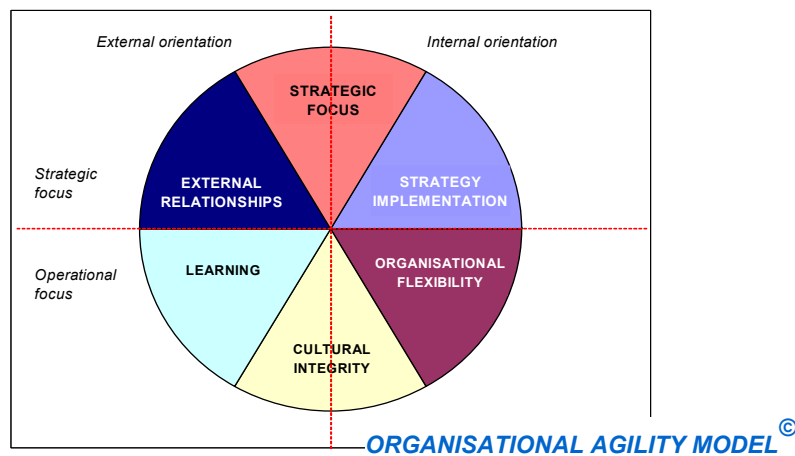




# Change Readiness Assessment & Monitoring

## *The BeeAgile approach*

Within our overall approach to **Organisational Agility**, as depicted in the model diagram below, are a subset of tools, methods and processes which support the various practical requirements of most large change programmes.



Among these is our approach to Change Readiness Assessment & Monitoring.

### Measuring and Monitoring People's Readiness to Change

Changes to attitudes and behaviour are essential to success with any change initiative. Unless people make the necessary adjustments, benefits are either not achieved or are short lived. Standard approaches to monitoring often miss out this dimension, focusing on project milestones (are we delivering the systems, processes, etc?) and overall programme outcomes (have we got the benefits?).

BeeAgile's approach to Change Readiness Assessment & Monitoring is designed to fill this gap, by assessing and monitoring whether the people who are affected by a change are ready and willing to make it happen. It has been used most recently during a 3 year programme in a confidential government department, where it enabled the change team to focus communications and training effort, predict and defuse problems, and manage sensitive issues.

Change Readiness Assessment operates at two levels:

- How good is the organisation at implementing and adapting to change in general? We look at this using a proprietary survey tool based on our **Organisational Agility** model and database. This provides a 72-factor analysis based on the 6 dimensions of **Organisational Agility**.
- How close is the organisation to the profile required for success with this particular change? We look at this by developing an additional set of questions, based on the current behaviours, attitudes, skills and knowledge that will be necessary for the desired future state to be implemented and sustained.

The main evaluation tool is usually a confidential questionnaire completed by a cross section of people in the organisation. The first half assesses **Organisational Agility** and the second half is about the degree of actual change that is to be achieved. We can provide a web enabled version of these for easy completion and data capture. In addition to the questionnaire we use other methods as necessary to complete the picture - for example focus groups, telephone surveys, interactive sessions, stakeholder interviews and direct observation.

The steps in Change Readiness Monitoring are:

Step 0 – Ensure that the Change Readiness Monitoring process is fully integrated with, and supportive of, the needs of any relevant existing or planned organisational change initiatives. The outputs from the Change Readiness Assessment can be used to guide the nature and the degree of integration.

Step 1 - Understand the People Implications of the vision - this involves mapping the behaviours, attitudes, skills and knowledge required for the future vision to be successful. We work with stakeholders (using interviews and / or workshops) to define this.

Step 2 - Design a survey - this translates the People Implications into a set of survey tools and questions and also defines the demographic groupings that will be used for comparison purposes. We pilot this on a subset of the organisation to ensure face validity.

Step 3 - Take a baseline measurement - this measures the starting point as the baseline for later comparison. The baseline also has value in its own right as it tells you where key problems lie, where you may need to focus more change effort and where you may need less than you thought. Sometimes the results are quite surprising.

Step 4 - Decide and plan the actions you will take as a result of the survey - this may involve additional stakeholder management, communications or involvement activity, or changes to the original plan.

Step 5 - Communicate the results and action plan clearly and visibly - this shows people that you are taking their input seriously, making them more likely to complete the survey again when you need them to. It also shows that the organisation is serious about change.

Step 6 - Repeat Steps 3 to 5 periodically until the change is complete - this enables you to see whether key indicators are moving in the right direction, which would show that your actions, and those of the change initiatives being monitored, are successful from a people change viewpoint. It is also a useful means of detecting and dealing with new issues as they arise.

The key benefits of our approach include:

- Better ability to focus change effort on the issues and people that need attention or will really make a difference
- Early warning of problems - together with a way to validate that they are being resolved effectively
- Improved management of change issues
- Greater propensity to change - asking the questions raises awareness of the behavioural issues and encourages people to think about them
- Greater assurance that you are making the changes needed to deliver benefits and objectives successfully

## *Key contacts*

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