

Assessing Readiness for Change

	Top Class	Good	OK	Needs Work	Poor	Non-existent
Vision						
➤ There is a compelling, and inspiring, vision of the future state	5	4	3	2	1	0
➤ There is a direct link between the vision and the key drivers for the business	5	4	3	2	1	0
➤ The vision has quantifiable measures for success	5	4	3	2	1	0
➤ The vision has been authorised, and sanctioned, by higher authority	5	4	3	2	1	0
➤ The change is led by an identifiable, senior manager who speaks enthusiastically about it	5	4	3	2	1	0
Total for Vision						
Business Case						
➤ The financial benefits of the change have been fully (and rigorously) costed	5	4	3	2	1	0
➤ The implications of the project on performance in other areas has been assessed	5	4	3	2	1	0
➤ Other benefits (customer service, etc.) have been assessed and quantified	5	4	3	2	1	0
➤ Realistic investment costs have been calculated including the cost of peoples' time	5	4	3	2	1	0
➤ Financial risks have been assessed	5	4	3	2	1	0
Total for Business Case						
Strategy						
➤ Senior management can all understand how the change will be achieved in broad terms	5	4	3	2	1	0
➤ The risks of the project have been considered and mitigating actions identified	5	4	3	2	1	0
➤ A structure has been set up to guide and manage the change (steering group, project board, etc.)	5	4	3	2	1	0
➤ Members of the senior team have taken on responsibilities for aspects of the change programme	5	4	3	2	1	0
➤ A high-level plan, with indicative timescales, has been produced for the change	5	4	3	2	1	0
Total for Strategy						
Senior Team Commitment						
➤ All members of the senior team have discussed and understood all the implications of the change	5	4	3	2	1	0
➤ They can all explain the vision in vivid and inspiring terms	5	4	3	2	1	0
➤ Even in private they will speak supportively of the change programme	5	4	3	2	1	0
➤ Other key influencers outside the change team have been contacted and they are supportive	5	4	3	2	1	0
➤ Each member of the senior team has allocated sufficient resources (including their good people)	5	4	3	2	1	0
Total for Senior Team Commitment						
Overall Total						

The above questionnaire can be customised and expanded for your change programme. Access is via a secure web server, to ensure ease of input and a high response rate. Anonymous reports are then generated, and the feedback will indicate the areas to work on for successful change. This is invaluable information for planning any change programme.

How Did You Do?

Interpreting the Scores

Over 80 – you are well prepared, and should move smoothly into planning for the change. However, it is worth checking whether there are any weaker areas (where you scored below 4 on individual statements). Consider addressing these before moving forward. Do you know what you need to do during the Transition Planning stage to ensure a successful change execution?

Between 60 and 80 – you have some specific weaknesses in your approach that will have the potential to give problems later in the change programme. Look at the major areas (under the 4 headings) where the scores are lowest and address the aspects of the change programme that are most critical.

Between 40 and 60 – you are addressing some of the critical factors in managing change, but you are nowhere near being confident to move forward. Your chances of success will be low unless you put some real effort into the weaker areas before launching the change programme with the middle management ranks.

Below 40 – you should consider going back to basics before trying to instigate change. Without building the firm foundations, any change programme is doomed to failure. Your only chance is to push through the changes with a rod of iron in a climate of fear (then it may still not work out!). Or you could just go ahead and sort out all the problems later, taking you four times as long, delivering the project late and costing a great deal more.

Don't worry if you didn't score top marks – help is at hand. We will help you to fully assess your readiness and then help you prepare for successful change.

ValueAdding.com has been involved in many substantial projects and programmes involving complex change. Whether you need help with visioning workshops, coaching, mentoring, development of a business case, business process redesign or project management, we can support your change programme in the areas you require. We never take ownership away from the people in your organisation, and always seek to transfer skills to managers and staff during any of our interventions.

Contact Alastair Watson for a preliminary discussion.

Alastair.watson@valueadding.com

ValueAdding.com Limited
Tel: 0800 545 600