

Linkage's Change Leadership: How Leaders Drive Organizational Change

Tool: How Does Your Change Effort Measure Up?

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Assessment

How Does Your Change Effort Measure Up?

All change initiatives have one thing in common: if they are well led, they usually succeed; if not, they are doomed to failure (or at least a longer road). Since you often can't affect the "core content" of the initiative (e.g., the new business strategy, financial target, or markets), you will spend most of your time concentrating on the "process" of how the initiative is to be implemented.

Let's stop and evaluate how you and your organization handle the process.

Directions

Step 1 Since the questions that follow assess your organization's performance in all phases of an initiative, consider a completed initiative that you and your organization recently underwent or a current change that is well underway. The questions can apply equally well to smaller, localized changes or larger, cross-organizational initiatives.

Step 2 On the following page, there are eighteen statements that describe your organization and actions its leadership (including you) took to implement change. Read each statement and write in the scores that most accurately describe your perception. Use the following scale to rate your responses:

0	1	2	3
Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree

Assessment

0	1	2	3
Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree

My Perceptions of the Change Process

1. There was shared belief in the need for change across the company; people felt the status quo wouldn't do.

2. There was a "critical mass" of senior leaders (including line managers) with enough power and authority to effectively sponsor or personally lead the initiative.

3. The future state envisioned as a result of the change was widely shared.

4. Actions were taken to ensure company systems like appraisal, compensation, rewards, and recognition directly supported the behaviors needed to achieve the new goals.

5. There was a clear, comprehensive implementation plan and timeline for the initiative.

6. Additional changes needed to support the initiative had been identified and were also underway.

7. Those leading the change had clearly communicated a compelling business case that reached both the hearts and minds of employees.

8. The organizational "players" whose support and involvement were most critical had been identified and enrolled.

9. There was a communication strategy and plan in place for mobilizing all relevant parties (e.g., the board, employees, customers) that clearly articulated the actions leaders wanted individuals and groups to take.

10. Employees were involved in implementation planning and decision-making on issues affecting them.

11. There were clear milestone goals and success criteria for the change initiative.

- _____ 12. "Victory" was not declared too soon; a majority of people were aware that fully integrating the change would take time, patience, and perseverance.
- _____ 13. Both executives and employees understood the threats and opportunities driving "why we must change."
- _____ 14. A common vision and strategy were developed through an inclusive process involving key stakeholders.
- _____ 15. Decisions and messages about the initiative were consistent (i.e., from different leaders, between what was said and actions taken).
- _____ 16. The required new skills were identified and adequate resources like training and coaching were provided.
- _____ 17. Learnings from pilots (initial implementations) were applied to full implementation.
- _____ 18. Mechanisms for tracking progress were in place and used, allowing mid-course corrections.

0	1	2	3
Strongly Disagree	Somewhat Disagree	Somewhat Agree	Strongly Agree

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Linkage is a global organizational development company that specializes in leadership development. We provide clients around the globe with integrated solutions that include strategic consulting services, customized leadership development and training experiences, tailored assessment services, and benchmark research. Linkage's mission is to connect high-performing leaders and organizations to the futures they want to create.

With a relentless commitment to learning, Linkage also offers conferences, institutes, summits, open-enrollment workshops, and distance learning programs on leading-edge topics in leadership, management, human resources, and organizational development. More than 200,000 leaders and managers have attended Linkage programs since 1988.

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