Change Readiness Survey Sample and Background

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2017 kicks off our Transformation project; a national program to provide a great place to work for our future, transforming the way in which we work together as a collaborative community, supporting our people to be leaders within our industry and further developing our physical working environments.

Greater collaboration is an essential ingredient in the creative process, and one of the many reasons in favour of the adoption of activity based working (ABW). There are a number of other benefits that can accrue from ABW implementation, including: a reduction in sedentary behaviours (improving people's health), attracting talent, and retaining high performers who enjoy working in a team-based workspace. Ultimately it's about matching individual employees and specific work tasks to work environments and technologies that support those activities in order to enable greater efficiency and effectiveness.

Before you answer the questions on the reverse of this form, we would like to understand some things about you that will help us improve our approach to our stakeholders.

This survey is anonymous. No individual information will be retained or presented.   To maximise its usefulness, we have a few optional statistical questions:

Business Unit: _____   State in which you work: _____

Gender: _____   Office Location: _____

Length of Service (please circle):

0 to 1 year   1 to 3 years   3 to 5 years   5 to 10 years   More than 10 years

Age Group:

Under 30 years   30 - 39 years   40 - 49 years   50+ years old

Role (or equivalent):

Customer front-line   Manager   Team Leader   Technical Specialist

If you would like to be contacted about your response or wish to provide further feedback please indicate your name and phone number.

Name: _____   Phone: _____

Instructions:
When thinking about the implementation of our Workspace Transformation, how do you rate the statement? Place an 'X' in the selected box aligned with your choice next to the statement (over the page).

Statement	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
1. This project doesn't really affect me					
2. I prefer the workspace that we have had before					
3. I'm excited about all the new possibilities that ABW allows					
4. I'm keen to show others the benefits of workspace transformation					
5.Workspace transformation hasn't really started for my business unit					
6. I don't know if I can work within this way of working					
7. Workspace transformation has no definite plans yet, but we're dealing with the real issues of collaborative working					
8. I would not go back to the way things were before ABW					
9. I'm not wasting my time worrying about ABW at this stage					
10. I think ABW is bad for the organisation and me					
11. I keep thinking of new ways to do things using ABW					
12. I have mastered what needs to be done to be effective with ABW					
13. I'm sure this whole thing will blow over soon					
14. I feel angry about the way ABW is being managed					
15. ABW allows me to have a lot more energy to deal with work					
16. I am comfortable in the ABW work environment					
17. I'm not aware of any details about ABW					
18. I can't concentrate on my real work with the noise around the introduction of ABW					
19. I'm amazed at how much more effective I'll be with ABW					
20. I feel good about myself and what I have accomplished to meet the demands of ABW					
21. I just do what I have to do to get my work done					
22. I'm upset about the way this introduction of workspace transformation has been carried out					
23. I feel like the worst part of the workspace transformation introduction is already over					
24. I've learned things in this ABW transition that will help me better deal with my work					

Change Manager's Notes

The Change Curve is widely used in change management and there are many variations and adaptations. It is often attributed to psychiatrist Elisabeth Kubler-Ross, resulting from her work on personal transition in grief and bereavement.
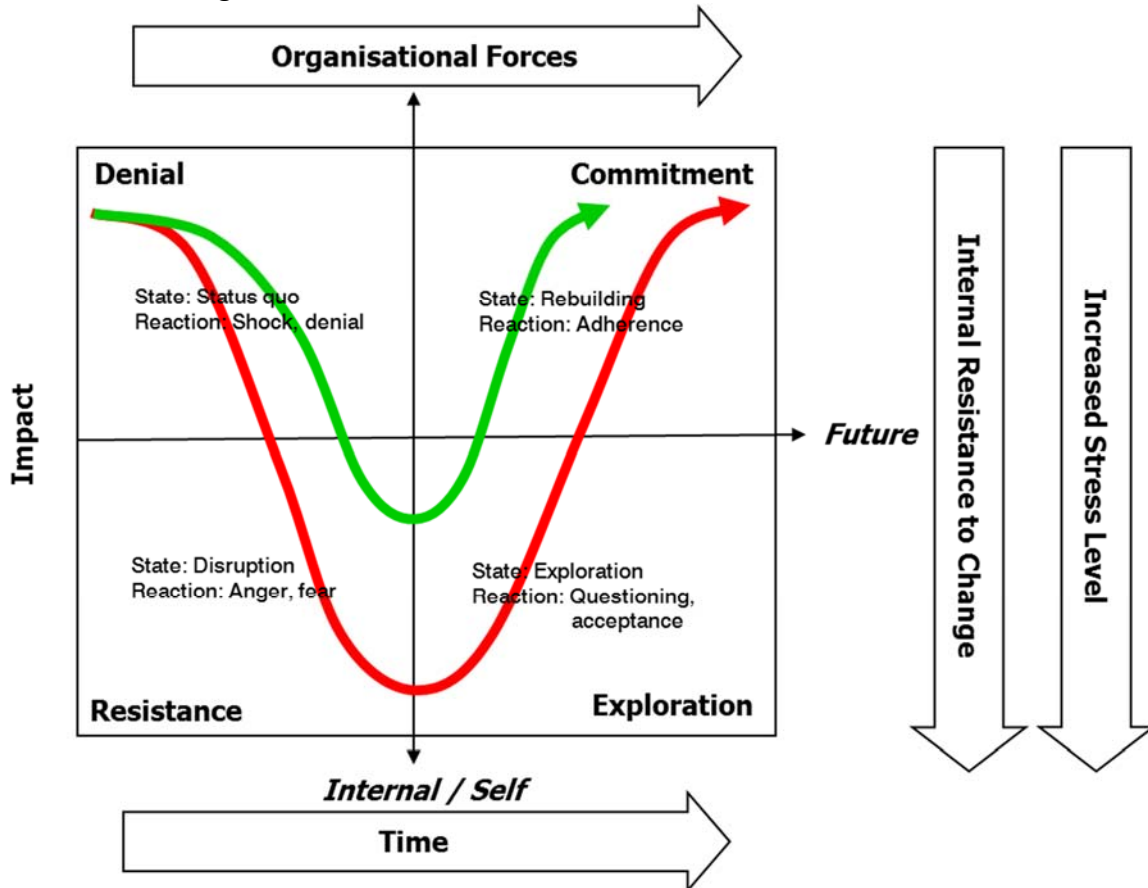
This readiness assessment uses a Five Point Likert Scale of Agreement
1 – Strongly disagree
2 – Disagree
3 – Neither agree or disagree
4 – Agree
5 – Strongly agree

The questions are grouped in sets of four: DENIAL, RESISTANCE, EXPLORATION, and COMMITMENT.

Survey Monkey or similar on-line tools allow for automatic calculation of results. An excel version of the readiness assessment is available.

Individual scores in the following range are considered significant and should be recorded as the individual's behavioural-set for their position of the Change Curve:

DENIAL	RESISTANCE	EXPLORATION	COMMITMENT
High	High	High	High
Range over 15	Range over 19	Range over 22	Range over 22

For group analysis, only the change curve behaviour-set with the highest score should be used. That is if the highest sum of scores is 24 for 'Denial' then the person should be added to the Denial group, an so on.   The maximum score in each behavioural-set category is 30.

Similar questions can be used for different transition projects. However, for longitudinal studies the same questions must be used.

	Pre	2 months	4 months	6 months	8 months	10 months
	Establish vision, values, strategies and objectives. Create specific implementation plans. Create benchmarks for measurement of changes. Establish guiding coalition and sponsors. Create awareness and desire.	Communicate intentions to all levels (using specifically targeted language). Restructure, appoint key personnel, start date for new processes.	Create belief in the vision and values of the organisation through actions of senior managers (walk the talk). Emphasize education and training, creating knowledge.	Recognise and reward performance. Hold managers and staff accountable. Develop ability.	Regular review & feedback. Establish strategic alliances and relationships to speed cultural change. Confirm executive management support for changes. Reinforce.	Monitor outcomes to ensure delivery of desired results. Reward diligence and efficiency to reinforce values and beliefs. Remove saboteurs. Celebrate success and advertise measures of success.

Coaching/Modelling
Training
Communication
Benchmarking
Systems
Marketing
Rewards
Processes/Practice

☐ Denial
■ Resistance
☐ Exploration
■ Commitment

* Specific actions in each phase need to be reviewed and recalibrated using the results of ongoing review and feedback mechanisms. Durations varying depending on people's state, and are statistically distributed based on scale of the change.

The same questions should be used for historical tracking of changes in group behaviours. Repeat surveys should occur every three to four weeks for tracking of changes in the groups population.

For further group demographic questions can be included in the survey, eg. age groups, business unit, gender, State, office location.   Name and contact details should be an option for any questions asked through the survey and a general comments field allows for people who may wish to add a point of view.

Change Managers can schedule activities to address the issues that arise in transition programs. Communication and engagement often diffuse issues early on.

Most intervention approaches rely on a variation of Lewin's 1952 change model (Unfreeze-Change-Refreeze).

General Principles

1. Communicate often
- Do so throughout the planning and implementation of the changes.
- Describe the benefits.
- Explain exactly the how the changes will affect everyone.
- Prepare everyone for what is coming.

2. Dispel rumours
- Answer questions openly and honestly.
- Deal with problems immediately.
- Relate the need for change back to operational necessities.

3. Empower action
- Provide lots of opportunity for employee involvement.
- Have line managers provide day-to-day direction.

4. Involve people in the process
- Generate short-term wins to reinforce the change.
- Negotiate with external stakeholders as necessary (such as employee organizations).

Interventions in the Denial Phase
- Provide information. Initiate notices to describe what is happening.
- Dispel rumours - separate truth from innuendo and fabrications.
- Get teams together to talk to other people about what they are seeing and doing about the change.
- Encourage team members to learn why the change is happening.
- Have managers walk through the changes with their teams.

Questions to help move through the Denial Phase
1. Why is this change happening?
2. Do you have any alternative but to change? What will be the consequences if you do not change?
3. What is expected of you? What do you know and what don't you know?
4. What are your real feelings about this change?

Interventions in the Resistance Phase
Dealing with Resistance
- The first rule in the face of an unreasonable person is to maintain your composure; the less reactive you are, the more you can use your better judgment to handle the situation.
- Minimize misinterpretation & misunderstanding. Concentrate energy on problem-solving.
- Separate the person from the issue. Establish yourself as a strong problem solver with excellent people skills. Build rapport, cooperation and respect.
- Be aware of people's feelings and accept that it is natural to feel this way.
- Plan for and acknowledge resistance when you face a change.
- Understand that they will want to blame others for the change, but try to move beyond blaming others to understand the reasons and the need for the change.
- Disarm unreasonable and difficult behaviour with appropriate humour.
- Encourage detachment. Get them understand their reactions.
- Allow them the luxury of resistance, but make them aware that they should not get stuck in this phase.
- Encourage them to seek out other people for support and talk candidly about their feelings.
- Get them to talk to people who have a positive outlook and see what they are doing to adjust to the change.

Questions to Help move through the Resistance Phase
1. What are you losing as a result of this change?
2. What can you personally control (e.g., your attitudes, thoughts, feelings, and behaviours)?

3. What lies ahead for you? What will be different from the past?
4. What is one step you can take now to manage the change?

Interventions in the Exploration Phase
- Learn and practice new skills
- Get the 'explorer' to view the change from many different perspectives
- Create a vision of the change you are implementing
- Encourage staff to take time to explore alternatives, before making a decision about what to do or how to do something
- Seek out as many new ideas as you can before you come to a conclusion or form a plan.
- Work with others to solve problems
- Try things out before adopting them

Questions to help move through the Exploration Phase
1. How can the person make a difference in this change?
2. What would the person like to create out of this change? What will the future look like?
3. What are the possible opportunities and advantages for the person in this new situation?
4. What specific milestones can be created to mark the person's progress?

Interventions in the Commitment Phase
Individuals who are in the Commitment phase have learned to work effectively in the changed environment. The change has become for them the new "business as usual." The new way of working seems natural, not something different. In fact, as this phase continues, commitment becomes deeper. This is not a phase of particular excitement, but rather one of comfort.

People can move at different rates through the phases and can be assisted by:
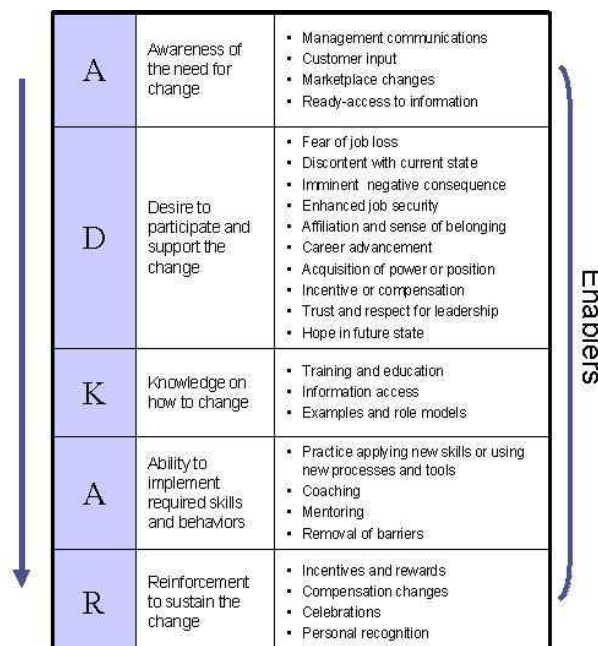Knowledge of the changes and reasons for them.
Motivation to address the issues.
Learning skills and new attitudes to move forward
Applying the new learnings and attitudes (starting small and growing with experience).
Strengthening the new behaviours by making them habits, learning form mis-steps.

ProSci™ has a model which they label ADKAR©, which can be used for the two phases of enablement and engagement. See reference list for more information.

A	Awareness of the need for change	• Management communications • Customer input • Marketplace changes • Ready-access to information
D	Desire to participate and support the change	• Fear of job loss • Discontent with current state • Imminent negative consequence • Enhanced job security • Affiliation and sense of belonging • Career advancement • Acquisition of power or position • Incentive or compensation • Trust and respect for leadership • Hope in future state
K	Knowledge on how to change	• Training and education • Information access • Examples and role models
A	Ability to implement required skills and behaviors	• Practice applying new skills or using new processes and tools • Coaching • Mentoring • Removal of barriers
R	Reinforcement to sustain the change	• Incentives and rewards • Compensation changes • Celebrations • Personal recognition

Enablers

Fisher (2012) has developed a more expansive and colourful version of the change curve which he has made available for corporate use.
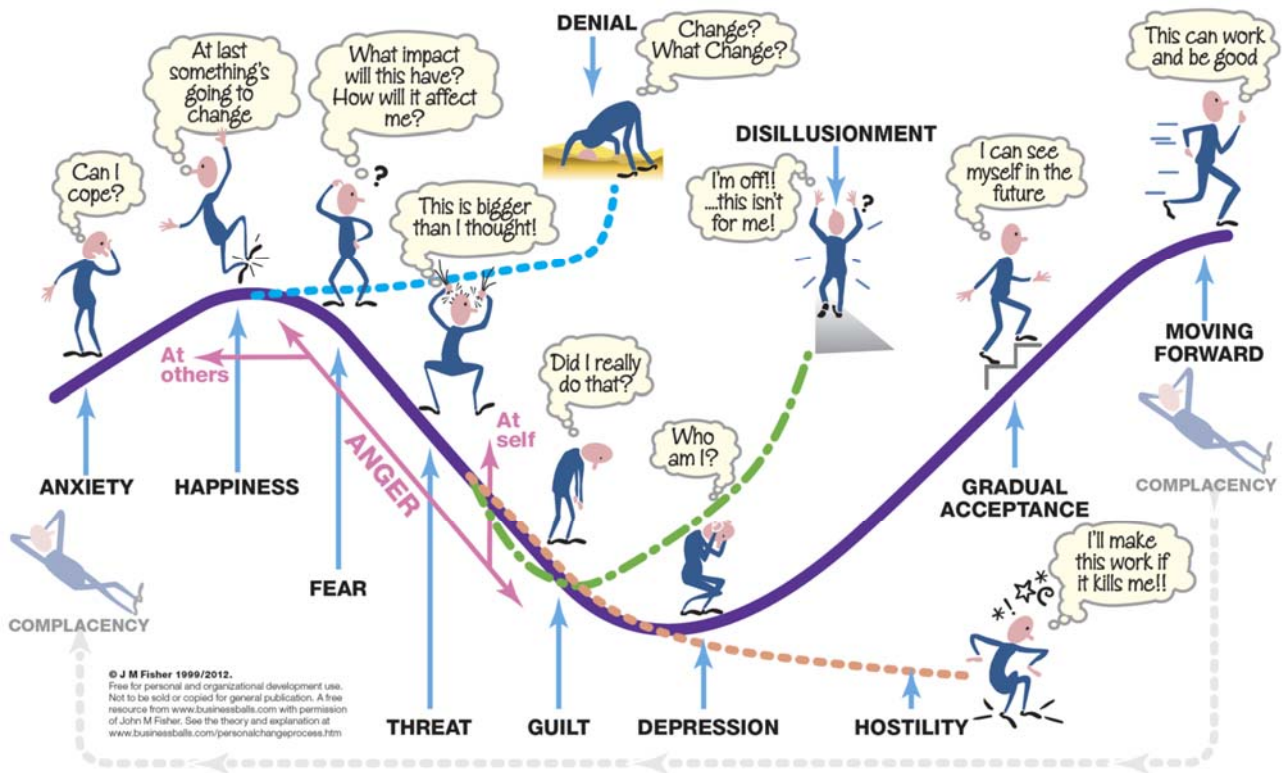
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