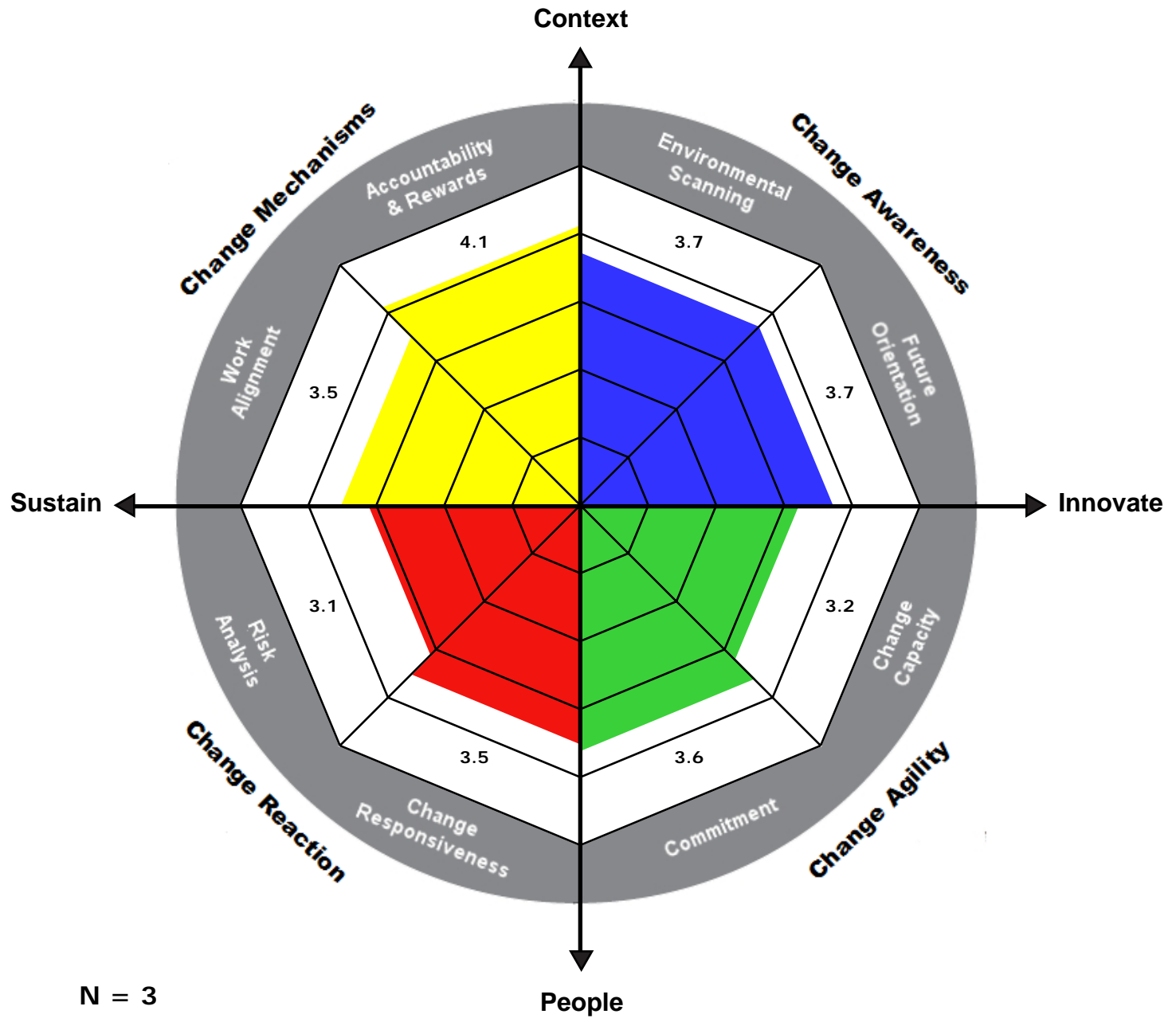


CHANGE READINESS
GAUGETM

Assessment Scale
1 = Rarely True
2 = Occasionally True
3 = Often True
4 = Very Often True
5 = Always True
N/O = Not Observed



N = 3

Individual Items

Company ABC Composite

Assessment Scale 1 = Rarely True 2 = Occasionally True 3 = Often True 4 = Very Often True 5 = Always True N/O = Not Observed												
	Mean Score	Range					Need More		Need Less		OK	
		1	2	3	4	5	N	%	N	%	N	%
In this organization...	3.7											
Environment Scanning	3.7											
1. there is awareness of emerging industry trends.(+)	4.3						1	33	0	0	2	67
2. competition is monitored and tracked.	3.7						2	67	0	0	1	33
3. we utilize technology that is changing our business.(+)	4.0						1	33	0	0	2	67
4. our business environment is monitored to identify problems and emerging opportunities.	3.3						2	67	0	0	1	33
5. business factors (i.e. customers, suppliers, competition, etc.) drive changes in our business.	3.3						1	33	0	0	2	67
Future Orientation	3.7											
6. our day-to-day focus is more on the future than on the past.(-)	2.7						1	33	0	0	2	67
7. there is a strategic plan that defines our direction and how we will get there.(+)	4.3						2	67	0	0	1	33
8. there is a compelling, shared vision that informs how we act.(+)	4.3						2	67	0	0	1	33
9. long-term vision is not compromised by short-term demands.	3.3						2	67	0	0	1	33
10. when we have tough choices we do not lose sight of our goals.	4.0				H		1	33	0	0	2	67
Change Capacity	3.2											
11. new assignments are completed on schedule.	3.3						1	33	0	0	2	67
12. people take action when a need arises.	4.0				H		0	0	1	33	2	67
13. we know how to stretch our capacity without tearing.(-)	3.0						1	33	1	33	1	33
14. there are clear channels for communicating change through the organization.(-)	3.0						1	33	0	0	2	67
15. we have clear processes to implement change.(-)	2.5						1	33	1	33	1	33
Commitment	3.6											
16. employees trust new directions set by senior management.	3.7						2	67	0	0	1	33
17. management works to gain the commitment of employees for change.(+)	4.7						1	33	0	0	2	67
18. the need for change is communicated in a positive way.	3.3						2	67	0	0	1	33
19. during change, leadership models appropriate behavior.	3.5						0	0	0	0	3	100
20. we focus more on building on our success than pointing fingers.(-)	3.0				H		1	33	0	0	2	67

(+) Ten highest scoring

(-) Ten lowest scoring

Individual Items

Company ABC Composite

Assessment Scale 1 = Rarely True 2 = Occasionally True 3 = Often True 4 = Very Often True 5 = Always True N/O = Not Observed												
	Mean Score	Range					Need More		Need Less		OK	
		1	2	3	4	5	N	%	N	%	N	%
In this organization...												
Change Responsiveness	3.5											
21. managers maintain their composure under stress.	3.7			-----		1	33	0	0	2	67	
22. people step up and assume responsibility under difficult circumstances.	4.0			-----		1	33	0	0	2	67	
23. differences are handled constructively and with respect for others.	3.3			-----		1	33	0	0	2	67	
24. plans can be modified quickly when necessary.(-)	3.0			-----		1	33	0	0	2	67	
25. the appropriate people solve problems and make decisions.(+)	4.0			-----H		0	0	1	33	2	67	
Risk Analysis	3.1											
26. the risks associated with change are assessed and minimized.	3.5			-----		1	33	0	0	2	67	
27. management is effective at recognizing emerging problems.(-)	3.0			-----		2	67	0	0	1	33	
28. people know how to distinguish between critical and non-critical tasks.(-)	2.7			-----		2	67	0	0	1	33	
29. appropriate stakeholders are consulted when there is a problem.	3.7			-----		1	33	0	0	2	67	
30. we determine root causes of problems rather than treating symptoms.(-)	2.7			-----		1	33	0	0	2	67	
Work Alignment	3.5											
31. the right people are assigned to the right jobs.(-)	2.7			-----		2	67	0	0	1	33	
32. goals are clearly aligned across functions and divisions.	3.7			-----		1	33	0	0	2	67	
33. resources can be quickly shifted to best serve the organization.	3.3			-----		0	0	0	0	3	100	
34. our approach to doing business is consistent across the organization.	4.0			-----		0	0	0	0	3	100	
35. new initiatives are effectively integrated with existing projects.	3.7			-----		0	0	0	0	3	100	
Accountability & Rewards	4.1											
36. people know what is expected of them.(+)	4.0			-----H		0	0	0	0	3	100	
37. management sets challenging but meaningful goals.(+)	4.3			-----		0	0	0	0	3	100	
38. people are held accountable for achieving their goals.(+)	4.0			-----H		0	0	0	0	3	100	
39. reward system encourage desired new behaviors.	3.0			-----H		0	0	0	0	3	100	
40. we measure factors that are critical to our success.(+)	4.3			-----		0	0	0	0	3	100	

(+) Ten highest scoring

(-) Ten lowest scoring

High/Low Items

Company ABC Composite

	Score
<p>Assessment Scale 1 = Rarely True 2 = Occasionally True 3 = Often True 4 = Very Often True 5 = Always True N/O = Not Observed</p>	
In this organization...	
Ten Highest Scoring Items (All Raters)	1.0 2.0 3.0 4.0 5.0
17. management works to gain the commitment of employees for change.	4.7
1. there is awareness of emerging industry trends.	4.3
40. we measure factors that are critical to our success.	4.3
8. there is a compelling, shared vision that informs how we act.	4.3
37. management sets challenging but meaningful goals.	4.3
7. there is a strategic plan that defines our direction and how we will get there.	4.3
36. people know what is expected of them.	4.0
38. people are held accountable for achieving their goals.	4.0
3. we utilize technology that is changing our business.	4.0
25. the appropriate people solve problems and make decisions.	4.0
Ten Lowest Scoring Items (All Raters)	1.0 2.0 3.0 4.0 5.0
15. we have clear processes to implement change.	2.5
31. the right people are assigned to the right jobs.	2.7
6. our day-to-day focus is more on the future than on the past.	2.7
28. people know how to distinguish between critical and non-critical tasks.	2.7
30. we determine root causes of problems rather than treating symptoms.	2.7
24. plans can be modified quickly when necessary.	3.0
14. there are clear channels for communicating change through the organization.	3.0
13. we know how to stretch our capacity without tearing.	3.0
20. we focus more on building on our success than pointing fingers.	3.0
27. management is effective at recognizing emerging problems.	3.0