Sample · invented company

Change Check-up · Written diagnostic

Larkspur Supply

Moving three warehouses onto a new warehouse management system, month 4 of 9

Prepared for
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Working session
October 12, 2026

Report date
October 15, 2026

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1 · What we heard

In your words

- Shift supervisors are fixing the same scanning errors every week, and the fixes stay on their shift.
- “We hear about problems from the vendor before we hear about them from our own people.”
- Two new initiatives, a safety audit and a new labor-planning tool, landed in month three.
- Supervisors say they understand why the system is changing; they don't feel they have time to make it work.

2 · The Loop

Where this change is strong, and where it's stuck

The Unfrozen Loop looks at the five things a change needs from the middle of an organization. I rate each part on four levels, defined below the table. The part rated lowest is where I would start: **Review on a rhythm, then hold the pace**.

Loop part	Your self-check	My read	What we heard
Surface both ways	Strained	**At risk**	Problems reach the project team through the vendor first.
Make sense together, top included	Holding	**Holding**	Supervisors say they understand why the system is changing.
Start it close to the work	Strained	**Strained**	Shift supervisors fix the same scanning errors every week, shift by shift.
Review on a rhythm, then hold the pace	At risk	**Stuck**	No regular review meeting exists.

Loop part	Your self-check	My read	What we heard
The middle's own weather	Strained	**Strained**	Supervisors are running the new system, the old reports and the safety audit at once.

The four levels

Holding	This part is working, and the session turned up a recent example of it working.
Strained	It is working, but only because a few people are putting in extra effort.
At risk	It works some of the time, and the session turned up at least one recent example of it failing.
Stuck	It isn't working, or nobody could point to a time it last worked.

Two views, kept apart. "Your self-check" is where your answers put each part, shown here on my four levels. "My read" is my judgment after the working session, next to the thing we heard that supports it. Where my read differs from your self-check, that is the reason. The Loop is a working model, and the self-check is a conversation starter, not a research instrument.

3 · Risks

The 3 biggest risks

1 · Review on a rhythm, then hold the pace

Nothing reviews the rollout, and nothing gives it time to set

What we saw. There is no regular meeting where the people running the system on the floor review what's working. Fixes happen shift by shift and aren't written down. Two new initiatives arrived in month three.

Why it matters. Without a review rhythm, the same errors keep costing time, and each new initiative pulls attention from a change that hasn't settled.

2 · Surface both ways

What supervisors learn isn't reaching the people who can fix it

What we saw. Supervisors know where the scanning errors come from. The project team hears about them from the vendor, late, and without the context.

Why it matters. Problems get fixed slowly and once, instead of fast and for everyone.

3 · The middle's own weather

The supervisors carrying the change have no room to carry it

What we saw. Supervisors are running the new system, the old reports and the new safety audit at the same time.

Why it matters. When there's no room, people protect the daily numbers and the change waits.

4 · Next 30 days

What to do first

	Move	Owner	By
1	Start a 30-minute review every second Thursday, run by the shift supervisors, that ends with one named fix and one owner.	Shift supervisors, with the site manager	October 23, 2026
2	Freeze new initiatives for 60 days, and say so in writing.	Dana Whitfield	October 20, 2026
3	Take one recurring report off each supervisor's plate until go-live at the third warehouse.	Operations analyst	October 30, 2026

5 · The research behind it

Read further

Each risk above maps to a part of the Loop. These pages summarize the studies on it in plain language, with links to every original paper.

Review on a rhythm, then hold the pace: 5 studies
unfreeze.us/atlas/loop/review-then-hold-still/

How long should a change settle before the next one?
unfreeze.us/atlas/answers/how-long-should-a-change-settle/

Surface both ways: 23 studies
unfreeze.us/atlas/loop/surface-both-ways/

Why doesn't bad news reach senior leaders?
unfreeze.us/atlas/answers/why-doesnt-bad-news-reach-leaders/

How can middle managers get ideas heard by senior leaders?
unfreeze.us/atlas/answers/how-to-get-ideas-heard-by-senior-leaders/

The middle's own weather: 26 studies
unfreeze.us/atlas/loop/the-middles-own-weather/

How does change affect middle managers themselves?

unfreeze.us/atlas/answers/middle-manager-strain-during-change/

Should you cut layers of middle management?
unfreeze.us/atlas/answers/should-you-cut-middle-management/

From one session, the clearest gap is a review rhythm on the floor. What I can't tell yet is whether the system design itself needs changes, or whether the night shift sees the same errors; the first two reviews will show both. Start the review first; the other two moves make room for it.

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30-day follow-up call
November 12, 2026

Prepared for Larkspur Supply only. This diagnostic reflects one working session and the answers provided; it is a starting point for decisions, not a guarantee of results. Unfrozen is an independent project by Gabriel Lopez. The views expressed are my own and do not represent the views of my employer, the U.S. Government, or any organization I'm affiliated with.