

Organizational Readiness Assessment

Instructions: Leadership should complete this organizational assessment to better understand which areas of the company require development. This tool is intended to be a thought provoking assessment of the state of the business. To increase the accuracy of the assessment, it is recommended that where appropriate, you collaborate with others within the organization to best represent the present state of the business before finalizing your scoring.

Indicate your level of agreement with each statement using the following scale:

-3 = strongly disagree	+1 = slightly agree
-2 = disagree	+2 = agree
-1 = slightly disagree	+3 = strongly agree
0 = not sure/don't know	

Organizational Alignment Component:

1. The organization's vision is truly a "shared" vision in that employees at all levels understand, value, and work toward accomplishing this vision through their daily work.	
2. Decision making and authority are decentralized (there are multiple levels of decision makers throughout the organization – decision making isn't centralized at the top).	
3. Employees have in the past actively participated in organizational decision making, goal setting and organizational change initiatives.	
4. Employee ideas and suggestions for improving their work and the organization are listened to.	
5. Employees view the organization's training and development programs as effective and supportive of change-driven training needs.	
6. The organization is effective at setting and achieving measurable performance goals and targets.	
7. The organization effectively uses multiple communication channels to routinely and effectively communicate with employees.	
TOTAL	

-3 = strongly disagree	+1 = slightly agree
-2 = disagree	+2 = agree
-1 = slightly disagree	+3 = strongly agree
0 = not sure/don't know	

Cultural Component:

8. The organization's culture (i.e. its deeply held beliefs, values, and assumptions) is open and receptive to new ideas, innovation and change.	
9. Staff accountabilities as well as roles & responsibilities are written and understood.	
10. Key procedures are documented and understood.	
11. Financial results are openly shared and employees are aware of the present state of the business.	
12. Employees generally feel encouraged to innovate, offer ideas and take risks.	
13. Employee turnover is at an acceptable rate and not perceived as a human capital impediment.	
14. People here generally feel that they are personally responsible for their own success.	
TOTAL	

Leadership Component:

15. A succession plan framework has been created for both planned and unplanned events.	
16. Leadership is exposed to best practice ideas from within and outside their industry.	
17. A formalized strategic plan framework has been deployed that augments your annual planning process.	
18. Financial controls and core processes relating to the deployment of capital are in place and being optimized.	
19. Organizationally – a set of key performance indicators have been established and are being utilized to run the business.	
20. Leadership feels that the company is a high performance organization that is yielding the financial, customer and employee results that it envisioned.	
21. A shared vision exists within the leadership team and key employees about where the company is headed and what the key success factors are for sustained growth.	
TOTAL	

Readiness Component	Score
Organizational Alignment	
Cultural	
Leadership	
Total	

Interpreting Your Score

If your total score is between Zero to 21, the enterprise is facing a number of organizational development challenges. Please examine the lowest scoring components to identify specific areas where the organization needs to focus on.

If your overall readiness score is between 22 - 42, the enterprise has a moderate level of core areas to address. A concentrated effort needs to be considered along with careful thought to the sources of capital that will be required.

If your overall readiness score is between 43 and above, the organization has a select number of areas to further develop. The change effort needs to be weighed against the value of further organizational renewal.