

Readiness for Change Assessment Tool

How to rate the statements on the Readiness for Change Assessment Tool:

This page is for facilitator use only; do not hand it out to participants.

Facilitator should ensure anonymity and confidentiality to all who participate.

Instruct participants to use a number between 1 and 5 to thoughtfully and honestly rate each statement in the tool.

Guide participants to the tool and point out the two rating scales. Also emphasize that statements 2, 4, 5, 6, 15, 20, and 22 must be answered with the inversed rating scale in order to get an accurate result (see * below for more information).

Participants only need to receive the *Readiness for Change Assessment Tool* (pages 2–5).

Facilitator should understand the following rating and scoring procedure and explain to participants:

Ratings by section: Each section can be rated separately to identify which area(s) of your program need the most support as you plan and prepare to implement change initiatives. To determine the rating for each section, calculate the average score by tallying the score for the section and dividing by the number of items in that section.

An average score below 4 for any section indicates that your program should spend time strengthening that section before engaging in changes.

PLEASE NOTE: *To accurately calculate your average score, note that ratings for questions 2, 4, 5, 6, 15, 20, and 22 have an asterisk (*) and are scored differently; they are inverse-scored.

In other words, for inverse-scored questions the scoring is:

1 = Strongly agree; 2 = Agree; 3 = Not sure; 4 = Disagree; and 5 = Strongly Disagree.

For all other questions the scoring is:

1 = Strongly disagree; 2 = Disagree; 3 = Not sure; 4 = Agree; and 5 = Strongly agree.

Instructions:

Think about your program’s previous experiences with implementing organizational change and other change initiatives. Thoughtfully consider each statement. Use a number from 1–5 to rate the statements.
[1 = Strongly disagree; 2 = Disagree; 3 = Not sure; 4 = Agree; 5 = Strongly agree]

PLEASE NOTE: For the statements with an asterisk (*), please *Inverse* your rating:
[1 = Strongly agree; 2 = Agree; 3 = Not sure; 4 = Disagree; 5 = Strongly Disagree]

	Rating
A. Previous Experiences with Change	
1. My program has had positive experiences with change.	
2. My program has experienced failure with change.*	*
3. Currently, the mood of my program is hopeful, optimistic, and positive.	
4. Currently, the mood of my program is distrustful, cynical, and negative.*	*
5. Currently my program appears to be resting on the laurels of past successes.*	*
6. There are parts of my program that operate in “silos.”*	*
Calculate average rating for Previous Experiences with Change ____ / 6 = _____	
B. Communication	
1. My program has clearly defined program goals and objectives that are continually communicated to staff.	
2. My program has strategies in place to prioritize change projects and competing change initiatives.	
3. My program uses multiple communication strategies to keep stakeholders informed.	
4. My program’s messaging about change is clear and consistent.	
5. Ongoing monitoring includes strategies to identify lapses in communication.	
Calculate average rating for Communication ____ / 5 = _____	

C. Leadership Support	
1. Managers are directly involved with their teams and support changes.	
2. There is a clear picture of the future.	
3. The leadership team's success is dependent on the success of change initiatives.	
4. There have been times when managers have demonstrated a lack of support for their teams.*	*
5. Staff are invited to participate and their thoughts influence change initiatives.	
Calculate average rating for Leadership Support ____ / 5 = _____	
D. Preparing and Openness for Change	
1. My program has an ongoing system in place that is used to monitor change.	
2. Managers use monitoring results to make decisions that support change.	
3. Managers and staff have access to training that supports an understanding of change in organizations.	
4. Management team members believe it is not necessary to do things differently. They believe that it is ok to operate the same as we did in the past.*	*
5. Conflicts are dealt with in a way that builds on strengths with a focus on resolution.	
6. Conflicts are censored, hidden and/or not openly discussed.*	*
Calculate average rating for Preparing and Openness for Change ____ / 6 = _____	
E. Readiness for Change	
1. My program's planning process takes into account change initiatives.	
2. My program's planning process supports change initiatives.	
3. My program's governance team has approved past change initiatives.	
Calculate average rating for Readiness for Change ____ / 3 = _____	
F. Measures for Change	
1. My program's monitoring system tracks changes and reports on progress.	
2. When determining course correction, my program ensures that follow-up is identified.	
Calculate average rating for Measures for Change ____ / 2= _____	
Total of All Sections	

Summative rating: To determine your program's overall readiness for change, total the ratings for each section.

- 135 – 125** Your program is ready. If there is a section that ranked low, monitor that section closely and be prepared to make course corrections as needed.
- 124 – 114** Recommend that your program consider the average rating for each section and spend time working with staff in the areas that ranked lowest.
- 113 – 100** Strongly recommend that your program consider the average rating for each section and spend time working with staff in the areas that were ranked lowest.
- 99 – below** Before beginning change initiatives, work intensively with your staff and stakeholders.

How you can use the Readiness for Change Assessment Tool:

Directors may use the tool to engage the management team in a discussion to determine next steps necessary to move forward with change initiatives.

Directors may want to have conversations with various stakeholders, (staff, management, governing body members, Policy Council, community members) review data, read existing reports, and complete the tool based on their discoveries.

Managers may use the tool to engage their teams in a discussion that gauges their thinking and readiness to engage in change initiatives or in a project that requires change.

Directors and **managers** may ask their teams to complete the tool.

