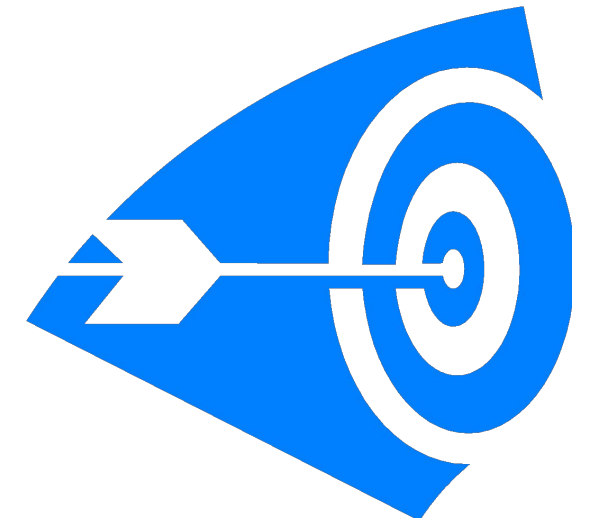


Identifying Enablers & Disablers to Change

Agenda



- Identifying organizational readiness for change
- Key elements of a change readiness assessment program
- Running a change readiness assessment program within the organization
- Drawing up a course of action

Understanding Organizational readiness for change

- ***Felt need for change:*** To what extent does the stakeholders feel a strong sense of need and/or priority for change?
- ***Readiness:*** What is the degree of readiness among the stakeholder groups and what are the potential barriers to change?
- ***Change capability:*** To what extent does the organization have changed skills, experience and a history of success?



Change Readiness Assessment is a systematic technique which provides data on organisation's capability to change and the change management 'hot spots' or risks

Understanding Need for Change Readiness Assessment

The assessment usually involves a combination of survey and focus group workshops with the following objectives:

- To understand how well the organisation has delivered change programmes in the past
- To understand current level of confidence in delivering future change
- To understand the gap between current capability and that required to go forward
- To define and agree on the change management actions to close the gap



Running a Change Readiness Assessment program

a. Designing a Change Readiness Assessment Questionnaire

Focus on areas where you would want to assess the readiness. Some of them could be:

- Change Vision
- Change Leadership
- Culture Component
- Employee Attitudes and Behaviors
- Organizational Support

b. Deploy various mechanisms

such as workshops, e-mail, online, telephonic discussion, one-to-one meetings etc to collect the inputs of various workgroups.

c. Collect and analyse the data.



Key elements of a Change Readiness Assessment program

Change Readiness Workshops	To communicate the purpose and context of the Survey to the survey population
Communication Note	To share the overview of the objective of the survey with the participants and request them to fill the survey questionnaire.
Instructions Note	To brief respondents on purpose, process and confidentiality
Data Collation	To collect and collate the data in a predefined template
Risk Profile Review	To map survey results with the <i>Change Readiness Risk</i> profile and assess the current state and identify the enablers and disablers
Detailed Analysis and Action Plan	To identify the focus areas for managing the change

Running a Change Readiness Assessment program within the organisation

Change Readiness Workshops

To communicate the purpose and context of the Survey to the survey population

- Change readiness workshops aims at sensitizing the employees and other key stakeholders to the change process and gather their perception.
- It is an effective tool for gathering Top Management perspective and identifying key enablers and disablers to change
- Identification of change Levers which are imperative for achieving technological change in the organization.
- Provide insights on e-Governance

Running a Change Readiness Assessment program within the organisation

Communication Note

To share the overview of the objective of the survey with the participants and request them to fill the survey questionnaire.

- Message from the leadership
- Provide basic information around the concept and scope of the e-Governance initiative
- Objective of the Change Readiness assessment survey
- Explain how data will be used
- Assure anonymity and confidentiality
- Outline how the questionnaire needs to be filled

Running a Change Readiness Assessment program within the organisation

Instructions Note

To brief respondents on purpose, process and confidentiality

Guidelines for Filling the Survey Questionnaire

Provide candid and honest response to the statements in the questionnaire.

Give first reaction and not spend too much time thinking of each question

Fill in the mandatory sections viz. Designation, rank etc. Name is optional anonymity is guaranteed.

Provide the opinion in the context of your department and your role in the concerned unit/section.

Fill in the circle in the scale that corresponds to the degree of your agreements to the statements

Example. Top officials support this change initiative

Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Unable to Comment

Running a Change Readiness Assessment program within the organisation

Data Collation

To collect and collate the data in a predefined template

- Data collection can be done using a standardized template / questionnaire
- Data can be gathered through workshops, online administration depending upon the culture of the Government department and technology availability

Running a Change Readiness Assessment program within the organisation

Risk Profile Review

To map survey results with the *Change Readiness Risk* profile and assess the current state and identify the enablers and disablers.



Microsoft Office
Excel Worksheet

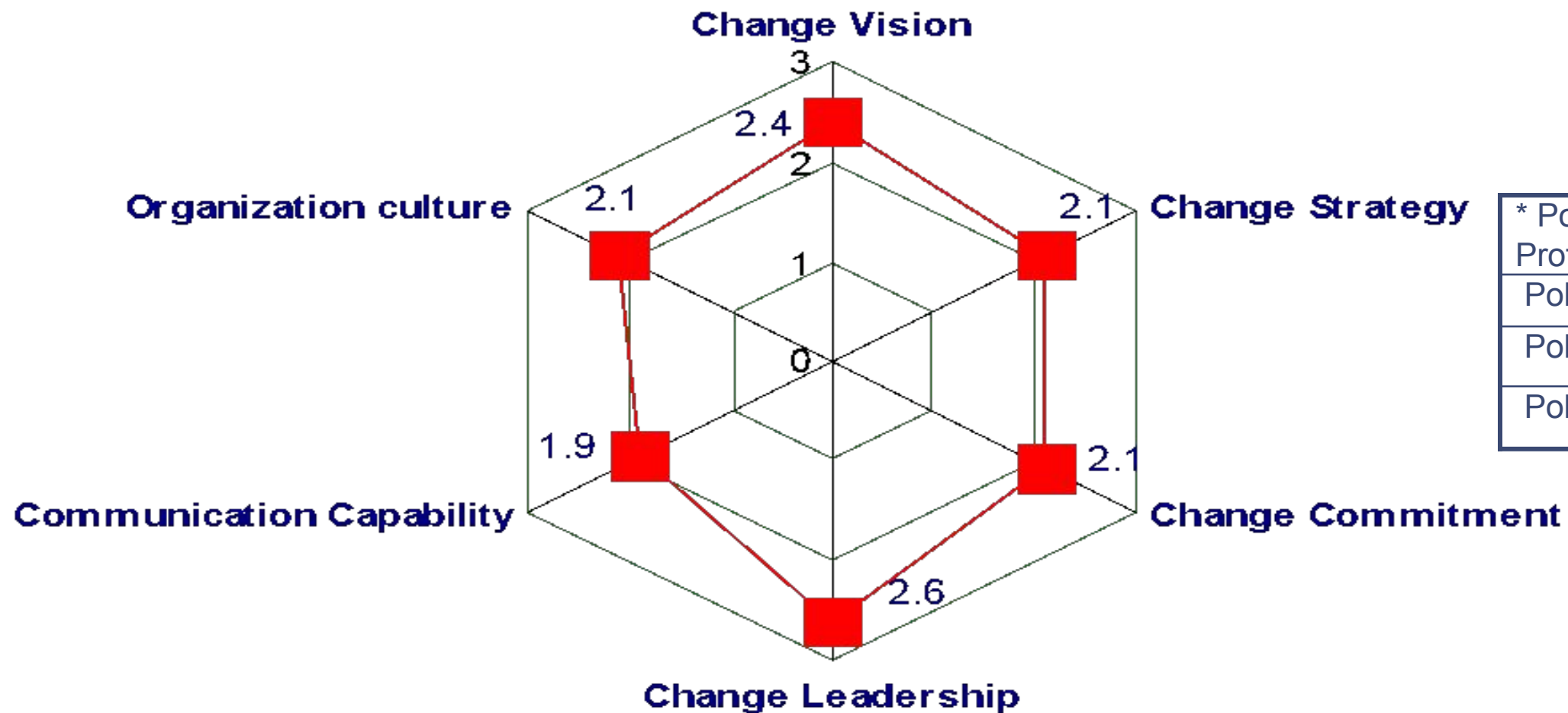
Change readiness
assessment
analysis*



* The above Change Readiness assessment Analysis sheet is an illustration for the understanding of the participants.

Running a Change Readiness Assessment program within the organisation

Risk Profile Review



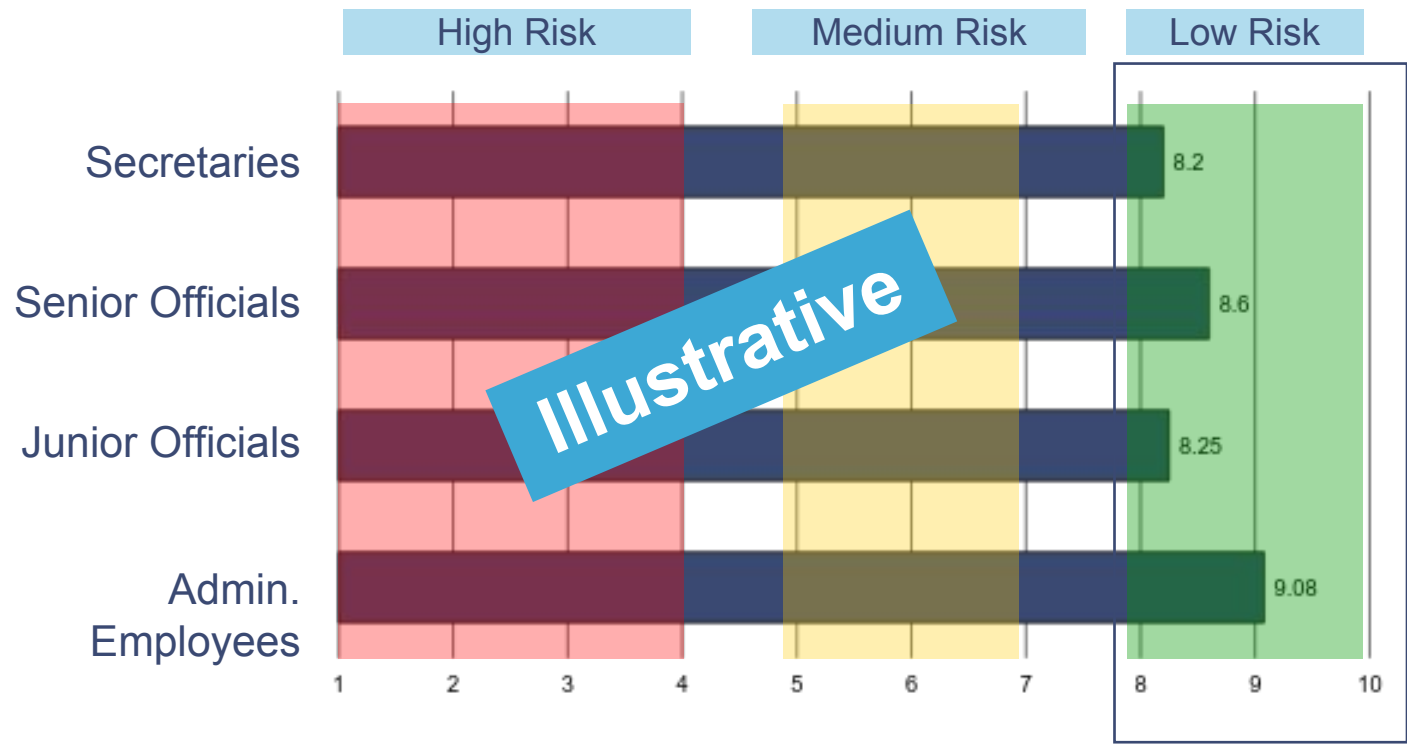
* Polygons represent levels of Risk Profile	
Polygon 1	High Risk
Polygon 2	Medium Risk
Polygon 3	Low Risk

The numbers represent priority order for managing change based on the survey score

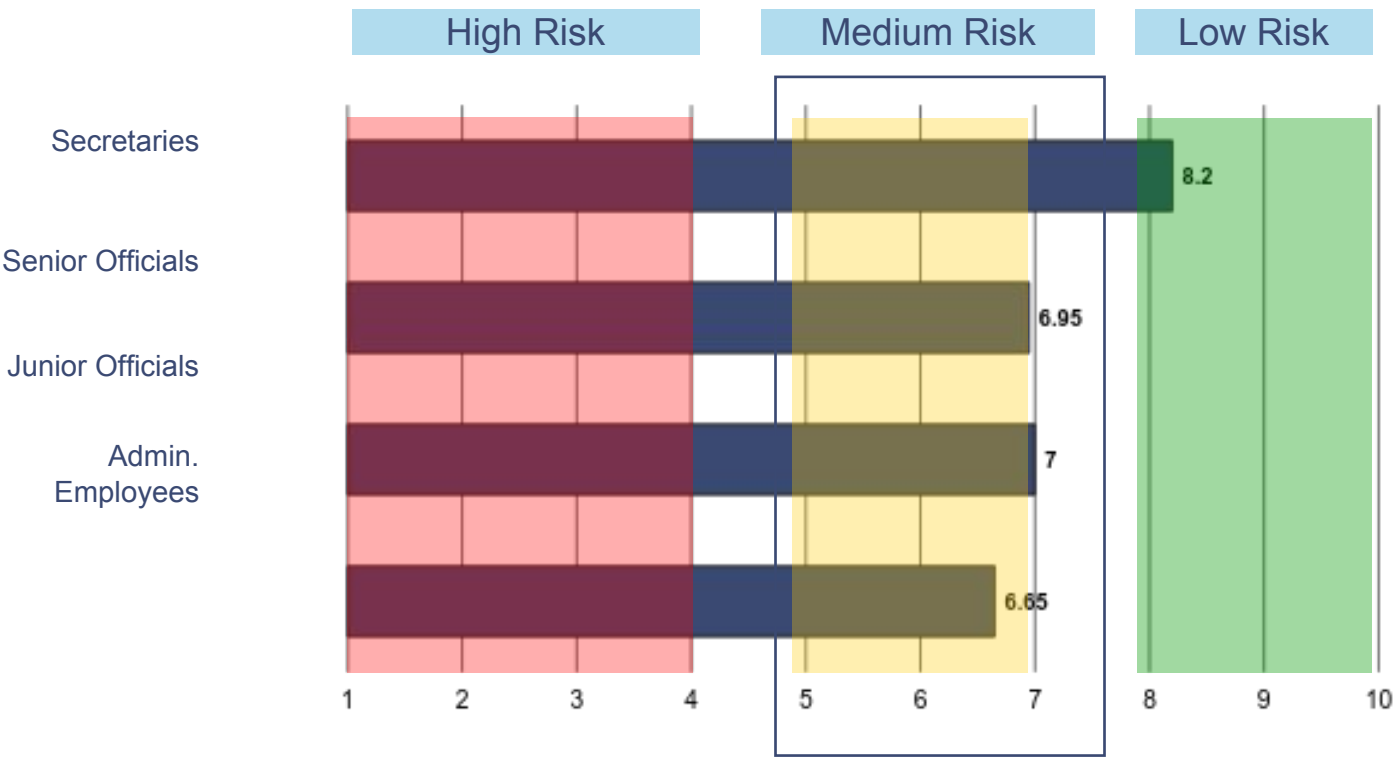
Analysis of results to identify the enablers and disablers

Survey responses are analyzed by mapping them on the risk profile i.e. high, medium and low and the analysis is done from various perspectives to capture the gaps, issues and resistance among various employee groups.

I believe that there is a definite need for IT implementation right now in my company



I understand exactly what will be the practical implication of the ICT implementation



Running a Change Readiness Assessment program within the organisation

Detailed Analysis and Action Plan

To identify the focus areas for managing the change

Change Vision: Risk Profile

Definition

Assessing that the full picture of change is documented and communicated. It also includes evaluating the understanding of long term objectives of the change program by the people.

Low Risk

- A compelling change vision has been created and cascaded throughout the organization.
- The leadership at all levels, drives continuous communication to explain change purpose and promote vision goals.
- Active change management techniques are engaged to generate understanding and instill interest and involvement among employees.

2.4

Medium Risk

- Vision needs to be strongly communicated and driven by leadership at all levels to integrate the bottom-line .
- Change management activities are not well defined and integrated.
- People have fragmented understanding of the long term objectives of the technological change.

High Risk

- There is lack of recognized change vision in the organization.
- Lack of proactive leadership to realize change goals and drive the people towards it.

Drawing up a course of action post identification of risk areas

• I just heard e-procurement but does not know how it works. I do not have any knowledge about it.

We are not asked about our interest

What is expected of us is to be communicated

Kindly let all the employees in the department first know about e-procurement, its advantages and disadvantages to the company

Action Point 1: Establish and communicate the purpose and long term objective of change

Basis the identification of risk areas and analysis of the data course of action is determined for each dimension. E.g. Change Strategy, Change Commitment, Change Leadership, Communication Capability and Organizational Culture

What was our learning in this session?

LEARN