

Can Your Organization Absorb Another Change

An executive check before committing to implementation.

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Allow 15 minutes with the sponsor and an affected manager. Define a specific scope and start date. Mark each condition 0 absent, 1 partial, or 2 evidenced. Leave unknowns blank. The check prompts a decision conversation; it does not predict success.

Condition	Evidence to look for	Score
Purpose	Affected people can explain the work change.	
Alignment	Leaders agree on the scope and priorities.	
Competing work	Other initiatives affecting the same people are visible.	
Capacity	Time is available after essential work and existing changes.	
Learning	People have protected practice and feedback.	
Managers	Managers can explain their decision boundaries.	
Communication	Questions have a channel and an accountable responder.	
Process	Normal and exception workflows have been tested.	
Ownership	One accountable owner can resolve implementation issues.	
Authority	The necessary approvals and stop decisions are assigned.	

Interpretation and decision record

If any condition is unknown, obtain the missing evidence before treating the total as complete. If Capacity, Process, Ownership, or Authority is 0, pause or narrow the proposed scope until the missing condition is addressed.

Complete total	Discussion route
0 to 7 of 20	Pause or reduce the commitment; several enabling conditions are absent.
8 to 14 of 20	Consider a bounded pilot or sequence the work with explicit conditions.
15 to 20 of 20	Consider proceeding within the assessed scope if critical conditions are in place.

These are practitioner triage bands, not validated cutoffs. A score is not permission to ignore a safety, legal, contractual, or operational requirement. Document the authorized leader's decision and any dissent.

Working record	Your response
Change scope and proposed date	
Unknown or failed condition	
Proceed pilot sequence reduce or pause	
Condition to satisfy and owner	
Evidence required	
Next gate date	

Completed example and immediate actions

Fictional example: a scheduling pilot has scores 2, 2, 1, 0, 1, 2, 1, 2, 2, 2, totaling 15 / 20. Capacity is 0, so the favorable total does not support proceeding. The sponsor narrows the pilot and arranges coverage before repeating the check.

First, put competing initiatives and essential work on one list. Second, name the work that will be reduced or covered to make room. Third, book a decision gate where the sponsor reviews actual evidence of coverage, practice, and tested workflows. If the conditions remain absent, revise the commitment again.

The Change Capacity System adds thirteen evidence areas, weighted scoring, critical-condition overrides, initiative-load calculations, mitigation tracking, and a 30/60/90 monitor. Current availability: <https://www.iamleewilliams.com/store/> .

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