# 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 <u>as perceived by a change leader</u>. 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.

<u>Instructions</u>: (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

### **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.
- 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).
- 3. Employees have, in the past, actively participated in organizational decision making, goal setting, and organizational change initiatives.
- 4. Employee ideas and suggestions for improving their work and the organization are listened to.
- 5. Employees view the organization's training and development programs as effective and supportive of change-driven training needs.
- 6. The organization is effective at setting and achieving measurable performance goals and targets.
- 7. The organization effectively uses multiple communication channels to routinely and effectively communicate with employees.

# 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.
- Real teamwork and collaboration exist within and between organizational work units/departments.
- 10. There is a high level of trust between leaders and employees.
- 11. When the going gets tough here, people tend to stick together and help each other out.
- 12. Employees generally feel encouraged to innovate, offer ideas, and take risks.
- 13. During past change initiatives, employees have generally stepped up and actively participated in helping to shape and implement these changes.
- 14. People here generally feel that they are personally responsible for their own success.

Scale: -3 = strongly disagree; -2 = disagree; -1 = slightly disagree; 0 = not sure; +1 = slightly agree; +2 = agree; +3 = strongly agree

The Change Environment Component Level of Ag			
15.	People are aware of the forces driving change that exist outside the organization.		
16.	The proposed change and its effects on all organizational dimensions (e.g., structure, strategy, processes, work flow, systems, etc.) are clearly defined and understood by those leading the change.		
17.	When the change is completed, we'll be able to gauge our success with the change effort (there are clear measures to evaluate the change results).		
18.	The organization has successfully implemented change initiatives in the past.		
19.	The reason or the "why" of the coming change can easily be translated into tangible evidence that will get the attention of employees.		
20.	The number of change initiatives currently underway feels manageable by employees who are most affected by any change.		
21.	The perceived benefits from the change are greater than the perceived losses or disadvantages.		Componer
Employee Attitudes and Behaviors Component Level o			
22.	Employees feel a sense of urgency — a felt need — for change.		
23.	Employees have a high level of job engagement (job engagement reflects employee commitment to their jobs and the company).		
24.	Employees feel able to make decisions and act independently concerning their daily work.		
25.	Innovators, entrepreneurs, and risk takers exist at all levels of the organization.		
26.	Employees are generally receptive to change vs. feeling that "this too shall pass."		
27.	When change happens, employees typically feel that they have the opportunity to influence or affect the change.		
28.	Employees have confidence in their manager's ability to successfully guide them through the change.		Componer

### **Overall Change Readiness**

Readiness Component	Score
Organizational Support	
Cultural	
Change Environment	
Employee Attitudes	
Total Overall Change Readiness:	

#### Interpreting Your Change Readiness Score

If your overall readiness score is **zero or a negative number**, the organization is probably **not ready for the change** and the change effort is likely to fail, encounter stiff resistance, or fail to achieve many of its objectives. A wholesale review of your change strategy is warranted to ensure some measure of success.

If your overall readiness score is **between 0 and 27**, the organization's low level of readiness is likely to jeopardize the success of your change initiative. Examine the lowest scoring readiness components to identify specific areas where your organization may be least ready for change and address these directly.

If your overall readiness score is **between 28 and 56**, the organization has a **moderate** level of change readiness. The change effort is likely to be successful only through careful implementation and attention to the issues identified in the lower-scoring readiness components.

If your overall readiness score is **between 57 and 84**, the organization has a **high** level of change readiness. The change effort is likely to be successful as long as organizational leaders, employees, and these readiness components stay aligned with and receptive to the *idea* of change as the source of organizational renewal.

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