the Know, Build and Seek framework. These are organisation-level environmental actions — individual preparation is covered in each person's individual report.

KNOW — COMMUNICATION STRATEGY

Across the organisation, 62% of respondents have elevated threat sensitivity (inhibition-dominant or coactivation patterns). This means the majority of your population needs information early, needs it to be specific rather than aspirational, and needs time to process before being asked to commit. Front-load communication. Answer 'what does this mean for me' before 'why this is exciting.'

BUILD — DEVELOPMENTAL PRIORITIES

The organisation's primary developmental gap is feedback (mean 2.8/5), followed by adaptability (mean 3.0/5). Across all teams, 16 individuals score at the Building level for feedback — indicating substantial preparation investment needed. Consider commissioning targeted coaching or workshop interventions focused on these two areas before the change goes live. These are conscious-level traits — they genuinely respond to development. The investment is worth making.

BUILD TRAIT MEANS:

Adaptability: 3.0

Awareness: 3.4

Optimism: 3.0

Feedback: 2.8

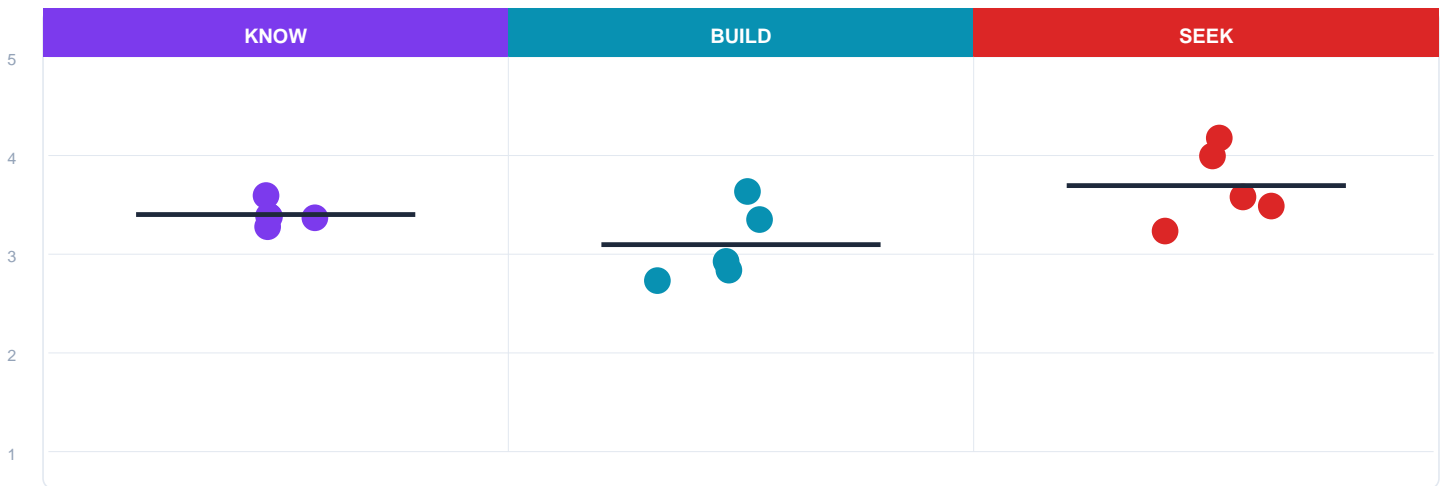
SEEK — ENVIRONMENT TO ENABLE

The dominant Seek signal across the organisation is Identity — 64% of respondents show high identity intensity. This means recognition and contribution are the primary personal stakes. The organisational action is to make it clear how performance will be measured through the transition, ensure contribution remains visible, and create legitimate channels for people to advocate for clarity on their role and value.

SECTION 4

Team Distribution & Change Planning

TEAM DISTRIBUTION ACROSS KNOW · BUILD · SEEK



● = 1 team — = organisation mean

ACTION MATRIX — BEFORE · DURING · AFTER THE CHANGE

	BEFORE	DURING	AFTER
KNOW	Front-load specific information. Answer 'what changes for me' before 'why this is exciting.'	Maintain a regular information cadence. Repeat key messages — this population processes slowly and thoroughly.	Debrief openly. Allow people to name what was harder than expected without judgement.
BUILD	Commission targeted coaching on taking input from others — the primary preparation gap (org mean 2.8/5).	Provide ongoing support for taking input from others through the transition. Practice under real conditions is where development sticks.	Reassess taking input from others post-change. Measure whether the intervention shifted readiness for next time.
SEEK	Clarify how performance will be measured through the transition. 64% care strongly about recognition.	Keep contribution visible. Ensure people know their work is seen even as structures shift.	Recognise the effort. Name what people did well through the transition — explicitly.

SECTION 5

At a Glance — Team Priority Actions

One priority action per team for each of Know, Build and Seek — derived directly from each team's assessment data.

Operations & Processing · 12 respondents

HIGH

- K** Lead with specifics and processing time — this group checks for risk before committing.
- B** Top priority: flexibility under pressure (7 needing development). Commission targeted coaching before the change.
- S** Autonomy is the dominant stake (92%). Schedule one-to-ones before announcing.

Risk & Compliance · 8 respondents

HIGH

- K** Lead with specifics and processing time — this group checks for risk before committing.
- B** Top priority: taking input from others (5 needing development). Commission targeted coaching before the change.
- S** Autonomy is the dominant stake (88%). Schedule one-to-ones before announcing.

Client Services · 11 respondents

HIGH

- K** Lead with specifics and processing time — this group checks for risk before committing.
- B** Top priority: positive reframing (5 needing development). Commission targeted coaching before the change.
- S** Recognition is the dominant stake (55%). Clarify how performance will be measured.

Digital Transformation · 9 respondents

MODERATE

- K** Channel the drive toward preparation, not just enthusiasm — detail needs to land alongside energy.
- B** Top priority: self-awareness (1 needing development). Commission targeted coaching before the change.
- S** Recognition is the dominant stake (78%). Clarify how performance will be measured.

People & Culture · 7 respondents

MODERATE

- K** Channel the drive toward preparation, not just enthusiasm — detail needs to land alongside energy.
- B** Top priority: taking input from others (1 needing development). Commission targeted coaching before the change.
- S** Stakes are distributed — rely on individual reports and coaching conversations.

NOTE

These actions are derived from personality data only. They do not account for skills, workload, organisational context, or the specific nature of the change.