

Organizational Change Management Self-Assessment Questionnaire

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Use the key steps of successful organizational change to assess how well your organization *manages* change.

First consider how your organization has approached change in the past and how it is approaching any current or anticipated change initiatives.

Then score your organization on each of the 21 steps in the self-assessment instrument below using a scale of 1 to 5 where **1 means you strongly disagree** and **5 means you strongly agree**.

A score of three or less on any step could indicate a change management area in need of improvement that your organization may want to analyze and correct.

Our organization...

Score

- | | |
|--|-------|
| 1. examines external trends, issues and problems confronting it | _____ |
| 2. identifies and discusses actual or potential crises or major opportunities | _____ |
| 3. establishes an increased sense of urgency around needed change | _____ |
| 4. puts together a group with enough power to lead the change | _____ |
| 5. gets the group to work together effectively as a team | _____ |
| 6. creates a vision and strategy to help guide the change effort | _____ |
| 7. ensures that it is a shared vision and strategy | _____ |
| 8. continuously uses every available vehicle to communicate the new vision and strategy | _____ |
| 9. has the leadership team role-model the behavior expected of employees | _____ |
| 10. eliminates obstacles to the planned change | _____ |
| 11. modifies systems or structures that undermine the change vision | _____ |
| 12. encourages reasonable risk-taking and non-traditional ideas and actions | _____ |
| 13. focuses on results rather than activities | _____ |
| 14. plans for visible short-term improvements in performance (quick "wins") | _____ |
| 15. visibly recognizes and rewards people who make the wins possible | _____ |
| 16. monitors and adjusts strategies in response to problems in the change process | _____ |
| 17. aligns all policies, systems, structures and practices to fit each other and the change vision | _____ |
| 18. hires, promotes and develops people who can implement the change vision | _____ |
| 19. reinvigorates the change process through new projects, themes and change agents | _____ |
| 20. articulates the connection between new behaviors and organizational success | _____ |
| 21. creates processes to ensure leadership development and succession | _____ |