

Perceived need for change among employees

1	2	3	4	5
Compelling business need for change is evident, employees are dissatisfied with current state			Employees do not view change as necessary, employees are satisfied with current state	

Impact of past changes on employees

1	2	3	4	5
Employees perceive past changes as positive			Employees see past changes as negative	

Current environment

1	2	3	4	5
Very few changes underway			Everything throughout the organization is changing	

Past change experiences

1	2	3	4	5
Changes were successful and well-managed			Many failed projects and changes were poorly managed	

Shared vision and direction for the organization

1	2	3	4	5
Widely shared and unified vision			Many different directions and shifting priorities	

Resources and funding availability

1	2	3	4	5
Adequate resources and funds are available			Resources and funds are limited	

Organization's culture and responsiveness to change

1	2	3	4	5
Open and receptive to new ideas and change			Closed and resistant to new ideas and change	

Organizational reinforcement

1	2	3	4	5
Employees are rewarded for risk-taking and embracing change			Employees are rewarded for consistency and predictability	

Leadership style and power distribution

1	2	3	4	5
Centralized			Distributed	

Executives/senior management competency for change

1	2	3	4	5
Business leaders demonstrate effective sponsorship on change projects			Business leaders lack sponsor skills and knowledge	

Middle management competency for change

1	2	3	4	5
Managers are highly skilled at managing change			Managers lack knowledge and skills for managing change	

Employee competency for change

1	2	3	4	5
Employees are highly competent at managing change			Employees lack the knowledge and skills for managing change	

Sum of points (out of 60 total)

Total Score: _____

A score of 15 or lower indicates the organization is well-positioned to weather adversity and effectively exploit opportunities.

A score between 15 and 35 indicates the organization will require careful application of change management solutions to achieve the end state with minimal detriment to the organization's health.

A score of 35 or higher signals a change-resistant organization and will require significant resources to ensure a successful transition from the current state to the ideal end state.