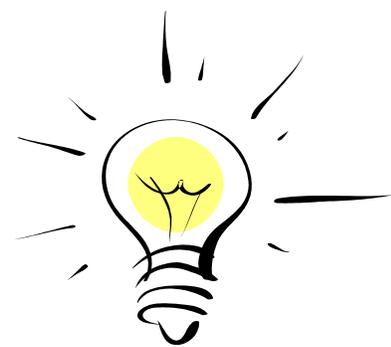


Measuring Organizational Change Readiness

- **Identify the overall level of change readiness in your organization**
- **Explore four dimensions of change readiness**
- **Recognize what your organization can do to enhance its overall readiness**



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Organizational Change Readiness Assessment

Background: The OCRA is a general assessment of change readiness as perceived by a change leader. To increase the accuracy of this assessment, it is recommended that change leaders **gather data from others** regarding employee perceptions of these issues before completing this assessment.

Instructions: (1) Identify the employee group/work unit (which could be the entire organization) that is the change initiative's target. (2) Answer each question thinking about how the employees in the target group might perceive this issue. (3) Review the component scores and the overall score. (4) Discuss the results with other change leaders. (5) Develop your strategy.

Target Work Unit/Employee Group: _____

For each statement, think of the target group and indicate your level of agreement using the following scale:

-3 = strongly disagree	+1 = slightly agree
-2 = disagree	+2 = agree
-1 = slightly disagree	+3 = strongly agree
0 = Not Sure/Don't Know	

Organizational Support Component	Level of Agreement
1. The organization's vision is truly a "shared" vision in that employees at all levels understand, value, and work toward accomplishing this vision through their daily work.	<input style="width: 100%; height: 100%;" type="text"/>
2. Decision making and authority are decentralized (there are multiple levels of decision makers throughout the organization—decision making isn't centralized at the top).	<input style="width: 100%; height: 100%;" type="text"/>
3. Employees have, in the past, actively participated in organizational decision making, goal setting, and organizational change initiatives.	<input style="width: 100%; height: 100%;" type="text"/>
4. Employee ideas and suggestions for improving their work and the organization are listened to.	<input style="width: 100%; height: 100%;" type="text"/>
5. Employees view the organization's training and development programs as effective and supportive of change-driven training needs.	<input style="width: 100%; height: 100%;" type="text"/>
6. The organization is effective at setting and achieving measurable performance goals and targets.	<input style="width: 100%; height: 100%;" type="text"/>
7. The organization effectively uses multiple communication channels to routinely and effectively communicate with employees.	<input style="width: 100%; height: 100%;" type="text"/>
	Component Total

Cultural Component	Level of Agreement
8. The organization's culture (i.e., its deeply held beliefs, values, and assumptions) is open and receptive to new ideas, innovation, and change.	<input style="width: 100%; height: 100%;" type="text"/>
9. Real teamwork and collaboration exist within and between organizational work units/departments.	<input style="width: 100%; height: 100%;" type="text"/>
10. There is a high level of trust between leaders and employees.	<input style="width: 100%; height: 100%;" type="text"/>
11. When the going gets tough here, people tend to stick together and help each other out.	<input style="width: 100%; height: 100%;" type="text"/>
12. Employees generally feel encouraged to innovate, offer ideas, and take risks.	<input style="width: 100%; height: 100%;" type="text"/>
13. During past change initiatives, employees have generally stepped up and actively participated in helping to shape and implement these changes.	<input style="width: 100%; height: 100%;" type="text"/>
14. People here generally feel that they are personally responsible for their own success.	<input style="width: 100%; height: 100%;" type="text"/>
	Component Total

