

Organizational Change Readiness Assessment

Instructions: Change leaders should complete the 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 the 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	+1 = slightly agree
-2 = disagree	+2 = agree
-1 = slightly disagree	+3 = strongly agree
0 = not sure/don't know	

Organizational Support Component

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.	
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).	
3. Employees have in the past actively participated in organizational decision making, goal setting and organizational change initiatives.	
4. Employee ideas and suggestions for improving their work and the organization are listened to.	
5. Employees view the organization's training and development programs as effective and supportive of change-driven training needs.	
6. The organization is effective at setting and achieving measurable performance goals and targets.	
7. The organization effectively uses multiple communication channels to routinely and effectively communicate with employees.	
TOTAL	

-3 = strongly disagree	+1 = slightly agree
-2 = disagree	+2 = agree
-1 = slightly disagree	+3 = strongly agree
0 = not sure/don't know	

Cultural Component

8. The organization's culture (i.e. its deeply held beliefs, values, and assumptions) is open and receptive to new ideas, innovation and change.	
9. Real teamwork and collaboration exist within and between organizational work units/departments.	
10. There is a high level of trust between leaders and employees.	
11. When the going gets tough, people tend to stick together and help each other out.	
12. Employees generally feel encouraged to innovate, offer ideas and take risks.	
13. During past change initiatives, employees have generally stepped up and actively participated in helping to shape and implement these changes.	
14. People here generally feel that they are personally responsible for their own success.	
TOTAL	

The Change Environment Component

15. People are aware of the forces driving change that exist outside the organization.	
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.	
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).	
18. The organization has successfully implemented change initiatives in the past.	
19. The reason or the "why" of the coming change can easily be translated into tangible evidence that will get the attention of employees.	
20. The number of change initiatives currently underway feels manageable by employees who are most affected by any changes.	
21. The perceived benefits from the change are greater than the perceived losses or disadvantages.	
TOTAL	

-3 = strongly disagree	+1 = slightly agree
-2 = disagree	+2 = agree
-1 = slightly disagree	+3 = strongly agree
0 = not sure/don't know	

Employee Attitudes and Behaviors Component

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

Overall Change Readiness

Readiness Component	Score
Organizational Support	
Cultural	
Change Environment	
Employee Attitudes	
Total Overall Change Readiness	

Interpreting Your Change Readiness Score

If your overall readiness score is a 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 component to identify specific areas where your organization may be least ready for change.

If your overall readiness score is between 28-56, 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 57-94, the organization has a high level of change readiness. The change effort is likely to be successful as long as the organizational leaders, employees, and these readiness components stay aligned with and receptive to the idea of change as the source of organizational renewal.