

CHANGE **READINESS** **ASSESSMENT**

**Assess & Increase Your
Capacity to Manage Change**

*Guaranteed
to Improve
Your Success
with Change!*

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Thank you for downloading a copy of the Change Readiness Assessment. I know you will find useful information to help guide your change efforts to greater success. But before you begin, we need to provide the following statements to keep our lawyers happy.

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IS YOUR ORGANIZATION UNDERGOING CHANGE...? THIS ***ONE*** THING WILL *GUARANTEE* GREATER SUCCESS WITH YOUR CHANGE EFFORTS!

Use this simple Change Readiness Assessment to improve your success with change.

Use this assessment before, during & after your change initiatives to:

- ✓ identify key areas to improve your change readiness & reduce risk of failure
- ✓ deal with challenges and stalled efforts to get your change back on track
- ✓ determine the progress and success of your change initiatives

The world is changing. Whether it's fast-paced changes in technology; changing constituent needs; dynamic market conditions; government mandates; organizations are challenged with responding to constant change.

"*Organizational agility*" is the new buzz phrase. It's become critical to be able to adapt quickly and easily to change. But it's not just organizations that change themselves, it's the people within them. And it's been proven -- the more fluent your employees are with transition; the greater the chance they will more quickly adapt and embrace change. Managing change effectively can help you minimize resistance and costs while maximizing adoption and return on investment; giving you the results you're after!

So...there's no need to take a chance with change, when you can use this Change Management Assessment to help you lead change in a more deliberate way!

What's Your Capacity for Change...?

There's been a fundamental shift in the way we do business, how we interact, engage and create value for our constituents and stakeholders. Change readiness is a critical component to successfully implementing change. Failing to identify and address gaps in change readiness can increase project failure; and result in higher costs, more employee resistance, lower employee retention and ultimately impact your organization's budget. Don't let that happen to you!

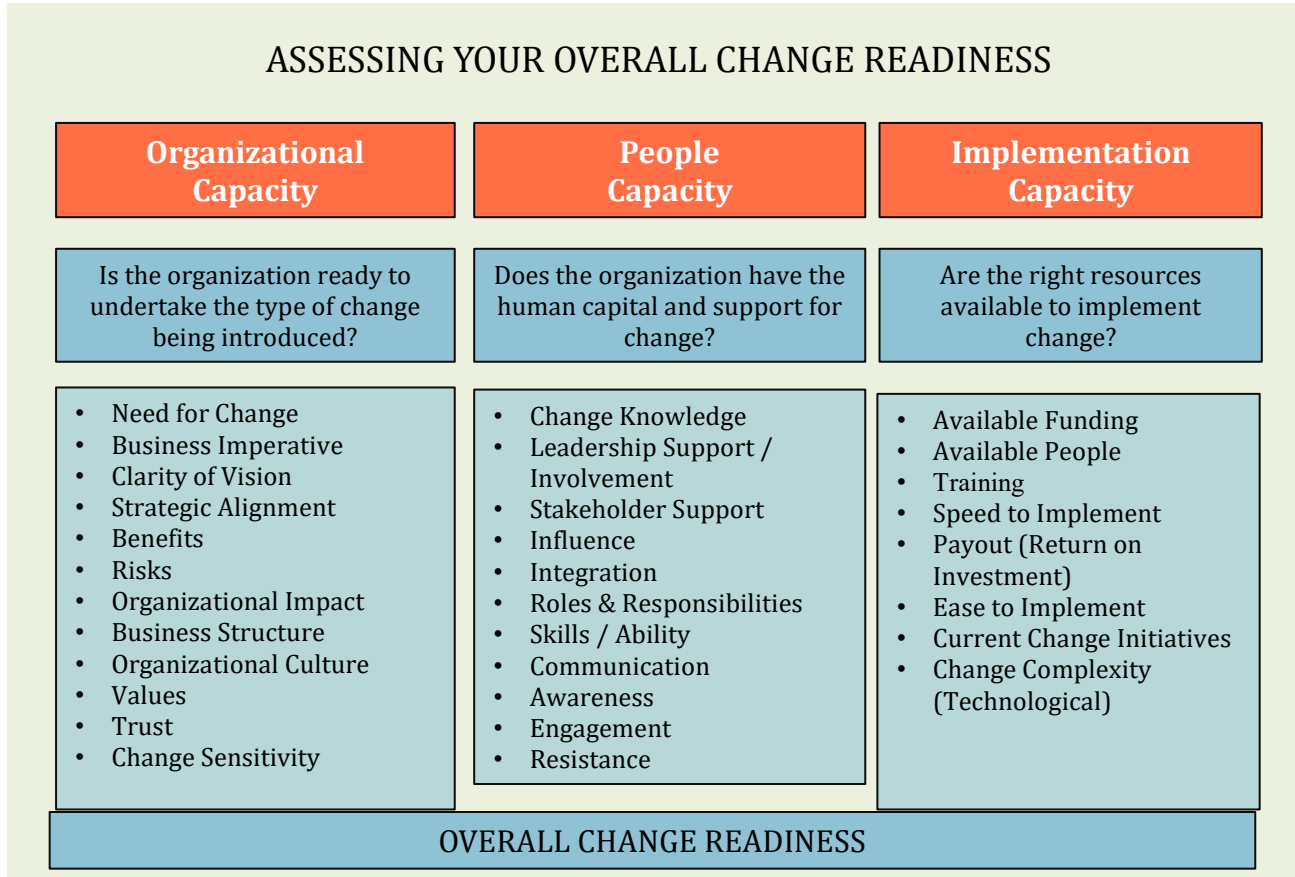


Capacity for Change

Overall capacity for change has been broken into three key pillars: 1) Organizational Capacity, 2) People Capacity, and 3) Implementation Capacity. Each pillar lists key drivers for you to assess your organization's current state of change readiness. It's your first stop on the road to gaining a greater understanding and developing a greater capacity for managing change.

Change readiness will not only help you manage and mitigate the risks associated with change; but will help you capitalize on new opportunities.

The elements for change capacity include:



Now that you've got an idea of the various elements of change readiness, it's time to take the assessment.

Instructions:

Simply list the corresponding number for the column of the answer you select for each row's element. Then add the total for that particular capacity. At the end of the assessment, you'll add all three capacity scores to get your overall change readiness score. You'll find a graph where you can plot your scores and identify your biggest challenges, so you can focus your efforts on improving your change readiness.

As you calculate your score, remember this tool is a general guide. There are several variables and special situations that come into play when determining change readiness. This assessment is designed to get you thinking about, discussing, and acting so your change initiatives will have a greater degree of success.

Change Element	HIGH (A = 3)	MEDIUM (B = 2)	LOW (C = 1)	Score
Organizational Capacity				
Need for Change	Reason for change is visible and causes/will cause future pain	Reason for change is concern for some, but not others	Many don't agree there is a compelling reason to change	
Business Imperative	Mandate due to regulatory or immediate/compelling need	Some immediate/compelling needs, but not mandated	Change is not required, but desired	
Clarity of Vision	Vision is clear – we know where we want to be and what success looks like	We have an idea of where we want to be and what success looks like	Vision unclear - We're not sure what the future would look like	
Strategic Alignment	Change goals & objectives align with strategic direction	There is some crossover or strategy somewhat defined	There is no alignment or no defining strategy	
Benefits	Clear, comprehensive benefits will be realized	Some clear benefits to be realized	Benefits uncertain and/or intangible	
Risks	Very few/minimal risks and disadvantages to change	Some risks involved in change	Considerable risks involved in change	
Organizational Impact	Narrow scope, small segment impacted by change	More broad-based scope; moderate segment impacted by change	Wide, broad-based scope; large segment; organization-wide change	
Business Structure (processes, policies, rules)	Current organization structure aligned with the change; minimal process changes needed	Current organization structure being adjusted to align with change; some processes are changing	Current organization structure makes it difficult to adopt/ implement change; substantive process changes required	
Organizational Culture (norms,	Change aligns with the way things currently get done	Some shifting will need to happen to make change	Change represents a completely different way of working	

unwritten rules)	here	successful		
Values	We regularly communicate and live company values; employees feel they are treated well	We may not regularly communicate or live all our values; employees generally feel they are treated fair	We don't communicate or live our values; many employee complaints	
Trust	Trust is established and maintained; people believe change communication is open and honest	Some trust issues exist now or from past change efforts; employees have a "wait and see" attitude	Distrust is rampant; employees feel they're being kept in the dark about change	
Change Sensitivity	Recent change efforts successful; pace of change acceptable; people feel change is manageable; little productivity dip	Some problems experienced in recent change efforts; a good amount of change is underway causing a bit of stress; work output has noticeably dipped	Recent change efforts unsuccessful; employees saturated and overwhelmed with change; increased use of sick time; good employees are jumping ship; significant decreases in output	
Organizational Capacity - Total Score				
Highest possible score = 36				
Change Element	HIGH (A = 3)	MEDIUM (B = 2)	LOW (C = 1)	Score
People Capacity				
Change Knowledge	Knowledge of change management; lots of experience leading change initiatives	Familiarity with change management; limited experience leading change initiatives	Little to no knowledge or experience with implementing change	
Leadership Support/ Involvement	Strong management sponsorship; leaders front and center of change; managers fully supported & actively support employee transition;	Initial/sporadic leadership support or involvement; managers given little direction/ guidance for aiding employee transition;	Leadership support and involvement is not apparent; Inconsistency in what management says and what it does	

	leaders “walk the talk”	management does not fully “live” the change	
Stakeholder Support	Widespread stakeholder support; stakeholder groups generally supportive, while the change does not threaten them	Some stakeholders benefit by the status quo, while some are threatened by change	Change threatens some groups’ reasons for being or they benefit from the status quo
Influence	You can personally coach or influence the change	You need the leadership of a few others and you can indirectly coach the change	You need the leadership of many managers and others; or change is out of your hands
Integration	Projects integrate change management activities to ensure readiness for implementing change	Projects add change management activities at some point; usually at implementation and usually seen as an afterthought	Projects integrate very little, if any, change management activities; may send a short email day before implementing change
Roles & Responsibilities	Project team members clearly understand roles & responsibilities and those of change agent	Project team members have some understanding of roles & responsibilities, but there are grey areas	Project team members have no clear understanding of roles & responsibilities; confusion exists
Skills / Ability	Very little skill or training needed; employees comfortable with ability to do their jobs	Some training and skill enhancement necessary for employees to become proficient	A considerable amount of training and skill enhancement needed for employees to do their jobs
Communication	Open channels for communication; varied ways to communicate and obtain feedback; managers equipped to lead conversations about change	Fewer channels engaged in communication; limited, if any, feedback solicited; managers feeling their way	Very limited channels of communication (i.e., email); no opportunity to provide feedback; managers inadequately prepared for change
Awareness	People are aware of change and how they will individually contribute; they know	People have some understanding of change, but may not know how they will	Rumor mill is active; people do not have a true awareness/understanding of change or their role,

	what will need to be done differently	participate or what they are expected to do	which leads to misinformation & watercooler conversations	
Engagement	People are fully engaged and involved in change, and they are committed to achieving change results	People participate periodically and do what they feel they have to do	People are not engaged at all and try to avoid participating in change at all costs	
Resistance	Proactively identify sources of resistance; plan for resistance; find ways to address and help people through it	Deal with resistance when it crops up; may use manipulation and other tactics to illicit support for change	Ignore resistance or use strong-arm tactics to deal with it. Can't understand why everyone is not onboard.	
People Capacity - Total Score Highest possible score = 33				
Change Element	HIGH (A = 3)	MEDIUM (B = 2)	LOW (C = 1)	Score
Implementation Capacity				
Available Funding	Funding is available and management is committed to providing what the change needs	Some funding provided, but trade-offs will be needed to offset needed resources	No funding allocated and work areas must absorb the costs of implementing change	
Available People	The change is a priority; the right people are dedicated to the change to ensure its success	Some human resources provided, but the change lacks key resources or the time for people to be fully dedicated to change	No human resources have been dedicated to change; people will have to absorb the work of implementing change in their daily operations	
Training	People are sufficiently trained to perform their jobs differently; support and coaching provided to sustain change	People are provided some training, but it is not adequate enough for them to be proficient in new ways; little support provided	Limited to no training provided; directions on changing behaviors may come from an electronic or written document; people will need to figure things out for themselves	

Speed to Implement	Change can be implemented quickly, with little disruption	Change can be implemented in a few months; low to moderate disruption for short duration	Full implementation would take months to years; or the change is abrupt and severe	
Payout (Return on Investment)	Quick and measurable payout; change results may result in cost-savings, revenue, efficiencies, and have intangible benefits	Payout can be reasonably measured; some key change results considered; may take longer to realize benefits	Payoff is not obvious and/or negative; benefits not measurable	
Ease to Implement	Change can be easily implemented; change is straight-forward with no barriers to overcome	Change could be a bit challenging; some barriers exist that need to be addressed for change to be successful	Change is challenging; lots of barriers to overcome and key considerations before change can be implemented	
Current Change Initiatives	Little to no current change underway; little to no effect on impacted workforce	Some key change efforts underway; may have some additional effect on impacted workforce	Change saturation; considerable, cascading change efforts significantly impacting workforce	
Change Complexity (Technology)	Limited to no technological changes; no interlinking systems or they do not require changes	Some technological changes needed; interlinking systems require some minor additional changes	Significant technological changes needed; would require a number of changes to a number of interlinking systems	
Implementation Capacity - Total Score Highest possible score = 24				
<u>7-POINT BONUS:</u> Add 7 points to your score if you agree with the below statement. I recognize the need for effective & deliberate change management in my organization!				
Overall Change Readiness Score = (Organization, People, Implementation Capacity Scores) Your Total Score Out of 100 Points				

Score:

≤ 35 Points

Get Ready for Resistance: Think twice before undergoing change! Or if you're already in the midst of it, you're sure to be experiencing lots of pain. This could be in the form of employee resistance, employees jumping ship, marked decreases in productivity, lack of trust and communication, sabotage to change efforts, lack of clarity, chaos & confusion, etc. You'll need to resolve key areas of concern on your lowest-scoring items before you can make your change a success.



This doesn't mean you should forego your change initiative, just that it will require more time and effort to build the support you need, as well as reduce the barriers you will surely encounter. Key sponsor and stakeholder support are critical to ensuring change occurs. Without it, you will likely have situations where people will simply "out-wait" your change initiatives...and those who try to implement them. You'll definitely want to consider attaining change management know-how to help you successfully navigate through change so you can achieve your goals and objectives. Deliberate change management can get you on track and keep you on track to success. After all, no one wants to be associated with a failed project.

36 – 75 Points

Get Ready for Frustration: Your change efforts will, undoubtedly, experience some level of frustration. This can be visible in increased stress levels of your workforce and decreased output and customer satisfaction. Moving toward change success is difficult and your efforts are hard-won, costing the business in goodwill and hampering future change initiatives. You'll need to ensure key elements that were scored lower, are addressed and resolved before undertaking your change initiatives, especially if they involve trust.



Change management can help identify areas of potential resistance and frustration identifying those areas most likely to cause problems and proactively addressing the risks so that they are minimized and mitigated allowing your change to be implemented successfully. A tailored approach to managing change would work best so your company's unique circumstances and needs are considered; and you end up on the "right side" of change.

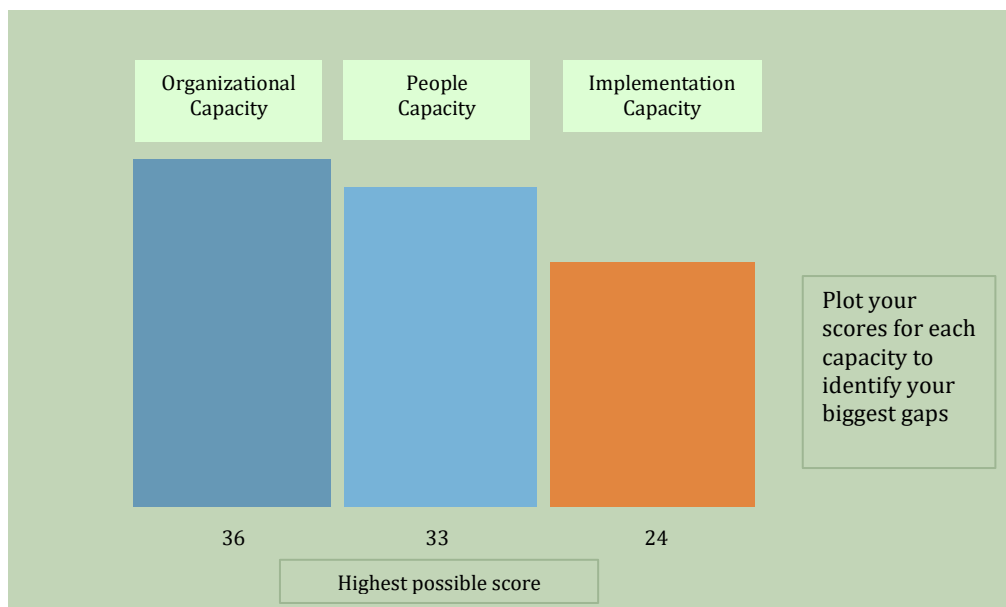
> 75 Points

Get Ready for Change: Congratulations! Your organization has a lot of the capabilities needed to lead successful change initiatives. Sure,



there will be some key challenges, but those can be resolved with the right approach, and should not cause major change breakdown. You'll want to identify those key areas you'll need to address so your change efforts can meet with greater success and achieve better outcomes for your organization.

Change management can keep you on track to success. It will help you develop change strategies and solutions, creating an environment of employee engagement, participation; minimizing resistance and cost while maximizing adoption and return; and creating a workforce fluent with transition increasing your organizational agility, and therefore, your organization's ability to make change stick more quickly.



Want to Learn More...?

Whether your changes involve: new mandates, new services, new/changing processes, new/changing technologies, new leadership, mergers, responses to market conditions, or anything in between, we can help.

Contact us to schedule your **FREE** 30-minute Change Readiness Assessment. We'll review your results and discuss ways that you can start your change and end your change with greater success. Or contact us to find out more about our **Fractional Change Management** services, where you'll have access to services on a part-time basis, with the benefits of a full-time engagement (minus the cost).



Contact Us Today.

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