Introduction to the Organizational Change Readiness Assessment Template

This assessment provides insight into the need for tailored OCM efforts in all knowledge areas from every level of the organization. The assessment is used to gauge each organizational level (executives, management, employees, project team) on their perceptions of the organization’s change readiness in each knowledge area.

The following sections are constructed to match the suggested structure for the Organizational Change Readiness Assessment. Instructions and descriptions are provided to help the reader understand each section’s purpose and how to complete it.

Template style conventions are as follows:

| Style | Convention |
| --- | --- |
| Normal text | Indicates placeholder text that can be used for any project. |
| [Instructional text in brackets] | Indicates text that is be replaced/edited/deleted by the user] |
| *Example text in italics* | *Indicates text that might be replaced/edited/deleted by the user* |

As you complete the template, please remember to delete all instructional text (including this section) and update the following items, as applicable:

* title page
* version history
* table of contents
* headers
* footers

Update the document to a minor version (e.g., 1.1, 1.2) when minimal changes are made and a major version (e.g., 2.0, 3.0) when significant changes are made.

Organizational Change Readiness Assessment

[The Organizational Change Readiness Assessment should be completed and reviewed at the onset of the Executing Process Phase. The assessment is used by the OCM Practitioner to evaluate the organization’s readiness for change in each knowledge area and for each major internal stakeholder group. A separate assessment should be completed by a representative Stakeholder population from each organizational level, from the executive leadership to the staff level, and then the data aggregated to determine the results. The results should be tabulated for each statement for all representatives within an organizational level. This method of tabulation will allow the OCM Practitioner to guide OCM efforts based upon the specific needs of each organizational level.

To complete each section below, have the representative Stakeholders rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. The scores for each section are calculated separately and summarized in the final section of this assessment.

This assessment may be customized to the project and/or organization. The OCM Practitioner should review the template prior to its dissemination in order to make sure all statements are applicable and customized to the current project.]

# OCM Lifecycle Management

[To complete this section, have the representative Stakeholders record their organizational level and rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. Calculate the average OCM Lifecycle Management score by averaging the responses for all questions. Record the average OCM Lifecycle Management score in the final row of the table.]

| Organizational Level: |  |
| --- | --- |

|  | **Strongly**  **Disagree** | | | **Strongly**  **Agree** | | |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | | | | | |
| **OCM Lifecycle Management** | | | | | | |
| 1. A structured change management approach is being communicated and applied to [name of project]. | 1 | 2 | 3 | | 4 | 5 |
| 1. An OCM Practitioner and OCM team have been identified. | 1 | 2 | 3 | | 4 | 5 |
| 1. Project and OCM teams are tracking progress and able to resolve related issues through set project management processes. | 1 | 2 | 3 | | 4 | 5 |
| 1. An OCM Plan has been integrated with the Project Management Plan. | 1 | 2 | 3 | | 4 | 5 |
| 1. Feedback processes are continually used to determine how effectively change is being adopted by Stakeholders. | 1 | 2 | 3 | | 4 | 5 |
| **Average OCM Lifecycle Management Score** |  |  |  | |  |  |

# Communication

[To complete this section, have the representative Stakeholders rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. Calculate the average Communication score by averaging the responses for all questions. Record the average Communication score in the final row of the table.]

|  | | Strongly  Disagree | | | | | Strongly  Agree | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | |  | | | | | | | | | | |
| Communication | | | | | | | | | | | | |
| 1. The organization has a clearly defined vision and strategy and changes are continually communicated with all Stakeholders. | 1 | | 2 | | 3 | | | 4 | | 5 | |
| 1. Priorities are set and continually communicated regarding [name of project] and other competing initiatives. | 1 | | 2 | | 3 | | | 4 | | 5 | |
| 1. The organization uses multiple communication methods to keep Stakeholders informed. | 1 | | 2 | | 3 | | | 4 | | 5 | |
| 1. The organization’s messaging about [name of project] is clear, concise, and consistent. | 1 | | 2 | | 3 | | | 4 | | 5 | |
| 1. Mechanisms are in place to identify lapses in effective communication. | 1 | | 2 | | 3 | | | 4 | | 5 | |
| **Average Communication Score** | |  | |  | |  | | |  | |  | |

# Leadership Support

[To complete this section, have the representative Stakeholders rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. Calculate the average Leadership Support score by averaging the responses for all questions. Record the average Leadership Support score in the final row of the table.]

|  | Strongly  Disagree | | | Strongly  Agree | | |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | | | | | |
| Leadership Support | | | | | | |
| 1. [Name of project] has a Project Sponsor identified. | 1 | 2 | 3 | | 4 | 5 |
| 1. The Project Sponsor has the necessary authority over the people, processes and systems to authorize and fund [name of project]. | 1 | 2 | 3 | | 4 | 5 |
| 1. The Project Sponsor and executive leadership build awareness of the need for change (why the change is happening). | 1 | 2 | 3 | | 4 | 5 |
| 1. The Project Sponsor and executive leaders actively and visibly participate with the project team throughout the entire project lifecycle. | 1 | 2 | 3 | | 4 | 5 |
| 1. The Project Sponsor resolves issues and make decisions relating to the project schedule, scope, and resources. | 1 | 2 | 3 | | 4 | 5 |
| **Average Leadership Support Score** |  |  |  | |  |  |

# Team Dynamics

[To complete this section, have the representative Stakeholders rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. Calculate the average Team Dynamics score by averaging the responses for all questions. Record the average Team Dynamics score in the final row of the table.]

|  | Strongly  Disagree | | | Strongly  Agree | | |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | | | | | |
| Team Dynamics | | | | | | |
| 1. [Name of project’s] project team works together in a cohesive manner. | 1 | 2 | 3 | | 4 | 5 |
| 1. The project team is able to quickly predict, identify, and proactively respond to changes within [name of project]. | 1 | 2 | 3 | | 4 | 5 |
| 1. The project team timely and effectively makes decisions. | 1 | 2 | 3 | | 4 | 5 |
| 1. The project team communicates internally and externally with those outside the team. | 1 | 2 | 3 | | 4 | 5 |
| 1. The project team cooperates and avoids sabotaging each other’s efforts. | 1 | 2 | 3 | | 4 | 5 |
| **Average Team Dynamics Score** |  |  |  | |  |  |

# Stakeholder Enrollment

[To complete this section, have the representative Stakeholders rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. Calculate the average Stakeholder Enrollment score by averaging the responses for all questions. Record the average Stakeholder Enrollment score in the final row of the table.]

|  | Strongly  Disagree | | | Strongly  Agree | | |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | | | | | |
| Stakeholder Enrollment | | | | | | |
| 1. All Stakeholders impacted by [name of project] are communicated with on a regular basis. | 1 | 2 | 3 | | 4 | 5 |
| 1. The project team seeks feedback from Stakeholders. | 1 | 2 | 3 | | 4 | 5 |
| 1. Stakeholders head a consistent and unified message from various levels of leadership. | 1 | 2 | 3 | | 4 | 5 |
| 1. [Name of project] is tailored to the particular needs and concerns of each Stakeholder group. | 1 | 2 | 3 | | 4 | 5 |
| 1. Change successes are celebrated, both in private and public. | 1 | 2 | 3 | | 4 | 5 |
| 1. The organization recognizes that resistance is a normal response to change. | 1 | 2 | 3 | | 4 | 5 |
| 1. Special tactics have been developed for addressing resistance to change from various Stakeholders. | 1 | 2 | 3 | | 4 | 5 |
| 1. Stakeholders are able to express resistance without fear of retribution. | 1 | 2 | 3 | | 4 | 5 |
| 1. Stakeholders feel heard and understood when expressing concerns or questions regarding [name of project]. | 1 | 2 | 3 | | 4 | 5 |
| 1. Resistance is identified and addressed in a timely and thoughtful manner. | 1 | 2 | 3 | | 4 | 5 |
| **Average Stakeholder Enrollment Score** |  |  |  | |  |  |

# Training

[To complete this section, have the representative Stakeholders rate the statements in the table on a scale from one to five, with one indicating strongly disagree and five indicating strongly agree. Calculate the average Training score by averaging the responses for all questions. Record the average Training score in the final row of the table.]

|  | Strongly  Disagree | | | Strongly  Agree | | |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | | | | | |
| Training | | | | | | |
| 1. The organization recognizes and reinforces skills and behaviors required for [name of project]. | 1 | 2 | 3 | | 4 | 5 |
| 1. Skills and knowledge needed for transition have been identified. | 1 | 2 | 3 | | 4 | 5 |
| 1. Training is developed based on identified gaps in knowledge, skills, and abilities. | 1 | 2 | 3 | | 4 | 5 |
| 1. Training is developed and scheduled proactively, based on gaps and need assessments. | 1 | 2 | 3 | | 4 | 5 |
| 1. Flexible methods are employed for training i.e. Web Based, Webcasts, Guides, In Class Training etc. | 1 | 2 | 3 | | 4 | 5 |
| **Average Training Score** |  |  |  | |  |  |

# Summary of Results

[To complete this section, record the average scores for each knowledge area section above. Average scores of three or less indicate the individual is not fully prepared in that knowledge area and should focus OCM efforts based on the guidance provided in the CA-OCM.]

| Knowledge Area | Total Score |  | Knowledge Area | Total Score |
| --- | --- | --- | --- | --- |
|  |  |  |  |  |
| OCM Lifecycle Management |  |  | Team Dynamics |  |
|  |  |  |  |  |
| Communication |  |  | Stakeholder Enrollment |  |
|  |  |  |  |  |
| Leadership Support |  |  | Training |  |