

READINESS RUBRIC -- Section C: The Organization's Readiness

Change Strategy Under Consideration:

Readiness = Organizational Experience + Organizational Learning + Organizational Culture + Shared Values About This Change Strategy

Be candid when completing this tool and try to think of concrete examples when answering the questions. Be careful when noting your ratings; the scale is not the same for all questions.

C. Experience: To what degree does the organization have previous experience with change in general and with this type of change in particular?

Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	Many times		Once or twice		Never	
1. Has the organization successfully undergone any type of change before?	5	4	3	2	1	
2. Has the organization successfully undergone change in the same content area as the proposed change strategy before?	5	4	3	2	1	
3. Has the organization experienced change unsuccessfully?	5	4	3	2	1	
4. Does the organization have experience in delivering programs similar in content to those of the change strategy?	5	4	3	2	1	
5. If the organization's experience has been negative, does it value risk-taking?	5	4	3	2	1	
Experience Subtotal (out of 25 possible points)						0

High Readiness = 22-25 points

Medium readiness = 15-21 points

Low readiness = 14 points and below

C. Organizational Learning: To what degree does the organization have the capacity to learn the skills that are required for this change strategy?

Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	Definitely		Somewhat		Not at this time	
6. Are there processes in place by which organization members critically reflect on their experiences with their programs (successful and unsuccessful)? If not, will such be put in place for this initiative?	5	4	3	2	1	
7. Are there many types of learning taking place (i.e., formal training, informal learning)?	5	4	3	2	1	
8. Are research, data, and/or other resources available in the content area? Are they valued, used, and discussed?	5	4	3	2	1	
9. Is there on-going assessment of each individual's skills versus those needed for his/her role – and a plan for developing skills that need improvement?	5	4	3	2	1	
10. Is there a vehicle for learning together when the skills and knowledge are just emerging?	5	4	3	2	1	
Organizational Learning Subtotal (out of 25 possible points)						0

High Readiness = 22-25 points

Medium readiness = 15-21 points

Low readiness = 14 points and below

C. Organizational Culture:

Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
11. Is there a culture of trying to assign blame when things go wrong or a value for being reflective and learning from mistakes?	No or seldom 5	4	To some extent 3	2	Yes 1	
12. Is there a shared value for flexibility? Ambiguity seen as opportunity?	Always 5	4	Sometimes 3	2	Seldom 1	
13. Is there a culture of mutual respect? listening to each other valued?	Always 5	4	Sometimes 3	2	Seldom 1	
14. there a strong organizational work ethic?	Always 5	4	Sometimes 3	2	Seldom 1	
15. Are there rituals or ceremonies to celebrate successes?	Always 5	4	Sometimes 3	2	Seldom 1	
Organizational Culture Subtotal (out of 25 possible points)						0
<i>High Readiness = 22-25 points Medium readiness = 15-21 points Low readiness = 14 points and below</i>						

C. Shared Values: Are there shared values about the change strategy?

Answer the questions below by entering your score in the cells to the right .

	RATING/SCORE					Input Your Score:
16. Are the terms in use for the change strategy commonly understood? Has this assumption been tested?	Yes 5	4	Perhaps 3	2	No 1	
17. Are there shared norms of behavior (such as ground rules and agendas for meetings as a matter of course)?	Yes 5	4	Somewhat 3	2	No 1	
18. Is there a shared value for the importance of the problem being addressed by the change strategy?	Yes 5	4	Somewhat 3	2	No 1	
19. Is there a shared belief that this change strategy will help solve the problem?	Yes 5	4	Somewhat 3	2	No 1	
20. Is there a shared belief that this change strategy will be successfully implemented?	Yes 5	4	Somewhat 3	2	No 1	
Shared Values Subtotal (out of 25 possible points)						0
<i>High Readiness = 22-25 points Medium readiness = 15-21 points Low readiness = 14 points and below</i>						

SECTION B SUMMARY: Participants' Total Readiness Score (out of 100)

Subscore for Experience (out of 25) :	0
Subscore for Organizational Learning (out of 25) :	0
Subscore for Organizational Culture (out of 25) :	0
Subscore for Shared Values (out of 25) :	0
TOTAL READINESS SCORE (out of 100):	0
ORGANIZATION'S READINESS LEVEL (circle one): HIGH MEDIUM LOW	

High = 88-100; Medium = 87-60; Low = below 60

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