

CHANGE LEADERSHIP ASSESSMENT

The success of a change initiative is closely tied to the abilities of Leadership (ECL, OCL and CA). An honest assessment of change leadership capabilities in the organization will point to areas that need attention by specific Leaders or by Leaders as a group.

This tool, ***Change Leadership Assessment***, can be used as a self-assessment by Leaders or used with Target Audience Members to understand their perception of Leaders. It is designed to assess the specific aspects of change leadership that are critical to Leaders fulfilling their roles.

INSTRUCTIONS

The items in the table reflect key aspects of change leadership.

If using as a self-assessment, place a check mark in the column that indicates how you feel your capabilities stack up against the items. Options are:

NEEDS WORK:

You are not performing as effectively as needed in this dimension of change leadership.

ADEQUATE:

You have sufficient capability in this dimension of change leadership, but it is not a particular strength.

REAL STRENGTH:

You feel that this dimension of change leadership is something at which you excel, and can leverage to make change happen, as well as mentor others.

When completed, the table provides an “at a glance” footprint of your capabilities as a Leader. You can use the results to improve on those dimensions that need work by seeking help from others who are strong in that area, by reading more on that dimension of leadership, or by getting additional education or coaching from a Change Specialist.

This tool can also be used to assess others whom you have asked to participate in leading the change initiative. You can assemble a group of Target Audience Members and ask them to complete the assessment for a specific Leader or a group of Leaders.

CHANGE LEADERSHIP ASSESSMENT

Place a check mark in the column that indicates your opinion regarding the statement and the capabilities of the Leader (CL or CA) you are assessing, as it relates to a specific change initiative. This can be completed by Target Audience Members for a key group of Leaders.

| STATEMENT | NEEDS WORK | ADEQUATE | REAL STRENGTH |
|---|------------|----------|---------------|
| 1. Business Drivers/Goals Leaders understand the business drivers, goals and scope of this change. | | | |
| 2. Cost of Not Changing Leaders understand the cost of not changing and are able to articulate it to various Target Audience groups to help motivate change. | | | |
| 3. Build the Bridge As You Walk On It Leaders are comfortable with the ambiguity in building the parts of the vision that are not yet completed as they go. | | | |
| 4. Understanding of Impact Leaders understand the impact of the changes on various groups in terms of skills, behaviors, values, and relationships. | | | |
| 5. Demonstrated Support Leaders feel comfortable demonstrating support for the changes both in private and in public settings. | | | |
| 6. Resource Commitment Leaders are committed to ensuring that needed resources are made available. | | | |
| 7. Personal Change Leaders are committed to personally change in order to effect change. | | | |
| 8. Modeling Leaders personally exhibit the expected behaviors and mindset shifts in their day-to-day work. | | | |
| 9. Steadying Force Leaders provide a steadying force amid the turbulence during change. | | | |
| 10. Powerful Rhetoric Leaders create powerful rhetoric to help people internalize change and mobilize them to action. | | | |
| 11. Rewards & Sanctions Leaders use consequences judiciously to move change in a positive direction. | | | |
| 12. Personal Influence Leaders use personal influence and connections to help others understand the changes and to build commitment. | | | |
| 13. Opportunity-Driven Change Leaders look for the day-to-day opportunities and conversations they can use to move change in a positive direction. | | | |
| 14. (Avoid) Cuckoo-Clock Leadership Leaders take an active and visible role in guiding the change and in measuring progress against change goals. | | | |
| 15. (Avoid) Vulcan Mind Meld Leaders engage people in understanding, interpreting, and internalizing change and don't just assume Target Audience Members will get on board because they are. | | | |
| 16. (Avoid) Rational World View Leaders recognize that change is an inherently emotional process and that logical analysis alone will not ensure change. | | | |

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