

Change Readiness Assessment

1. The executives in the company are:

Satisfied with the way things are now	Dissatisfied, but not overly concerned about the present state	Very dissatisfied with the present state of the company
1 2 3	4 5 6 7	8 9 10

2. The sponsor or champions of change:

Has not been identified or has low respect and is distrusted by the organization	Is somewhat respected and trusted by the organization	Is highly respected and trusted by the organization
1 2 3	4 5 6 7	8 9 10

3. Teamwork:

Is rarely demonstrated because people work very independently	Is demonstrated during special projects and in areas that are highly interdependent	Is highly valued and demonstrated at all levels
1 2 3	4 5 6 7	8 9 10

4. Leaders in this organization:

Are opposed to providing the people and resources necessary to successfully implement changes	Are reluctant to provide the people and resources that are necessary to successfully implement changes	Are willing to provide the people and resources that are necessary to successfully implement changes
1 2 3	4 5 6 7	8 9 10

5. If we do not change, we are likely to:

Maintain financial and market share position	Experience some financial difficulties or loss of market share	Experience severe financial difficulties or loss of market share
1 2 3	4 5 6 7	8 9 10

6. Key people in the organization are seen as:

Weak advocates or resisters of change	Mild advocates of change	Strong advocates of change
1 2 3	4 5 6 7	8 9 10

7. Front-line people in our organization:

Are given little or no input into the decisions that they must implement

1 2 3

Have input into decisions but must get approval before making decisions or changes

4 5 6 7

Are given the authority to make and implement decisions to do their work effectively

8 9 10

8. Leaders are:

Unaware of the amount of their time that is involved and may be unwilling to support the investment of time needed

1 2 3

Only somewhat aware that successful change requires a major investment of their time and are tentative to support investing the time needed

4 5 6 7

Fully aware that successful change requires a major investment of their time and are willing to provide the time needed

8 9 10

9. Our competitors are:

Lagging behind us in quality, cycle time or costs

1 2 3

Making some improvements in quality, reducing cycle time or reducing costs for their customers

4 5 6 7

Making great strides in improving quality, reducing cycle time or reducing costs for their customers

8 9 10

10. Executives:

Are unwilling to sustain strong support for change with long-term benefits and frequently support fire-fighting or quick-fix solutions.

1 2 3

Are inconsistent in supporting change with long-term benefits and periodically support fire-fighting or quick-fix solutions.

4 5 6 7

Demonstrate consistent support for change with long-term benefits and limit fire-fighting or quick-fix solutions.

8 9 10

11. Our Project Team:

Has no project management training or experience.

1 2 3

Has limited project management training and/or experience.

4 5 6 7

Has been trained in project management and has proven experience.

8 9 10

12. People believe that:

There will not be consistent long-term support for the changes.

1 2 3

There is some concern that support for the changes may be short-term.

4 5 6 7

Consistent long-term support for the changes will be Provided.

8 9 10

13. Over the last year, we have experienced:

Minimal to no quality or delivery problems with customers.

Moderate, routine quality or delivery problems with customers.

Severe quality or delivery problems with customers.

1 2 3 4 5 6 7 8 9 10

14. In general, people view change as:

A painful process with no positive results for them and are very resistant

Painful but necessary if they can see the benefits of change.

An important strategy for maintaining our competitive position

1 2 3 4 5 6 7 8 9 10

15. Meetings in our organization:

Tend to start late, stray off the topic and frequently and frequently seem like a waste of time

Stay mostly on the topic but tend to be dominated by a few people.

Are efficient and orderly with opportunities for everyone to have input

1 2 3 4 5 6 7 8 9 10

16. The implementation of rapid change is:

In direct conflict with current values in the organization

Compatible with explicit values but may conflict with the way things are really done in the organization

Compatible with existing organization values.

1 2 3 4 5 6 7 8 9 10

17. In general, we have:

Extremely low levels of turnover and/or absenteeism

Average levels of turnover and/or absenteeism

Excessive turnover and/or absenteeism

1 2 3 4 5 6 7 8 9 10

18. In the past, change has:

Been seen as a passing fad Or a way to reduce head count

Produced mix results for either the company or employees.

Been positive for both the company and employees

1 2 3 4 5 6 7 8 9 10

19. Project Team Members and the Executive Leadership:

Have received no training
And have little knowledge
Of the change process

Have obtained knowledge
through reading and other
informal means of how to
guide the change process

Have received training
and have the knowledge
needed to guide the change
process successfully.

1 2 3 4 5 6 7 8 9 10

20. Currently, we have:

Almost no training provided
to people through the
organization

Sporadic training

A system for training
people than encourages
the enhancement of skills

1 2 3 4 5 6 7 8 9 10

21. Waste (time, rework, materials) is:

Lower than industry
Averages in our company.

Moderate within our
company.

Excessively high within
our company.

1 2 3 4 5 6 7 8 9 10

22. Changing involves learning and learning usually involves mistakes. In general, people:

Feel threatened or fearful
When mistakes are made,
Hiding them when they
occur.

Worry that mistakes will
have negative repercussions.
major investment of their time

Feel safe and are
Encouraged to learn
from their mistakes.

1 2 3 4 5 6 7 8 9 10

23. Our change leadership:

Communicates poorly or not
At all, the reasons for and
Status of organization
changes.

Communicates with moderate
effectiveness the reasons for
and status of organization
changes.

Communicates frequently
in two-way dialogue
and in multiple formats

1 2 3 4 5 6 7 8 9 10

24. Our organization's information technology providers:

Do not have the skills needed to implement the prospective technology.

Have some of the skills needed to implement new technologies.

Have demonstrated skills in the new technologies.

1 2 3 4 5 6 7 8 9 10

25. Our company's economic performance:

Is poor with low profit or Losses and/or little or no growth.

Is moderate with adequate profit and growth around the industry standard.

Is great with profit and growth at the top of our industry.

1 2 3 4 5 6 7 8 9 10

26. Sponsors of the change:

Will avoid confrontation and Are likely to back down to Resistance.

May lose commitment if opposition is encountered During implementation

Have a commitment that is strong enough to sustain the change through Implementation

1 2 3 4 5 6 7 8 9 10

27. Individual involved in the change project:

Reject new ideas with concerns such as "it's been tried before" or "we don't do it that way here

Will reluctantly accept new ideas but only after prolonged resistance to them.

Are open to new ideas and encourage creative thinking.

1 2 3 4 5 6 7 8 9 10

28. The capital dollar investment for the prospective changes:

Is not available for this project.

Must be competed for with other projects due to limited capital.

Is available and has been allocated to the project.

1 2 3 4 5 6 7 8 9 10

Your Results

The successful implementation of change requires the “commitment” to change and the “capability” to change. Unless they are both sufficient, there is a high probability of implementation failure. This assessment can be used in identifying areas of strength and caution as you proceed to implement change.

The Commitment to change consists of two primary factors:

- Conviction:** The intellectual understanding that change is needed
- Will:** The emotional commitment to implementing change

The Capability to Change consists of two primary factors:

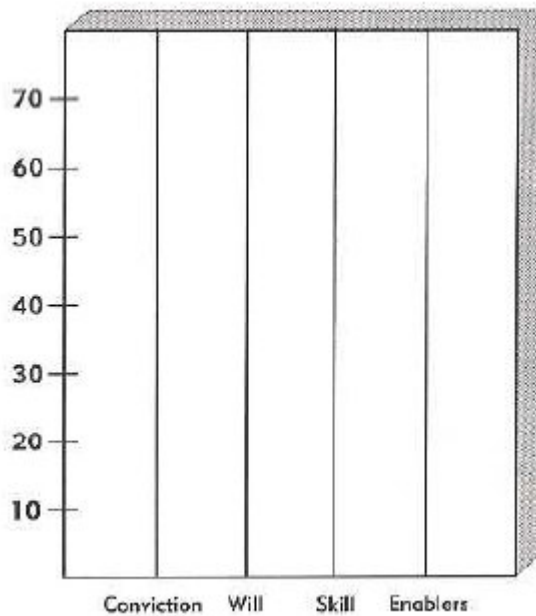
- Individual Skill:** The level of knowledge and ability to implement the change process
- Enablers:** The systems and technology that facilitate the success of the change process

Instructions:

To score your assessment, place the number that you selected for each item on the line beside the item number. Then total the number for each column.

Conviction	Will	Individual Skill	Enablers
1. _____	2. _____	3. _____	4. _____
5. _____	6. _____	7. _____	8. _____
9. _____	10. _____	11. _____	12. _____
13. _____	14. _____	15. _____	16. _____
17. _____	18. _____	19. _____	20. _____
21. _____	22. _____	23. _____	24. _____
25. _____	26. _____	27. _____	27. _____
_____	_____	_____	_____
Total	Total	Total	Total

Plot your subtotal for each category on the graph below:



Level of Readiness for Each Category

High Readiness – Opportunity (50 and above)

A Readiness Factor in this range suggests that little additional effort will be required in this category for the success of the change.

Moderate Readiness – Caution (25 – 50)

A readiness Factor in this range is low enough that the organization should proceed carefully. Measures should be taken related to this category to improve the organizational standing.

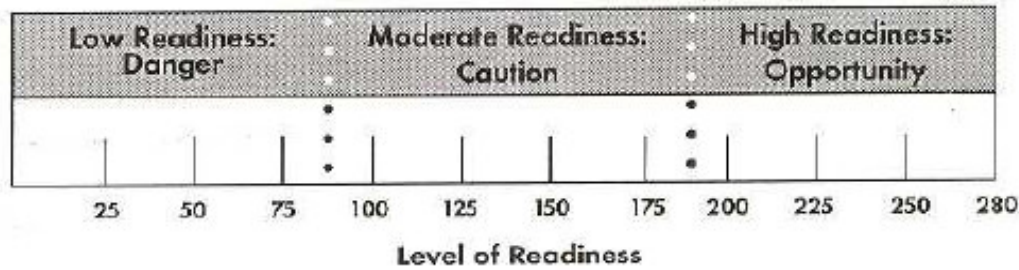
Low Readiness – Danger (1 – 25)

A readiness Factor in this range suggests that the risk of failure is great. A major effort should be taken to address the deficiency in the appropriate category.

Overall Readiness Factor

To calculate your readiness factor:

1. Total the four sub totals from the previous page
2. Place a check on the scale below to indicate your level of readiness



Levels of Readiness

High Readiness – Opportunity (185 and above)

A Readiness Factor in this range suggests that the organization has both the Will and Skill to be successful in implementing change within the organization. The success of a change project, however, should never be taken for granted. If there are any individual items with scores of 3 or less, they represent areas that may require attention.

Moderate Readiness – Caution (99 – 184)

A readiness Factor in this range is low enough that the organization should proceed with caution. Gaining commitment and enabling success will be pivotal in determining the success of the change process. Success will require guidance and a structured plan for increasing areas that are insufficient. It may be helpful to assess the specific items to identify targets for action.

Low Readiness – Danger (1 – 98)

A readiness Factor in this range suggests that the risk of failure is great. The people involved may lack both the Will and Skill to successfully implement change. At a minimum, organizations with this level of readiness will require a sophisticated implementation plan and a major investment of time and training to achieve successful implementation.