

**YOUR EXPERIENCE OF CURRENT APPROACH TO CHANGE
USED IN YOUR OWN ORGANISATION**

There are a series of groups of statements set out below that characterise different approaches to change. Please review each group (there are 4 statements in each group) and circle the statement that best reflects the approach to change in your part of your organisation. After completing all questions, transfer your scores onto the self-scoring sheet on the last page.

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| --- | --- |
| **1** | 1. Change is nearly always initiated and directed by a small group at the top
2. Change if often initiated locally - at the “frontline” of the organisation
3. Change can start at different places in the system – including small groups
4. Change is usually initiated at the top, but for local application and adaptation
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| **2** | 1. Change is viewed as straightforward – and largely dependent upon fixing the separate parts
2. Change is viewed as straightforward and predictable – “the top knows best”
3. Change is viewed as non-controllable and self organised – lots of small changes will lead to big change
4. Change is viewed as systemic and complex – everything is connected and can be put into a framework
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| **3** | 1. A step by step approach to change is used rather than a “grand plan”
2. The top focus on providing a strategic steer of the business and addressing underlying limiting factors that inhibit change
3. Toolkits are designed centrally with the ability for local adaptation to local business objectives
4. Clear recipes are provided by the top for each stage of the change
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| **4** | 1. Both the “what” and the “how” of change are centrally determined by the top
2. The “what” is centrally determined, but the “how” can be determined according to local circumstances
3. Voluntary participation from novel mixes of people is invited in determining the process and intent of the change – the “what” and the “how” is, therefore, not defined
4. A wide range of engagement processes are deployed to involve people in the “what” of the change process, the “how” is centrally steered
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| **5** | 1. Significant effort is put into developing skills in sense making, dialogue and meaning construction
2. Significant effort is put into building change capability into key groups within the organisation e.g. sponsors, change agents etc.
3. Change capability building carries little focus or attention, and is seen as “project management”
4. Effort is put into training people in the use of key change tools and methodologies
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| **6** | 1. The top provide clear direction based upon their diagnosis of the situation
2. The top establish a loose direction and a few “hard rules” for people’s behaviour
3. The top architect the overall change process using models and frameworks
4. The top tightly define direction & content, but the detail is left to local management
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| **7** | 1. Communication involves a high profile launch, but ongoing communication is largely left to local management
2. There is a strong emphasis on dialogue, listening and 2 way communication
3. Information is cascaded from the top in tightly aligned messages
4. Narrative and storytelling are positively encouraged across the organisation
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| **8** | 1. Accountability for change lies with local management within well defined parameters from the centre or top
2. The top are clearly accountable for “rolling out” the change from the centre
3. The top are clearly accountable for the change, but stay open to shifts based upon others’ views and inputs
4. The top promote the development of lateral connections and informal networks that create the conditions for “bottom up” change
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| **9** | 1. Control of the change process uses both formal project management and informal groups including change agents
2. A high degree of self organisation and improvisation is encouraged on the basis that “order follows chaos”
3. Control is exercised exclusively through a formal programme management structure
4. Control is exercised through the provision of centrally designed toolkits with support provided for local implementation
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| **10** | 1. The change approach is characterised by carefully designed pilots that are then extended to the total system
2. The change approach is characterised by local innovation within well defined parameters
3. Change is characterised by a step by step approach to build momentum – local trials and experiments are encouraged
4. The change approach is based around a few simple interventions
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| **11** | 1. We provide the tools – our people will solve the problem
2. We productively agitate and create tension– change will come
3. We trust our people to find the solution with us
4. It is top managements’ job to drive the change
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SELF-SCORING

Highlight the number/letter that you answered e.g. if you answered c to number 1, highlight 1c.

1c 2d

3b 4d

5b 6c

7b 8c

9a 10a

 11c

1a 2b

3d 4a

5c 6a

7c 8b

9c 10d

 11d

1d 2a

3c 4b

5d 6d

7a 8a

9d 10b

 11a

1b 2c

3a 4c

5a 6b

7d 8d

9b 10c

 11b