Prosci Risk Assessment

## Assessing Change and Organizational Readiness

Change Characteristics Assessment

|  |
| --- |
| Scope of change: |
| Workgroup Department |  | Division Enterprise |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Number of impacted employees: |
| Less than 10 |  | Over 1,000 |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Variation in groups that are impacted: |
| All groups impacted the same |  | Groups experiencing the change differently |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Type of change: |
| Single aspect, simple change |  | Many aspects, complex change |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Degree of process change: |
| No change |  | 100% change |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Degree of technology and system change: |
| No change |  | 100% change |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Degree of job role change: |
| No change |  | 100% change |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Degree of organization restructuring: |
| No change |  | 100% change |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Amount of change overall: |
| Incremental change |  | Radical change |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Impact on employee compensation: |
| No impact on pay or benefits |  | Large impact on pay or benefits |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Reduction in total staffing levels: |
| No change expected |  | Significant change expected |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Timeframe for change: |
| Very short (< a month) or very long (> a year) |  | 3-month to 12-month initiative |
| [ ]  1 [ ]  2 | [ ]  3 | [ ]  4 [ ]  5 |
| Sum of points for Change Characteristics Assessment (out of 60): | Click or tap here to enter text. |

A score of 35 or higher indicates a large, disruptive change that will require more change management for the project to be successful.

## Organizational Attributes Assessment

|  |
| --- |
| Perceived need for change among employees and managers: |
| Compelling business need for change is visible –employees are dissatisfied with the current state | Employees do not view change as necessary –employees are satisfied with the current state |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Impact of past changes on employees: |
| Employees perceive past changes as positive | Employees perceive past changes as negative |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Change capacity: |
| Very few changes underway | Everything is changing |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Past changes: |
| Changes were successful and well-managed | Many failed projects and changes were poorly managed |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Shared vision and direction for the organization: |
| Widely shared and unified vision | Many different directions and shifting priorities |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Resources and funding availability: |
| Adequate resources and funds are available | Resources and funds are limited |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Organization’s culture and responsiveness to change: |
| Open and receptive to new ideas and change | Closed and resistant to new ideas and change |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Organizational reinforcement: |
| Employees are rewarded for risk taking and embracing change | Employees are rewarded for consistency and predictability |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Leadership style and power distribution: |
| Centralized | Distributed |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Executive/senior management change competency: |
| Business leaders demonstrate effective sponsorship on change projects | Business leaders lack sponsor skills and knowledge |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Middle management change competency: |
| Managers are highly competent at managing change | Managers lack the knowledge and skills for managing change |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Employee change competency: |
| Employees are highly competent at managing change | Employees lack the knowledge and skills for managing change |
| [ ]  1 | [ ]  2 | [ ]  3 | [ ]  4 | [ ]  5 |
| Sum of points for Organizational Attributes Assessment (out of 60): | Click or tap here to enter text. |

A score of 35 or higher indicates a change resistant organization that will require more change management for the project to be successful.

Prosci Risk Assessment Grid

# Fill in your risk assessment grid

Change Resistant

|  |  |
| --- | --- |
| Medium RiskClick or tap here to enter text. | High RiskClick or tap here to enter text. |
| Click or tap here to enter text.Low Risk | Click or tap here to enter text.Medium Risk |

The Change Characteristics and Organizational Attributes assessments help a change practitioner determine the risk of a change and scale the change management efforts accordingly.

Organizational Attributes

35

Change Ready

Small, Incremental

35

Change Characteristics

Large, Disruptive

Notes

Click or tap here to enter text.