

## Worksheet: Assessing Cultural Readiness for Change

Many facets of the organization's culture may impact the organization's readiness for change. Organization-development consultants John E. Jones and William L. Bearley have identified five dimensions as valuable to assess.

**For each of the five dimensions below, answer the questions in relation to your organization.**

1. Structural Readiness—Maintaining a clear vision, with the ability to rearrange systems and structures quickly and effortlessly, as necessary.

Does your organization:	Rarely	Sometimes	Usually
<ul style="list-style-type: none"><li>Have a focused perspective of where it is going?</li></ul>			
<ul style="list-style-type: none"><li>Appear to direct its own destiny?</li></ul>			
<ul style="list-style-type: none"><li>Deal well with "the interim"?</li></ul>			
<ul style="list-style-type: none"><li>Exhibit flexibility in its structure?</li></ul>			

2. Technological Readiness—Keeping up-to-date and "on the cutting edge" of available resources and knowledge.

Does your organization:	Rarely	Sometimes	Usually
<ul style="list-style-type: none"><li>Invest in new technology?</li></ul>			
<ul style="list-style-type: none"><li>Incorporate ideas from customers?</li></ul>			

3. Climatic Readiness—Maintaining an environment and atmosphere that is supportive to people during the change.

Does your organization:	Rarely	Sometimes	Usually
<ul style="list-style-type: none"><li>Encourage and promote employee participation?</li></ul>			
<ul style="list-style-type: none"><li>Openly support and foster experimentation?</li></ul>			
<ul style="list-style-type: none"><li>Recognize and reward creativity?</li></ul>			

4. Systemic Readiness—Instituting and maintaining systems that provide information in order to observe the effects of change.

Does your organization:	Rarely	Sometimes	Usually
<ul style="list-style-type: none"> <li>• Have measurement systems in place to assess the impacts of internal change?</li> </ul>			

5. People Readiness—Having people at all levels work successfully together in the new and changing environment.

Does your organization:	Rarely	Sometimes	Usually
<ul style="list-style-type: none"> <li>• Regard its employees as resources?</li> </ul>			
<ul style="list-style-type: none"> <li>• Demonstrate flexibility at the top?</li> </ul>			

If your answer to many of these questions is “rarely,” your organization may not be ready for change. Keep these dimensions in mind as you plan for your change.

Adapted from: Jones, John E. and William L. Bearley “Change Reaction: Understanding Your Response to Organizational Change.” King of Prussia: HRDQ Press, 2003.