

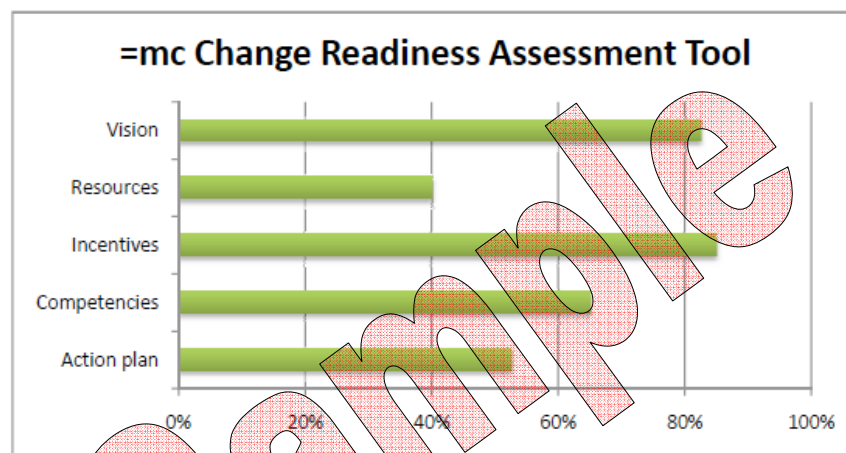
## Sample Change Readiness Assessment

Thank you for using the =mc change readiness assessment tool. Below is your personalised score – and if you opted to take part in the benchmark exercise how you compare to other organisations in terms of readiness.

The tool analyses your change readiness along five key dimensions:

- Vision
- Resources
- Incentives
- Competencies
- Action plan

### Individual score



**Vision: 83%** Your vision is strong and this should help avoid confusion, enabling you to achieve a successful change

**Resources: 40%** Your inadequate resources need boosting to achieve a successful change and avoid frustration

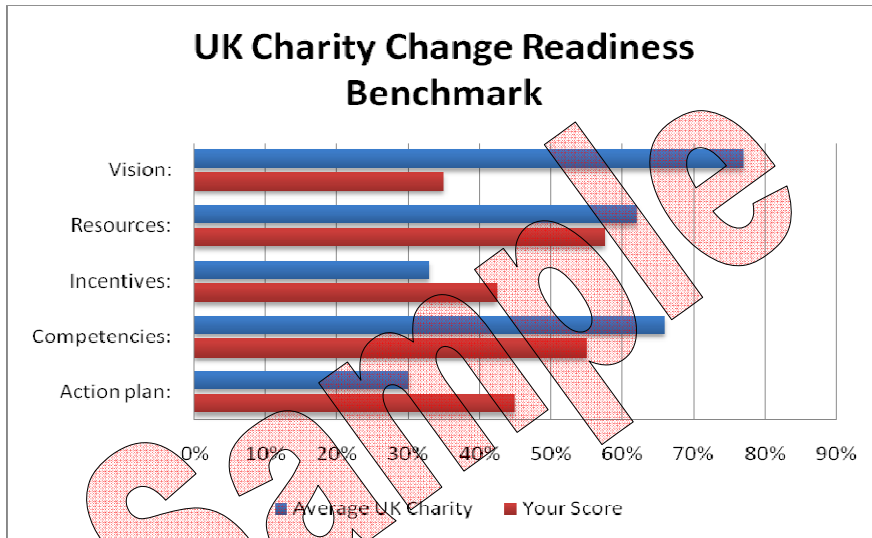
**Incentives: 85%** Your incentives are strong and this should help avoid slow change, enabling you to achieve a successful change

**Competencies: 65%** Your competencies need strengthening to effectively skill your organisation and avoid anxiety

**Action plan: 53%** Your action plan needs some work to prepare your organisation for change and avoid false starts

## Benchmark score

Below is a comparison of how you scored when compared to other charities:



- Vision:** Your vision is weak relative to the benchmark average of other UK charities
- Resources:** Your resources are similar to the benchmark average
- Incentives:** Your incentives are stronger than the benchmark average of other UK charities
- Competencies:** Your competencies are weak relative to the benchmark average other UK charities
- Action plan:** Your action plan is strong relative to the benchmark average other UK charities

We can provide you with a more detailed analysis if you would like that. We can also provide comparisons with organisations of a similar size or in a similar field. Contact our knowledge management expert, David Segal, for more information: [d.segal@managementcentre.co.uk](mailto:d.segal@managementcentre.co.uk).

## When change goes wrong

Below are the consequences of a low score in any key area:

Vision	Competencies	Incentive	Resources	Action plan	Result
Black	Yellow	Yellow	Yellow	Yellow	Confusion
Yellow	Black	Yellow	Yellow	Yellow	Anxiety
Yellow	Yellow	Black	Yellow	Yellow	Gradual change
Yellow	Yellow	Yellow	Black	Yellow	Frustration
Yellow	Yellow	Yellow	Yellow	Black	False start
Yellow	Yellow	Yellow	Yellow	Yellow	<b>SUCCESSFUL CHANGE</b>

## Improving your performance

Your result may surprise you – either positively or negatively. To help you think through how you can improve your readiness for change, below are some questions you may like to consider:

Dimension and definition	Key questions to answer or consider with your colleagues
<b>Vision:</b> a clear and positive end result for the process that people can aim towards.	<ul style="list-style-type: none"> <li>● what specifically is the vision?</li> <li>● are you selling it in imaginative and engaging ways?</li> <li>● is your / your senior managers' behaviour aligned to the vision?</li> <li>● who are the stakeholders who need to understand it?</li> <li>● do they understand how it connects to them?</li> </ul>
<b>Competencies:</b> the skills, knowledge and abilities needed at an organisational level.	<ul style="list-style-type: none"> <li>● what competencies do you have now? (These can be issues like user / donor orientation, efficiency, staff flexibility.)</li> <li>● which competencies you need to deliver the vision?</li> <li>● are there any <i>transitional</i> competencies needed? (For example the ability to manage a change programme!)</li> <li>● do you need training in any key areas? Which ones?</li> </ul>
<b>Incentives:</b> the motivations – positive <i>or</i> negative – to make the change	<ul style="list-style-type: none"> <li>● what incentives are there for change?</li> <li>● have these incentives been identified and communicated?</li> <li>● are specific stakeholders clear on motivations for them ?</li> <li>● are stakeholders aware of negative consequences for them and others of not changing?</li> </ul>
<b>Resources:</b> the people, processes, and finance available to implement change.	<ul style="list-style-type: none"> <li>● what resources do you have to help with the change?</li> <li>● what resources are mission critical and how critical are they?</li> <li>● are there competent managers able to implement the change?</li> <li>● what else do you need?</li> <li>● what are the implications if there is a gap?</li> </ul>
<b>Action Plan:</b> a concrete set of systematic steps and stages needed to reach the new situation.	<ul style="list-style-type: none"> <li>● what is the plan – and is it specific and concrete?</li> <li>● does everyone involved know what they need to do?</li> <li>● are they confident and capable of delivering the action?</li> <li>● if you don't have an Action Plan, whose responsibility is it to create it?</li> <li>● does anyone need to be consulted before it's signed off?</li> </ul>

## How else can we help?

As change experts, we can help you in a number of ways:

### =mc Thought Leadership Change seminar

If you'd like to find out more about contemporary approaches to change then why not attend our half-day seminar on 23<sup>rd</sup> March 2010

[http://www.managementcentre.co.uk/pages/change\\_seminar.html](http://www.managementcentre.co.uk/pages/change_seminar.html)

### Change Consultancy

We can advise you and provide training on how to achieve your change programme. To find out more visit the change section on our website.

<http://www.managementcentre.co.uk/change>

### Bernard Ross on change

To find out Bernard Ross's thoughts on change visit his blog

<http://bernardross.wordpress.com/2009/10/20/change-series-2-the-8-step-approach-to-change/>

## About =mc

=mc has helped a number of organisations develop radical change strategies – from mergers to culture change to strategic shifts. These customers have included UK organisations including **National Trust for Scotland**, **Capability Scotland**, **Refugee Council**, and **NSPCC**. Internationally we have worked with organisations as diverse as **Amnesty International**, **OECD**, **ILO** and **UNAIDS** on aspects of their change work.

Before we begin change programmes we ask senior managers to complete a simple questionnaire around five dimensions of readiness for change: vision, competencies, incentives, resources, and action plan.

In our experience your ability to deliver the change will be a function of your overall readiness – or score on these five dimensions. A shortfall in one specific area will indicate where you need to focus your energies and undertake work.

If you'd like to discuss your analysis or find out more about how we can help you with effective change email **Bernard Ross, Director:**  
[bernard@managementcentre.co.uk](mailto:bernard@managementcentre.co.uk).