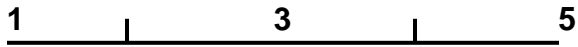


5. Resilience

(People handle continuous change well)



6. Rewards

(People believe most changes will benefit them)



7. Respect, Control, and Saving Face

(The organization has worked hard to allow people to maintain dignity and self-respect during change)



8. Status Quo

(Change is generally disruptive to the work environment and employees alike)



9. Skilled at Managing Change

(This organization has shown great skill in managing past changes)



Interpretation

Here are a few things to consider when interpreting the results of the questionnaire.

Numbers Need Explanation

Even though 1 and 2 should be considered low scores, 3 a mid-range score, 4 and 5 high, these are just numbers. One person's 4 is another's 3. The value of this exercise is the discussion and understanding the meanings people give to their scores. However, low to mid-range scores should be cause for concern. We will need to consider those scores while developing the program and in developing the Communication Plan.

Look for Patterns

While you are doing this individually, this tool is invaluable to use as an assessment that you would give to people who will be affected by the Workforce/Succession Plan. When reviewing responses from groups you will want to look for patterns. Are scores clustered together on particular items? If so, this probably indicates that most people agree about support for change on that scale.

There is no right or wrong answers. Scores merely reflect people's perceptions. You will need to discuss low scores and consider them in the development of the program.

This is an effective tool to use with the Workforce/Succession Planning Design Team and your senior leadership team to determine how each of those groups views the change readiness of the organization.