# Change Readiness Description

The change readiness approach defines the project team’s approach to determine how stakeholders are assimilating the change during specific points in the project’s development and gauge their readiness for the project’s go-live. Change readiness activities also help evaluate the effectiveness of communication, leader/key stakeholder engagement, and training.

When used properly, the project team will understand their stakeholders’ progression along the change curve (or ADKAR) and take corrective action if people or audiences are not progressing as planned.

We recommend using a Change Readiness Survey to conduct several readiness checkpoints:

* Baseline
* One month before training
* Post-training and before go-live
* Post-go-live

The survey should be complemented by your regular conversations with Project Sponsors, Key Influencers, and Business Leaders. You can also plan additional conversations to gather readiness data as needed.

# Instructions

1. Work with the project team to understand what data collection has already been conducted or performed in the future. For example, the project team may have gathered information to formulate the project’s business case. The team may also plan additional information gathering related to the current and future state.
2. Decide on the appropriate means for data collection:
	1. Observation
	2. Focus groups
	3. Surveys
	4. 1:1 interviews
3. Review the template for a list of questions or ideas and adapt the questions to the method you will use to gather the information.
4. If you are using a survey:
	1. Work with HR or corporate communications to determine what types of surveys are most effective
	2. Use a four-point Likert scale with an opt-out question. Avoid “yes” or “no” answers.
5. Once you collect the information, analyze it to determine the level of change readiness.
	1. Use the information to adjust your communication, stakeholder engagement, and training plans.
	2. Share the summary results and actions with project sponsors and leaders.

# Suggestions

* The sample questions in the template are meant to generate ideas and are not comprehensive. Tailor the questions to your project’s specific needs.
* When collecting data, seek quantitative and qualitative data. Hard numbers do not always tell the complete story.
* Be sensitive to “survey fatigue” when determining how to use this tool. Work with HR and communication partners to understand what other surveys your stakeholders have recently received or may receive.
* Senior managers typically have a higher degree of change readiness than mid-level managers and front-line team members. Make sure your change readiness data collection can distinguish the various role levels.
* Remember that the most common barriers to change include fear of change. Be empathetic towards team members undergoing the change and think of the questions or concerns they might have.