



Prosci Risk Assessment

Assessing Change & Organizational Readiness

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CHANGE CHARACTERISTICS ASSESSMENT

Scope of change:

Workgroup	Department		Division	Enterprise
1	2	3	4	5

Number of impacted employees:

Less than 10				Over 1000
1	2	3	4	5

Variation in groups that are impacted:

All groups impacted the same			Groups experiencing the change differently	
1	2	3	4	5

Type of change:

Single aspect, simple change			Many aspects, complex change	
1	2	3	4	5

Degree of process change:

No change				100% change
1	2	3	4	5

Degree of technology and system change:

No change				100% change
1	2	3	4	5

Degree of job role change:

No change				100% change
1	2	3	4	5

Degree of organization restructuring:

No change				100% change
1	2	3	4	5

Amount of change overall:

Incremental change			Radical change	
1	2	3	4	5

Impact on employee compensation:

No impact on pay or benefits			Large impact on pay or benefits	
1	2	3	4	5

Reduction in total staffing levels:

No change expected			Significant change expected	
1	2	3	4	5

Timeframe for change:

Very short (< month) or very long (> year)			3 month to 12 month initiative	
1	2	3	4	5

Sum of points for Change Characteristics Assessment (out of 60 total)	
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ORGANIZATIONAL ATTRIBUTES ASSESSMENT

Perceived need for change among employees and managers:

Compelling business need for change is visible - employees are dissatisfied with the current state			Employees do not view change as necessary - employees are satisfied with the current state	
1	2	3	4	5

Impact of past changes on employees:

Employees perceive past changes as positive			Employees perceive past changes as negative	
1	2	3	4	5

Change capacity:

Very few changes underway			Everything is changing	
1	2	3	4	5

Past changes:

Changes were successful and well-managed			Many failed projects and changes were poorly managed	
1	2	3	4	5

Shared vision and direction for the organization:

Widely shared and unified vision			Many different directions and shifting priorities	
1	2	3	4	5

Resources and funding availability:

Adequate resources and funds are available			Resources and funds are limited	
1	2	3	4	5

Organization's culture and responsiveness to change:

Open and receptive to new ideas and change			Closed and resistant to new ideas and change	
1	2	3	4	5

Organizational reinforcement:

Employees are rewarded for risk taking and embracing change			Employees are rewarded for consistency and predictability	
1	2	3	4	5

Leadership style and power distribution:

Centralized			Distributed	
1	2	3	4	5

Executive/senior management change competency:

Business leaders demonstrate effective sponsorship on change projects			Business leaders lack sponsor skills and knowledge	
1	2	3	4	5

Middle management change competency:

Managers are highly competent at managing change			Managers lack the knowledge and skills for managing change	
1	2	3	4	5

Employee change competency:

Employees are highly competent at managing change			Employees lack the knowledge and skills for managing change	
1	2	3	4	5

Sum of Organizational Attributes Assessment (out of 60 total)	
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A score of 35 or higher indicates a change resistant organization that will require more change management for the project to be successful.

PROSCI RISK ASSESSMENT GRID

