



# **Lead Teams**

## **Handout 12**

# **Assessing an Organisation's Readiness For Change**

## Assessing an Organisation's Readiness For Change

Complete the following exercise to assess a company that you worked for or are familiar with that undertook a change effort:

### Instructions:

Enter the number that best represents your opinions about the company being evaluated in the space provided after each question.

3 = Yes

2 = Somewhat

1 = No

- \_\_\_\_\_ 1. Is a senior-level executive sponsoring the change effort, e.g. CEO?
- \_\_\_\_\_ 2. Are all levels of management committed to the change?
- \_\_\_\_\_ 3. Does the organisational culture encourage risk-taking?
- \_\_\_\_\_ 4. Does the organisational culture encourage and reward continuous improvement?
- \_\_\_\_\_ 5. Has senior management clearly articulated the need for change?
- \_\_\_\_\_ 6. Has senior management presented a clear vision of a positive future?
- \_\_\_\_\_ 7. Does the organisation use specific measures to assess business performance?
- \_\_\_\_\_ 8. Does the change effort support other major activities go on in the organisation?
- \_\_\_\_\_ 9. Has the organisation benchmarked itself against world-class companies?
- \_\_\_\_\_ 10. Do all employees understand customers' needs?
- \_\_\_\_\_ 11. Does the organisation reward individuals and/or teams for being innovative and for looking for root causes of organisational problems?
- \_\_\_\_\_ 12. Is the organisation flexible and cooperative?
- \_\_\_\_\_ 13. Does management effectively communicate with all levels of the organisation?
- \_\_\_\_\_ 14. Has the organisation successfully implemented other change programmes?
- \_\_\_\_\_ 15. Do employees take personal responsibility for their behaviour?
- \_\_\_\_\_ 16. Does the organisation make decisions quickly?

**Total score:** \_\_\_\_\_

Arbitrary norms:

40 – 48 = High readiness for change

24 – 39 = Moderate readiness for change

16 – 23 = Low readiness for change

Source: Kreitner et al (1999:597)