Assessing an Organization's Readiness for Change

INSTRUCTIONS **Circle the number that best represents your opinions about the company being evaluated.**

3 = Yes 2 = Somewhat 1 = No

1. Is the change effort being sponsored by a senior-level executive (CEO, COO)? 3 2 1

2. Are all levels of management committed to the change? 3 2 1

3. Does the organization culture encourage risk taking? 3 2 1

4. Does the organization culture encourage and reward continuous improvement? 3 2 1

5. Has senior management clearly articulated the need for change? 3 2 1

6. Has senior management presented a clear vision of a positive future? 3 2 1

7. Does the organization use specific measures to assess business performance? 3 2 1

8. Does the change effort support other major activities going on in the organization? 3 2 1

9. Has the organization benchmarked itself against world-class companies? 3 2 1

10. Do all employees understand the customer's needs? 3 2 1

11. Does the organization reward individuals and/or teams for being innovative and for looking for root causes or organizational problems? 3 2 1

12. Is the organization flexible and cooperative? 3 2 1

13. Does management effectively communicate with all levels of the organization? 3 2 1

14. Has the organization successfully implemented other change programs? 3 2 1

15. Do employees take personal responsibility for their behavior? 3 2 1

16. Does the organization make decisions quickly? 3 2 1

Total score: _____

ARBITRARY NORMS

40-48 = High readiness for change
4-39 = Moderate readiness for change
16-23 = Low readiness for change

SOURCE: Based on the discussion contained in T A Stewart, "Rate Your Readiness to Change," *Fortune*, February 7, 1994, pp 106-10

Organizational Behavior, Angelo Kinicki and Robert Kreitner