



Establish a Culture of Sales

Handout 7

Impact and Readiness Assessment

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
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- _____ 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 going 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)