

The Change Readiness Profile

Assessment Suite

Your people are about to walk into a change. Do you know how they are wired to respond? What they can realistically develop before it lands? What conditions they will need from you to navigate it well?

The Change Readiness Profile answers all three — with one 10-minute assessment and reports for every level of the organisation.

WHAT YOU GET

- **Individual Report**
8 pages · Executive or Professional edition · Per person
- **Team Report**
5 pages · Manager-facing · Per team
- **Organisation Report**
4 pages · Friction risk ranking · Per organisation

K

KNOW

B

BUILD

S

SEEK

One assessment. Four reports. Every level.

Change readiness is not a single number. An individual preparing for a restructure needs different information from the manager shaping their team's transition plan, who needs different information again from the director allocating preparation budget across twenty teams. The Change Readiness Profile delivers all three perspectives from one 10-minute assessment.

WHO THIS IS FOR

Leaders and senior teams

commissioning change and needing to understand the readiness landscape before they commit resources

Change management professionals

looking for a personality-based diagnostic to complement their existing frameworks and stakeholder analysis

HR and OD directors

responsible for equipping the organisation and wanting data that shows where preparation investment will pay back

Internal change champions

who understand that successful change depends on people, and need a credible tool to make that case to the business

WHY THIS MATTERS BEFORE THE CHANGE LANDS

Most readiness assessments measure engagement, skills gaps, or sentiment. Those are useful once the change is underway. But they miss the personality-level factors that predict how people actually respond to uncertainty — the factors that are stable regardless of what the change turns out to be. This assessment measures those factors before the change begins, when there is still time to prepare.

THE REPORTING SUITE

Individual Report

Personal readiness profile

8 pages · 2 editions

Delivered to the individual. Executive edition for leaders and coaches, Professional edition for wider populations. Their data, their choice what to share.

Team Report

Management tool

5 pages

Aggregate team picture for the manager. Wiring distribution, trait breakdowns, and a Manager Action Brief with three data-driven preparation steps.

Organisation Report

Strategy tool

4 pages

Friction Risk Ranking across all teams. Colour-coded by risk level. Organisation Action Brief with trait-level heat map and strategic recommendations.

Team and Organisation reports scale at near-zero marginal cost.

No additional assessment. No additional AI generation. The more people assessed, the richer the picture.

The science behind the readiness picture

The Change Readiness Profile is built on a validated 247-item personality bank developed by Jenny Watson Consulting with input from Chartered Psychologist Dr. Clare L. Cooper. It measures personality at three distinct levels — because not everything about personality works the same way, and treating it as if it does is why most personality feedback fails to change anything.

THREE LEVELS OF PERSONALITY

WIRED

Neurological baseline. Fixed. Stable across situations and time. Your alarm system, your drive, your curiosity threshold. Understand these and prepare around them.

FELT

Conditionally malleable. Emotional responses shaped by circumstance. Not reliably developable within the timescales of a change programme, but useful to observe and account for.

CONSCIOUS

Genuinely plastic. Cognitive and contextual traits that respond to coaching, practice, and deliberate effort. This is your realistic preparation agenda — where investment before the change pays back.

KNOW · BUILD · SEEK

Every finding in the report sits in one of three action-oriented sections. The reader always knows not just what the data shows, but what to do about it.

KNOW *What is your fixed wiring going into this change?*

Behavioural inhibition, activation, and curiosity. The relationship between these three signals is the primary diagnostic — not any single score. A strong threat-detection system is an asset if you know how to work with it.

BUILD *What can you realistically develop before this lands?*

Adaptability under pressure, self-awareness, optimism, and feedback receptiveness. Four traits that are amenable to coaching and practice — and that predict how well someone navigates new demands.

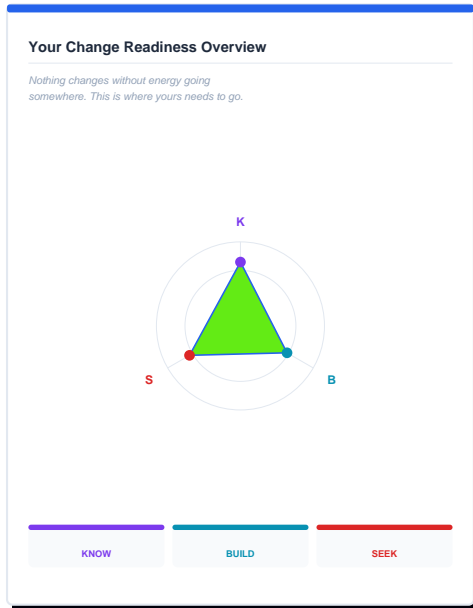
SEEK *What conditions does your personality tell us you need?*

How much recognition and how much autonomy matter to this person — and therefore what they should actively pursue during the transition. Seeking those conditions is a legitimate, adult response to change, not a weakness.

Shared responsibility.

Individuals are expected to seek what they need — not wait. But they can only do that if the organisation creates conditions where seeking is legitimate. Both sides have work to do.

The report your people actually read



Every respondent receives their own 8-page report within one working day. It belongs to them — not their employer. What they choose to share is entirely their decision.

The report opens with a three-spoke snapshot showing the shape of their readiness. Then each section delivers two things: what to draw strength from, and where to direct preparation energy. No personality labels. No deficit framing. Every finding lands with an action orientation.

The closing pages map how the three dimensions interact and offer structured reflection questions — designed for the first coaching conversation or for self-directed preparation.

For change consultants:

The individual report gives you a diagnostic starting point for every coaching conversation — grounded in data, not impression.

TWO EDITIONS — SAME ASSESSMENT, SAME PRICE

Different readers process information differently. The Executive edition explains the psychology for leaders and coaches who want to understand mechanism. The Professional edition translates the same findings into felt experience for readers who want clarity on what to do.

Executive Edition

For leaders, coaches, reflective use

- Explains the science behind each finding
- References numerical scores in narrative
- Trusts the reader to connect insight to action
- Multiple ideas per paragraph, higher density

Professional Edition

For wider populations, practical preparation

- Translates constructs into felt experience
- Closes the loop: feel X, therefore do Y
- One idea per paragraph, clear language
- Designed for team briefings and self-directed use

Delivered within one working day.

Reports go directly to the individual. Sharing with an employer is always their choice.

From individual data to organisational intelligence

The same assessment data that generates individual reports also powers aggregate reporting for managers and leadership teams. No additional assessment. No additional generation cost. The individual completes one assessment; the organisation gets insight at every level.

TEAM REPORT *The shape of the room before you walk in*



Team Snapshot page

If you are managing a team through change, you need to know what you are walking into — not individual scores, but the aggregate picture. Where is the caution concentrated? Which developable traits need the most preparation? What conditions will your people be seeking from you?

The Team Report gives you a team-level radar, a wiring distribution chart, Know/Build/Seek breakdowns in plain English, and a Manager Action Brief with three data-driven preparation steps.

- 5 pages
- Min. 7 respondents per team
- Plain English throughout
- No individual data shown

For change champions:

Use the Manager Action Brief to give line managers three concrete steps — not theory.

ORGANISATION REPORT

Where to invest your preparation budget



Friction Risk Ranking page

Change programmes rarely fail because of the plan. They fail because preparation investment lands in the wrong places. The Organisation Report shows the leadership team exactly where readiness friction is concentrated — teams ranked and colour-coded by risk level.

The Organisation Action Brief translates the data into three strategic recommendations with a trait-level heat map showing where developmental investment is most likely to pay back across the whole organisation.

- 4 pages
- All teams ranked and compared
- Composite friction scoring
- Team-level aggregates only

For HR and OD directors:

The friction ranking makes the business case visible — which teams need resource, and how much.

From commission to preparation

- 1 Commission**
Tell us the scope — how many people, how many teams, which edition. We set up a branded assessment link and brief your internal communications.
- 2 Complete**
Each person completes a 10-minute online assessment. 34 items, two response scales. No right answers, no trick questions. Responses are confidential.
- 3 Receive**
Individual reports are delivered within one working day — directly to each person. Team and Organisation reports follow once all responses are in.
- 4 Prepare**
Your people know what to work on. Your managers know the shape of their teams. Your leadership team knows where preparation investment will pay back. The change can land on people who are ready for it.

CREDENTIALS

Jenny Watson GMBPsS MCIPD — Graduate Member of the British Psychological Society, Chartered Member of the CIPD. 20+ years of director-level HR and OD experience across the UK, Middle East, Switzerland and Europe.

Dr. Clare L. Cooper MA PGDip PhD CPsychol — Chartered Psychologist and Affiliate Partner. 19 years of applied psychology experience.

All assessments draw from a validated 247-item personality bank built on the POISE framework (Purpose, Others, Identity, Safety, Energy), measuring personality across three levels.

Ready to prepare your people?

Get in touch to scope your assessment.

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People. Understood.