

## Personal Change Readiness Assessment

Think of several changes you've made—behavioral, personal, relational, physical, or other changes—in the past five years. Please list them briefly here.

Change #1:

Change #2:

Change #3:

Change #4:

Change #5:

Think of the change for which you exercised the greatest degree of *planning*. This means that you identified the steps that you would take and you knew clearly how to make the change. Identify just one change and list some of the most important steps in the planning process.

Change:

Step #1:

Step #2:

Step #3:

Step #4:

Step #5:

**Change Readiness Survey 1**

Think of the change for which you had the greatest sense of *urgency*. Describe why the price of failure was high—much higher than the price of change.

If I failed to make this change, then ...

If I succeeded in making this change, then ...

Think of the change for which you had the greatest *personal support*. Your friends and family knew that you were making a change, and they supported you completely.

How my family supported me:

How my friends supported me:

Think of the change for which you had the greatest *personal focus*. Describe how you devoted time to initiating and maintaining the change despite your busy schedule.

Think of the change that had the greatest *effect on results* for you or for your organization. Describe these specific and measurable results in as much detail as you can remember.

As a result of the change I successfully completed, I achieved the following results:

Based on these reflections, complete the chart on the back, listing the three most important changes in the left-hand column and entering a score of 1 to 10 in the remaining columns. If you have time and are willing to engage in deep introspection, consider each change on every dimension.

<b>Personal Change Readiness Assessment</b> Directions: For each change, enter a score of 1 to 10 in each column, with 1 representing no evidence of the characteristic described,					
Personal Change	Planning I planned in advance the steps I would take and knew clearly how to make the change.	Sense of Urgency I knew that the price of failing to change was much greater than the price of changing.	Personal Support My family and friends knew I was making a change and supported me.	Personal Focus I devoted time to initiating and maintaining the change despite my busy schedule.	Effect on Results I can measure the results of the change, and they are clear and significant.
1.					
2.					
3.					

## Organizational Change Readiness Assessment

Think of several organizational changes in the past five years that have particular relevance for you. Please list them briefly here.

Change #1:

Change #2:

Change #3:

Change #4:

Change #5:

Think of the organizational change for which you exercised the greatest degree of *planning*. This means that you identified the steps that you would take and you knew clearly how to make the change. Identify just one change and list some of the most important steps in the planning process:

Change:

Step #1:

Step #2:

Step #3:

Step #4:

Step #5:

Change Readiness Survey 1

Think of the organizational change for which you had the greatest *sense of urgency*. Describe why the price of failure was high— much higher than the price of change.

If I failed to make this change, then ...

If I succeeded in making this change, then ...

Think of the organizational change for which you had the greatest *stakeholder support*. Your friends and family knew that your organization was making a change, and they supported you completely.

How organizational stakeholders (employees, leaders, policymakers) supported the proposed organizational change:

How community stakeholders (businesses, senior citizens, parents, and other groups) supported the proposed organizational change:

Think of the organizational change for which you had the greatest *leadership focus*. Describe how you devoted time to initiating and maintaining the change despite your busy schedule.

Think of the organizational change that had the greatest *effect on results* for you or for your organization. Describe these specific and measureable results in as much detail as you can remember.

As a result of the change I successfully completed, I achieved the following results:

Based on these reflections, complete the Organizational Change Readiness Assessment in on the back listing the three most important changes in the left-hand column and entering a score from 1 to 10 for each column, with 10 representing the highest level of change effectiveness. The Organizational Change Readiness Assessment considers the capacity of the organization and the leader to engage in significant change.

**Organizational Change Readiness Assessment**

*Directions: For each change, enter a score of 1 to 10 in each column, with 1 representing no evidence of the characteristic described, and 10 representing an exceptional reflection of that characteristic.*

Change Readiness Survey 1

Organizational Change	<b>Planning</b> Plans were clear, detailed, and effectively communicated.	<b>Sense of Urgency</b> Widespread sense of the immediate need for change was apparent.	<b>Personal Support</b> My family and friends knew I was making a change and supported me.	<b>Stakeholder Support</b> Employees, clients, and the community understood and supported the change.	<b>Leadership Focus</b> Senior leadership made the change their clear and consistent focus long after initiation.
1.					
2.					
3.					

## Personal Change Readiness Score

Total for Change #1 \_\_\_\_\_ Total for Change #2 \_\_\_\_\_ Total for Change #3 \_\_\_\_\_ Total for the *two highest changes* \_\_\_\_\_

Score: \_\_\_\_\_. This total represents the *vertical* score.

## Organizational Change Readiness Score

Total for Change #1 \_\_\_\_\_ Total for Change #2 \_\_\_\_\_ Total for Change #3 \_\_\_\_\_ Total for the *two highest changes* \_\_\_\_\_

Score: \_\_\_\_\_. This total represents the *horizontal* score.

Use these two scores to enter an X in the appropriate box of the Change Readiness Matrix on the next page. For example, if you have a horizontal score of 80 and a vertical score of 70, then you will place an X in the upper right-hand quadrant. If you have a horizontal score of 20 and a vertical score of 60, then you will place an X in the upper left hand quadrant.

So? What are the implications of your scores?

### Ready for Learning

If you scored in the upper-left quadrant, you are Ready for Learning. Here the leader demonstrates a history of successful change, with a strong capacity for planning and executing change. The organization can learn from the leader's personal and professional example. Before undertaking a new change initiative, however, the leader must attend to the learning needs of the organization. Specifically, the organization may need work on planning, communicating, and executing change. Moreover, the organization must create an evidence-based culture in which a clear and compelling case for change leads to a sense of urgency by every stakeholder. Finally, a commitment to clear and public displays of data must be in place so that the results of the change can be widely shared, reinforcing the commitment and hard work of every person contributing to the change effort.

### Ready for Resistance

If you scored in the lower-left quadrant, then you are Ready for Resistance. When neither the leader nor the organization has a history of successful change, then the most likely result of any new change initiative will be resistance, anger, undermining, or simply ignoring the effort. Without stakeholder support or leadership execution, these organizations will simply "out-wait" every new change initiative and the leaders who attempt to implement them.

### Ready for Frustration

If you scored in the lower-right corner, then you are Ready for Frustration. When an organization with a strong history of change is led by someone who either is reluctant to engage in systemic change or lacks the personal capacity to do so, then the potential for frustration is

strong. Each time the organization gets ahead of the leader and the ensuing change fails to be supported by senior leadership, change becomes less safe. Eventually, the organization will stop taking the risks and migrate to the left-hand side of the matrix. The next leader will inherit an organization with severely compromised change readiness, and it will take time to rebuild trust and regain change capacity.'

**Ready for Change**

If you scored in the upper-right quadrant, then both the leader and the organization have exceptional change capacity, and the organization is a model of resilience. This organization can adapt to environmental and cultural shifts, change strategies and form, innovate services and resources, and create an atmosphere of excitement and engagement.

