

# Strategic Change Evaluation

## A Self-Assessment Instrument

Evaluate Key Elements Of Your Organizational Change...

- Pinpoint Obstacles
- Anticipate Problems
- Identify Missing Elements



Find a Surer Path to  
Your Success

**Instructions:** Please circle a number response for each statement that follows to indicate the extent to which you agree that the issue describe by the statement is addressed or will be addressed as part of your present implementation process.

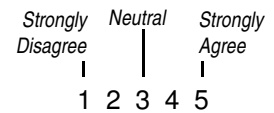
A four (4) indicates that you strongly agree the issue is or will be addressed. A zero (0) indicates that you strongly disagree that the issue is or will be addressed (unless some corrective measures are taken). A two (2) indicates a neutral or uncertain answer, neither agreeing nor disagreeing that the issue is or will be addressed. A summary of the response scale follows:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Neutral / Unsure
- 4 = Agree
- 5 = Strongly Agree

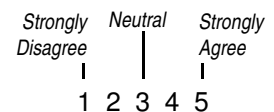
Please answer all questions as best you can.

### Requirement One: Vision Communication

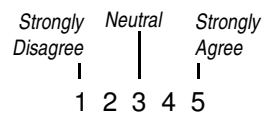
1. We have expressed the desired future state we hope to achieve through successful implementation of our change initiative (“our vision”) in terms of concrete, precise goals or objectives that have been identified and clearly articulated so that our intent is unambiguous and understandable.



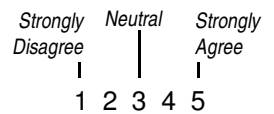
2. We have tested the vision’s validity to ensure that the change will have a positive effect on the organization, promote its success, and align with the overall strategic direction of the firm.



3. We have tested a written version of the vision message with a representative sample of people from the organization to ensure that it is complete and understandable.



4. We have developed a case for change document that explains why it is important for the organization to implement this change now and the consequences to the organization and its employees if the change is not implemented successfully.



## Requirement One: Communication of Vision

Continued...

- |  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
|--|---|------------------------------|---|---------------------------|--|---------------------------|--|--|--|--|--|---|---|---|---|---|
| 5. We have tested the case for change with a representative sample of people from the organization to ensure that it is understandable and persuasive.   | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |
| 6. The vision and the case for change have been communicated to the organization a number of times using different mediums or methods of communication.  | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |
| 7. All managers have had an opportunity to discuss, question, evaluate, and understand the vision and case for change; we believe they understand the message and support the initiative.  | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |
| 8. Each person in the organization affected by the change has had an opportunity to work with his or her boss to identify the changes needed in their jobs to support successful implementation of the vision.                         | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |
| 9. Each person in the organization affected by the change has had an opportunity to work with his or her boss to identify changes needed in their knowledge, skills, and attitudes to support successful implementation of the vision. | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |

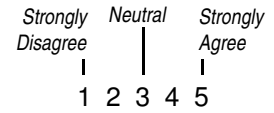
## Requirement Two: Alteration of Processes & Procedures

- |  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
|--|---|------------------------------|---|---------------------------|--|---------------------------|--|--|--|--|--|---|---|---|---|---|
| 10. We have systematically reviewed all processes that could be affected by this change and identified those that must be altered.         | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |
| 11. We have redesigned the processes that must be altered to conform to the requirements needed to support the change.                     | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |
| 12. We have implemented these process changes in the organization so that the new design now describes the way work is actually performed. | <table border="0"><tr><td style="text-align: center;"><i>Strongly<br/>Disagree</i></td><td></td><td style="text-align: center;"><i>Neutral</i></td><td></td><td style="text-align: center;"><i>Strongly<br/>Agree</i></td></tr><tr><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td><td></td><td style="text-align: center;"> </td></tr><tr><td style="text-align: center;">1</td><td style="text-align: center;">2</td><td style="text-align: center;">3</td><td style="text-align: center;">4</td><td style="text-align: center;">5</td></tr></table> | <i>Strongly<br/>Disagree</i> |   | <i>Neutral</i>            |  | <i>Strongly<br/>Agree</i> |  |  |  |  |  | 1 | 2 | 3 | 4 | 5 |
| <i>Strongly<br/>Disagree</i>   |   | <i>Neutral</i>               |   | <i>Strongly<br/>Agree</i> |  |                           |  |  |  |  |  |   |   |   |   |   |
|  |   |                              |   |                           |  |                           |  |  |  |  |  |   |   |   |   |   |
| 1  | 2   | 3                            | 4 | 5                         |  |                           |  |  |  |  |  |   |   |   |   |   |

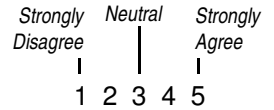
**Requirement Two: Alteration of Processes & Procedures**

Continued...

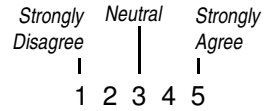
13. We have tested the new processes to ensure that the alterations have had the desired effects.



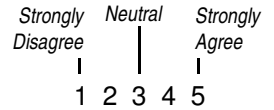
14. We have altered the metrics used to evaluate performance of the adjusted processes as appropriate and use them to set performance expectations.



15. We have modified the written procedure manuals, task directions, checklists, and other forms of work instruction to comply with the alterations to the work processes and distributed them to all parties involved in these processes.

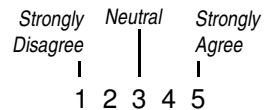


16. We have systematically eradicated all out-of-date forms of work instruction for the adjusted processes from the organization.

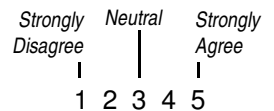


**Requirement Three: Alteration of Plant / Equipment / Tools (PET)**

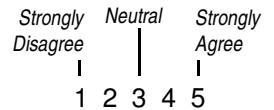
17. We have systematically reviewed all work facilities (plant), equipment and tools to identify how these must be altered for the new processes to perform successfully.



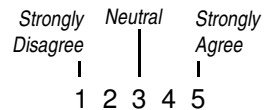
18. We have altered all plan, equipment, and tools (PET) impacted by the changed processes.



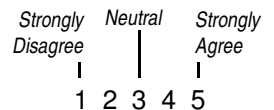
19. We have tested to ensure that the PET alterations have had the desired effect.



20. We have altered the written operating guidelines to describe the new PET accurately and distribute these guidelines to everyone who is affected.



21. We have systematically eradicated the old PET and its guidelines.



## Requirement Four: Alteration of the Performance Management System

22. We have systematically reviewed all job and team roles that may be affected by the process and PET changes to identify those that must be altered.
23. We have set specific goals for individual and team performance that are appropriate for the new processes.
24. Every employee affected by the change has had a formal one-on-one meeting with his or her immediate superior to establish new expectations for work performance and negotiate changes to their rewards, recognition, and compensation as required.
25. Employees affected by the change have received training to establish the knowledge, skills, and attitudes needed to perform in their new roles, and each individual is tested to assess the training's effectiveness.
26. We have developed and implemented a performance feedback system so that each individual knows in real time his or her performance level measured against the established objectives for the change initiative.
27. We have adjusted our compensation and reward systems so that behaviors that support the change initiative will be rewarded and behaviors that do not will be discouraged – despite how these behaviors might have been rewarded in the past.

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

## Requirement Five: Action Planning

28. We have developed a plan of scheduled, coordinated implementation steps that will be needed to implement the change initiative by the target date (an action plan).
29. We have assigned each task in the action plan to an individual on the implementation team; each individual who has been assigned a task clearly understands his or her responsibility for its completion.

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

## Requirement Five: Communication of Action Plan

Continued...

30. The action plan includes the steps needed to manage the change process – e.g. communication, process re-design, training, performance management system re-design, etc.
- Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5
31. Tasks in the action plan that need to be accomplished in the upcoming week and / or month are highlighted, and individuals can see to which they are assigned.
- Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5
32. We systematically monitor the progress of each task so that we can identify problems early and provide support as required.
- Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5
33. We hold regularly meetings to check progress of the action plan and re-schedule or re-assign tasks as required.
- Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5
34. We have identified specific milestones throughout the span of the implementation process and have scheduled special events to celebrate their completion.
- Strongly Disagree | Neutral | Strongly Agree  
1 2 3 4 5

*Please transfer your responses on to the Score Sheet that follows.*

# Strategic Change Evaluation - Score Sheet

Organization \_\_\_\_\_ Evaluation Date \_\_\_\_\_  
 Strategic Change Initiative \_\_\_\_\_

Approx. Number of Employees Impacted \_\_\_\_\_

	One	Two	Three	Four	Five	Overall
	Communication of Vision	Alteration of Processes & Procedures	Alteration of Plant / Equipment / Tools (PET)	Alteration of Performance Management System	Action Planning	Overall Score
1.	_____	10. _____	17. _____	22. _____	28. _____	
2.	_____	11. _____	18. _____	23. _____	29. _____	
3.	_____	12. _____	19. _____	24. _____	30. _____	
4.	_____	13. _____	20. _____	25. _____	31. _____	
5.	_____	14. _____	21. _____	26. _____	32. _____	
6.	_____	15. _____	↓	27. _____	33. _____	
7.	_____	16. _____	↓	↓	34. _____	
8.	_____	↓	↓	↓	↓	
9.	_____	↓	↓	↓	↓	
<b>Total</b>	<input style="width: 80px; height: 30px;" type="text"/>	+ <input style="width: 80px; height: 30px;" type="text"/>	+ <input style="width: 80px; height: 30px;" type="text"/>	+ <input style="width: 80px; height: 30px;" type="text"/>	+ <input style="width: 80px; height: 30px;" type="text"/>	= <input style="width: 80px; height: 30px;" type="text"/>
	÷9	÷7	÷5	÷6	÷7	Sum across all five requirement areas ÷34
<b>Average</b>	_____	_____	_____	_____	_____	_____
	=====	=====	=====	=====	=====	=====

For a free 30-minute consultation to review your results,  
 please call Randal at (713) 582-1419.