



LEAD  
THROUGH  
CHANGE

# ASSESS YOUR TEAM'S CHANGE READINESS



Public  
Service  
Commission



## Assess your team's readiness plan

The change commitment curve can be used as a model to assess your team's level of change readiness. This can be done through the use of a short survey (which can be supported by a group debrief), or through informal conversations to understand people's level of change readiness.

Surveys may be most appropriate in situations where there are many stakeholders whose views need to be captured quickly to support management of a complex change, while individual conversations may be a more appropriate for smaller changes within a contained group of stakeholders.

Where possible, your change readiness assessment should seek to include the following stakeholders:

- ❖ End users who will need to adopt the change (e.g. your team, and possibly their teams if you're a leader of managers).
- ❖ Levels of management closest to the end users (for example, other people managers likely to be impacted by the change, and the managers they report to).
- ❖ Anyone else who has the ability to substantially influence the shape or outcome of the change (e.g. the executive sponsor of the change, representatives from other parts of the business impacted by the change etc.).

If your change readiness assessment shows that some groups are not entirely ready for a certain stage of change, then you should focus effort to put in place strategies to support your team to move through the resistance. If you don't provide this support, the risk of failure is greater.

Below, is a list of questions that can form the basis of a change readiness assessment, aligned to the stages in the change commitment curve. You can use these in a survey or an interview to understand at a high level where different stakeholder groups may or may not be ready for the different stages of change.

Note that when using these questions, you may need to adjust the way they're phrased to suit different methods of data collection. For example, in a survey that asks people to agree or disagree using a 1-5 scale, question 1 under 'Awareness' may be better phrased in the first person as 'I feel informed about change before it happens.' You don't need to use all the questions listed below. In informal conversations you may select a few to weave into the conversation so that it doesn't seem like an interview or interrogation.

|                             |  |
|-----------------------------|--|
| <p><b>AWARENESS</b></p>     | <ul style="list-style-type: none"> <li>❖ Do you feel informed about the change?</li> <li>❖ Would you like to know more about the change?</li> <li>❖ Are you clear about who you can go to for information about the change?</li> </ul>   |
| <p><b>UNDERSTANDING</b></p> | <ul style="list-style-type: none"> <li>❖ Do you understand the impact that the change is likely to have on you and your role?</li> <li>❖ Does the team have the necessary resources to enable successful change? (i.e. time, funding, training etc.)</li> <li>❖ Are there clear and achievable plans in place to help implement change?</li> <li>❖ Are you clear on what's expected of you when implementing this change?</li> </ul>                               |
| <p><b>BUY IN</b></p>        | <ul style="list-style-type: none"> <li>❖ Do you think the changes that are happening are necessary?</li> <li>❖ Do senior leaders within our division understand and support the change?</li> <li>❖ Does your manager support the change?</li> <li>❖ Do you feel like you can speak up and be heard if you have concerns about change?</li> <li>❖ Are you provided with opportunities to provide feedback on changes that impact our team and your role?</li> </ul> |
| <p><b>COMMITMENT</b></p>    | <ul style="list-style-type: none"> <li>❖ Do you feel that leaders will take action to remove barriers and ensure change is implemented effectively?</li> <li>❖ Do you feel you should contribute to the change effort where possible?</li> <li>❖ Do you plan to apply this change to your day to day work?</li> </ul>  |

Change has now become the norm, which means people are frequently in the midst of change. It can be exhausting, which is why you might have heard a well coined phrase “change fatigue.” To support your team through change and maintain their energy and commitment, you will need to support their resilience and wellbeing.

