Foundations Consulting
"Supporting Your Growth"

Business Change Readiness Survey

At the inception or planning stage of a significant business improvement project/program, there can be benefit in assessing the general degree of **change readiness** of the intended audience group or business area, and their ability to absorb more business change initiatives at this point in time.

Completing this assessment will provide early indicators as to the degree of 'change capacity' and willingness to absorb more change, and also highlight the likely level of 'resistance' and 'change risk' to expect from the impacted audience groups. The results of this assessment may help determine the timing of a new program of work and/or the degree of change management effort that may be required to adequately 'engage, prepare & support' staff through the transition.

This assessment should be facilitated by the Business Change Manager with representatives from the relevant audience group or business area.

Department:	
Business Area:	
Date:	4/01/2010

In light of the intended program and envisaged change impacts, how would you rate:

Factors Affecting Business Change Readiness	Rating	Rating Criteria
The business area has a clearly defined and widely understood shared vision & direction (incl. unified set of priorities)?		3 – Widely shared and unified vision exists within the business area. 2 – Medium degree of unified direction and priorities exist within the business area. 1 – Currently there are many different directions, agendas and shifting priorities.
The amount of two way communications that naturally occurs to all levels within the business area?		3 - High level of active communication. 2 - Medium level of active communication. 1 - Low level of active communication.
The business area's internal culture and degree of responsiveness to change?		3 – Open and receptive to new ideas and change. 2 - Average with some degrees of resistance & anxiety at times. 1 – Closed and resistant to new ideas and change.
The level of risk/accountability people are allowed to take without punishment?		3 - Staff are empowered & encouraged to take considered risks, along with accountability (embracing change). 2 - Staff are given some scope for taking considered risks, along with accountability. 1 - Staff are given little empowerment to take considered risks, rewarded more for consistency.
The level of change the business area has experienced recently (last 6-12 months)?		3 - Low levels of change to absorb in recent times. 2 - Medium levels of change to absorb in recent times. 1 - High levels of change to absorb in recent times.
How well the business area has handled previous change initiatives (eg. degree of adaptability)?		3 - Very well with minimal fuss and resistance. 2 - Average with some degrees of resistance & fuss. 1 - Poorly with significant degrees of resistance & fuss.

Perception of how well business change initiatives have been implemented in the past?		3 - Very successfully and changes well managed (perceived as positive by staff). 2 – Medium track record in managing changes successfully. 1 – Changes poorly managed and many failed projects (perceived as negative by staff).
The level of active sponsorship & support for this program at executive/senior levels within the business area today?		3 - High level of active sponsorship & support is evident. 2 - Medium level of active sponsorship & support is acknowledged. 1 - Low level of active sponsorship & support evident today.
The level of experience that middle management have in managing & support staff through transformational change?		3 - High level of experience and competence at managing change initiatives (strong track record). 2 - Medium level experience and competence at managing change initiatives. 1 - Low level of experience and competence at managing change initiatives.
The level of concurrent project activity/initiatives underway within the business at present?		3 - Low levels of concurrent change underway in the business. 2 - Medium levels of concurrent change underway in the business. 1 - High levels of concurrent change underway in the business.
The level to which the program supports or is supported by other projects and organisational initiatives?		3 - High degree of interdependency with other projects & deemed to be a priority. 2 - Some degree of interdependency with other projects & deemed to be a priority. 1 - Low degree of interdependency with other projects & deemed to be a low priority.
Total Score		

Scoring Guide

Degree of Change Readiness & Change Management Effort Likely to be Required	High	23 - 27	Business area has a high degree of 'change readiness' and likely to display low levels of resistance to initiative. Project will likely require a lower degree of change management assistance & sophistication, subject to the complexity and magnitude of the changes being introduced.
	Medium	14 - 22	Business area has a medium degree of 'change readiness' and likely to display some levels of resistance to initiative. Project will likely require a medium degree of change management assistance & sophistication, subject to the complexity and magnitude of the changes being introduced.
	Low	9 - 13	Business area has a low degree of 'change readiness' and likely to display significant levels of resistance to initiative. Project will likely require a high degree of change management assistance & sophistication, subject to the complexity and magnitude of the changes being introduced.

Any further comments or suggestions for the project/program to consider as part of it's planning stage?