

READINESS RUBRIC -- Section A: Leader's Readiness

Change Strategy Under Consideration:

Readiness = Experience + Skills + Willingness + Shared Values

Be candid when completing this tool and try to think of concrete examples when answering the questions. Be careful when noting your ratings; the scale descriptions are not the same for all questions.

A. Experience: To what degree do you have previous experience with change in general and with this type of change in particular?

Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	Many times 5	4	Once or twice 3	2	Never 1	
1. Have you successfully led change in any organization before, especially an organization similar to the current one?	Many times 5	4	Once or twice 3	2	Never 1	
2. Have you successfully led change in this organization before?	Many times 5	4	Once or twice 3	2	Never 1	
3. Have you led change in any organization unsuccessfully?	Never 5	4	Once or twice 3	2	Many times 1	
4. Do you have previous successful experience in the technical content area of the change strategy (i.e., management consulting, curriculum development, teaching science)?	Many times 5	4	Once or twice 3	2	Never 1	
5. Have you been able to "unfreeze" participants' previously negative experiences with change and motivate them to take a leap of faith now?	Many times 5	4	Once or twice 3	2	Never 1	
Experience Subtotal (out of 25 possible points)						0
<i>High Readiness = 22-25 points Medium readiness = 15-21 points Low readiness = 14 points and below</i>						

A. Required Skills: To what degree do you have the required skills and knowledge for this change strategy?

Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	A great deal 5	4	Mostly 3	2	Not much 1	
6. Do you have expertise in the content required by this change strategy? If not, do you have confidence in the expertise of others on your team?	A great deal 5	4	Mostly 3	2	Not much 1	
7. Are you skillful at leading change?	Very skillful 5	4	Somewhat skillful 3	2	Not at all 1	
8. Are you aware of what you do not know and are you candid about it?	Always 5	4	Somewhat 3	2	Seldom 1	
9. Are you willing to learn together with the participants when the skills and knowledge are just emerging?	Always 5	4	Somewhat 3	2	Seldom 1	
10. Are you an active listener (i.e., paraphrasing, waiting 9 seconds for response after asking a question)?	Always 5	4	Somewhat 3	2	Seldom 1	
Required Skills Subtotal (out of 25 possible points)						0
<i>High Readiness = 22-25 points Medium readiness = 15-21 points Low readiness = 14 points and below</i>						

A. To what degree are you willing to do whatever it takes?

Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
	None 5	4	One or two 3	2	Several 1	
11. Do you have competing priorities that might demand your attention and detract from your leadership of the change strategy?	None 5	4	One or two 3	2	Several 1	
12. Are you reluctant to label a group as "low readiness"? Are you reluctant to put a lot of structure into your planning and implementation processes?	Never 5	4	Sometimes 3	2	Always 1	

13. Do you believe that you should always treat everyone equally as colleagues regardless of their readiness to participate in the change strategy?	No 5	4	Somewhat 3	2	Yes 1	
14. Do you consult people whose views may differ from your own?	Always 5	4	Sometimes 3	2	Seldom 1	
15. Are you open to the resulting plan being different from your original conception (provided that the nonnegotiables are in there)?	Always 5	4	Somewhat 3	2	Seldom 1	
"Whatever it Takes" Subtotal (out of 25 possible points)						0
<i>High Readiness = 22-25 points</i>		<i>Medium readiness = 15-21 points</i>		<i>Low readiness = 14 points and below</i>		

A. To what degree do you have values that will propel the change process?
 Answer the questions below by entering your score in the cells to the right.

	RATING/SCORE					Input Your Score:
16. Do you and the participants have the same definitions/language for the problem to be solved and the methods by which this will be undertaken? Has this assumption been tested?	Definitely 5	4	Perhaps 3	2	No/don't know 1	
17. Are you comfortable with taking risks and learning from mistakes?	Always 5	4	Somewhat 3	2	No 1	
18. Do you know the values of participants and of the organization and how they may differ from your own?	To a great extent 5	4	Somewhat 3	2	Not at all 1	
19. Do you value flexibility?	Always 5	4	Somewhat 3	2	Seldom 1	
20. Do you model behavior that you want to see as norms, such as adhering to ground rules?	Always 5	4	Somewhat 3	2	Seldom 1	
Values Subtotal (out of 25 possible points)						0
<i>High Readiness = 22-25 points</i>		<i>Medium readiness = 15-21 points</i>		<i>Low readiness = 14 points and below</i>		

SECTION A SUMMARY: Leader's Total Readiness Score (out of 100)

Subscore for experience (out of 25) :	0
Subscore for skills (out of 25) :	0
Subscore for do what it takes (out of 25) :	0
Subscore for values (out of 25) :	0
TOTAL READINESS SCORE:	0
LEADER'S READINESS LEVEL (circle one): HIGH MEDIUM LOW	

High = 88-100; Medium = 87-60; Low = below 60

From *Leading Change Step-by-Step: Tactics, Tools, and Tales* by Jody Spiro. Copyright © 2011 by John Wiley & Sons, Inc. All rights reserved.