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 Risk  Click or tap here to enter text. | High Risk  Click 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.