

**Organizational change capability assessment**

Evaluate the current organizational change capability of an organization.

For most organizations, building organizational change management capability is an evolution rather than a revolution. The typical journey develops change competency, capacity and confidence through incremental steps and ongoing optimization.

**Five stages of change capability**

The journey to self-sustaining change capability has five stages:

**1 Exploring**

- Little or no application of change management
- Little or no training
- Leaders are judging value
- Success depends on individual efforts and is not repeatable

**2 Repeating**

- Some application of change management
- Some training
- Basic processes, roles and responsibilities are being established
- Success can be repeated

**3 Defining**

- The same change management methodology is being used on projects
- Leaders are starting to expect change management to be applied to projects
- Processes are standardized

**4 Managing**

- Change management standards have been deployed throughout the organization
- Ongoing data collection and evaluation
- Processes are monitored and controlled

**5 Optimizing**

- Change management competency is evident throughout the organization
- Change management is an element of the culture
- Processes are constantly being improved

**How to use this assessment**

In each of the categories, select the stage that best describes the current state of the organization. These categories are typical aspects of change capability, but each one may not apply to every organization. Also consider additional factors that have an influence on the overall change capability of the organization.

**Change management utilization**

The number of projects effectively applying change management methodology, processes and tools:

Few		Half		All
1	2	3	4	5

**Perception of value**

The number of employees and leaders that perceive change management as integral to the business:

Few		Half		All
1	2	3	4	5

**Process integration**

The degree that change management is integrated into project management and other business processes, tools and disciplines:

Little		Some		Completely
1	2	3	4	5

**Change management methodology**

The degree that a change management methodology is adopted, standardized and customized:

Little		Some		Completely
1	2	3	4	5

**Competency**

The volume and quality of trained leaders, change practitioners and employees to apply the methodology:

None		Some		Many
1	2	3	4	5

**Leadership**

The number of leaders that demonstrate commitment to organizational change management:

Few		Half		All
1	2	3	4	5

**Capacity**

The number of projects where change management resourcing requests are fulfilled:

Few		Half		All
1	2	3	4	5

**Culture**

The degree that change management is naturally applied to decisions and projects:

None		Some		All
1	2	3	4	5