Organizational Change Readiness Assessment

**Instructions:** Change leaders should complete this readiness assessment **prior to** introducing a specific change. This tool is intended as a general assessment of change readiness as perceived by a change leader. The level of readiness is helpful to the extent that the change leader accurately understands the strengths of these components as they may be perceived by employees at all levels of the organization. If the leader accurately senses these components as perceived by employees, then this tool can help the leader structure the change accordingly. If the change leader is **unable** to answer these questions with confidence, then the assessment will be less accurate. To increase the accuracy of this assessment, it is recommended that change leaders **gather data from others** regarding employee perceptions of these issues before completing this assessment.

Indicate your **level of agreement** with each statement using the following scale:

-3 = strongly disagree  
-2 = disagree  
-1 = slightly disagree  
+1 = slightly agree  
+2 = agree  
+3 = strongly agree  
0 = Not Sure/Don't Know

### Organizational Support Component

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>Organizational Support Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>-3 = strongly disagree</td>
<td>1. The organization’s vision is truly a “shared” vision in that employees at all levels understand, value, and work toward accomplishing this vision through their daily work.</td>
</tr>
<tr>
<td>-2 = disagree</td>
<td>2. Decision making and authority are decentralized (there are multiple levels of decision makers throughout the organization—decision making isn’t centralized at the top).</td>
</tr>
<tr>
<td>-1 = slightly disagree</td>
<td>3. Employees have, in the past, actively participated in organizational decision making, goal setting, and organizational change initiatives.</td>
</tr>
<tr>
<td>+1 = slightly agree</td>
<td>4. Employee ideas and suggestions for improving their work and the organization are listened to.</td>
</tr>
<tr>
<td>+2 = agree</td>
<td>5. Employees view the organization’s training and development programs as effective and supportive of change-driven training needs.</td>
</tr>
<tr>
<td>+3 = strongly agree</td>
<td>6. The organization is effective at setting and achieving measurable performance goals and targets.</td>
</tr>
<tr>
<td>0 = Not Sure/Don't Know</td>
<td>7. The organization effectively uses multiple communication channels to routinely and effectively communicate with employees.</td>
</tr>
</tbody>
</table>

### Cultural Component

<table>
<thead>
<tr>
<th>Level of Agreement</th>
<th>Cultural Component</th>
</tr>
</thead>
<tbody>
<tr>
<td>-3 = strongly disagree</td>
<td>8. The organization’s culture (i.e., its deeply held beliefs, values, and assumptions) is open and receptive to new ideas, innovation, and change.</td>
</tr>
<tr>
<td>-2 = disagree</td>
<td>9. Real teamwork and collaboration exist within and between organizational work units/ departments.</td>
</tr>
<tr>
<td>-1 = slightly disagree</td>
<td>10. There is a high level of trust between leaders and employees.</td>
</tr>
<tr>
<td>+1 = slightly agree</td>
<td>11. When the going gets tough here, people tend to stick together and help each other out.</td>
</tr>
<tr>
<td>+2 = agree</td>
<td>12. Employees generally feel encouraged to innovate, offer ideas, and take risks.</td>
</tr>
<tr>
<td>+3 = strongly agree</td>
<td>13. During past change initiatives, employees have generally stepped up and actively participated in helping to shape and implement these changes.</td>
</tr>
<tr>
<td>0 = Not Sure/Don't Know</td>
<td>14. People here generally feel that they are personally responsible for their own success.</td>
</tr>
</tbody>
</table>

The Change Environment Component

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<thead>
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</thead>
<tbody>
<tr>
<td>15. People are aware of the forces driving change that exist outside the organization.</td>
<td></td>
</tr>
<tr>
<td>16. The proposed change and its effects on all organizational dimensions (e.g., structure, strategy, processes, work flow, systems, etc.) are clearly defined and understood by those leading the change.</td>
<td></td>
</tr>
<tr>
<td>17. When the change is completed, we’ll be able to gauge our success with the change effort (there are clear measures to evaluate the change results).</td>
<td></td>
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<tr>
<td>18. The organization has successfully implemented change initiatives in the past.</td>
<td></td>
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<tr>
<td>19. The reason or the “why” of the coming change can easily be translated into tangible evidence that will get the attention of employees.</td>
<td></td>
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<tr>
<td>20. The number of change initiatives currently underway feels manageable by employees who are most affected by any change.</td>
<td></td>
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<tr>
<td>21. The perceived benefits from the change are greater than the perceived losses or disadvantages.</td>
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</table>

Component Total

Employee Attitudes and Behaviors Component

<table>
<thead>
<tr>
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<th>Level of Agreement</th>
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</thead>
<tbody>
<tr>
<td>22. Employees feel a sense of urgency — a felt need — for change.</td>
<td></td>
</tr>
<tr>
<td>23. Employees have a high level of job engagement (job engagement reflects employee commitment to their jobs and the company).</td>
<td></td>
</tr>
<tr>
<td>24. Employees feel able to make decisions and act independently concerning their daily work.</td>
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</tr>
<tr>
<td>25. Innovators, entrepreneurs, and risk takers exist at all levels of the organization.</td>
<td></td>
</tr>
<tr>
<td>26. Employees are generally receptive to change vs. feeling that “this too shall pass.”</td>
<td></td>
</tr>
<tr>
<td>27. When change happens, employees typically feel that they have the opportunity to influence or affect the change.</td>
<td></td>
</tr>
<tr>
<td>28. Employees have confidence in their manager’s ability to successfully guide them through the change.</td>
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</table>

Component Total

Overall Change Readiness

<table>
<thead>
<tr>
<th>Readiness Component</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Support</td>
<td></td>
</tr>
<tr>
<td>Cultural</td>
<td></td>
</tr>
<tr>
<td>Change Environment</td>
<td></td>
</tr>
<tr>
<td>Employee Attitudes</td>
<td></td>
</tr>
<tr>
<td>Total Overall Change Readiness:</td>
<td></td>
</tr>
</tbody>
</table>

Interpreting Your Change Readiness Score

If your overall readiness score is zero or a negative number, the organization is probably not ready for the change and the change effort is likely to fail. Examine the lowest scoring readiness components to identify specific areas where your organization may be least ready for change.

If your overall readiness score is between 28 and 56, the organization has a moderate level of change readiness. The change effort is likely to be successful only through careful implementation and attention to the issues identified in the lower-scoring readiness components.

If your overall readiness score is between 57 and 84, the organization has a high level of change readiness. The change effort is likely to be successful as long as organizational leaders, employees, and these readiness components stay aligned with and receptive to the idea of change as the source of organizational renewal.

This Organizational Change Readiness Assessment was developed by Russell Consulting, Inc. (RCI). For more information on RCI’s consulting and training services in the areas of leadership, strategy, and change, visit RCI online at www.RussellConsultingInc.com or contact them via e-mail (RCI@RussellConsultingInc.com) or via phone at 608.274.4482.