

### Assessing an Organization's Readiness for Change

Instructions: Circle the number that best represents your opinions about the company being evaluated.

	Yes	Somewhat	No
1. Is the change effort being sponsored by a senior-level executive (President, Provost, Director)?	3	2	1
2. Are all levels of the university committed to the change?	3	2	1
3. Does the organization culture encourage risk taking?	3	2	1
4. Does the organization culture encourage and reward continuous improvement?	3	2	1
5. Has senior management clearly articulated the need for change?	3	2	1
6. Has senior management presented a clear vision of a positive future?	3	2	1
7. Does the organization use specific measures to assess performance?	3	2	1
8. Does the change effort support other major activities going on in the organization?	3	2	1
9. Has the organization benchmarked itself against world-class colleges and universities?	3	2	1
10. Do all faculty/staff understand the customers' needs?	3	2	1
11. Does the organization reward individuals and/or teams for being innovative and for looking for root causes of organizational problems?	3	2	1
12. Is the organization flexible and cooperative?	3	2	1
13. Does management effectively communicate with all levels of the organization?	3	2	1
14. Has the organization successfully implemented other change programs?	3	2	1
15. Do faculty/staff take personal responsibility for their behavior?	3	2	1
16. Does the organization make decisions quickly?	3	2	1

Total Score: \_\_\_\_\_

Source: Based on the discussion contained in T.A. Stewart, "Rate your readiness to change," *Fortune*, February 7, 1994, pp.106-10.

(Arbitrary norms are as follows: 48-40 = High readiness for change; 39-24 = Moderate readiness for change; and 23-16 = Low readiness for change.) What was the company's readiness for change, and how did this evaluation relate to the success of the change effort?