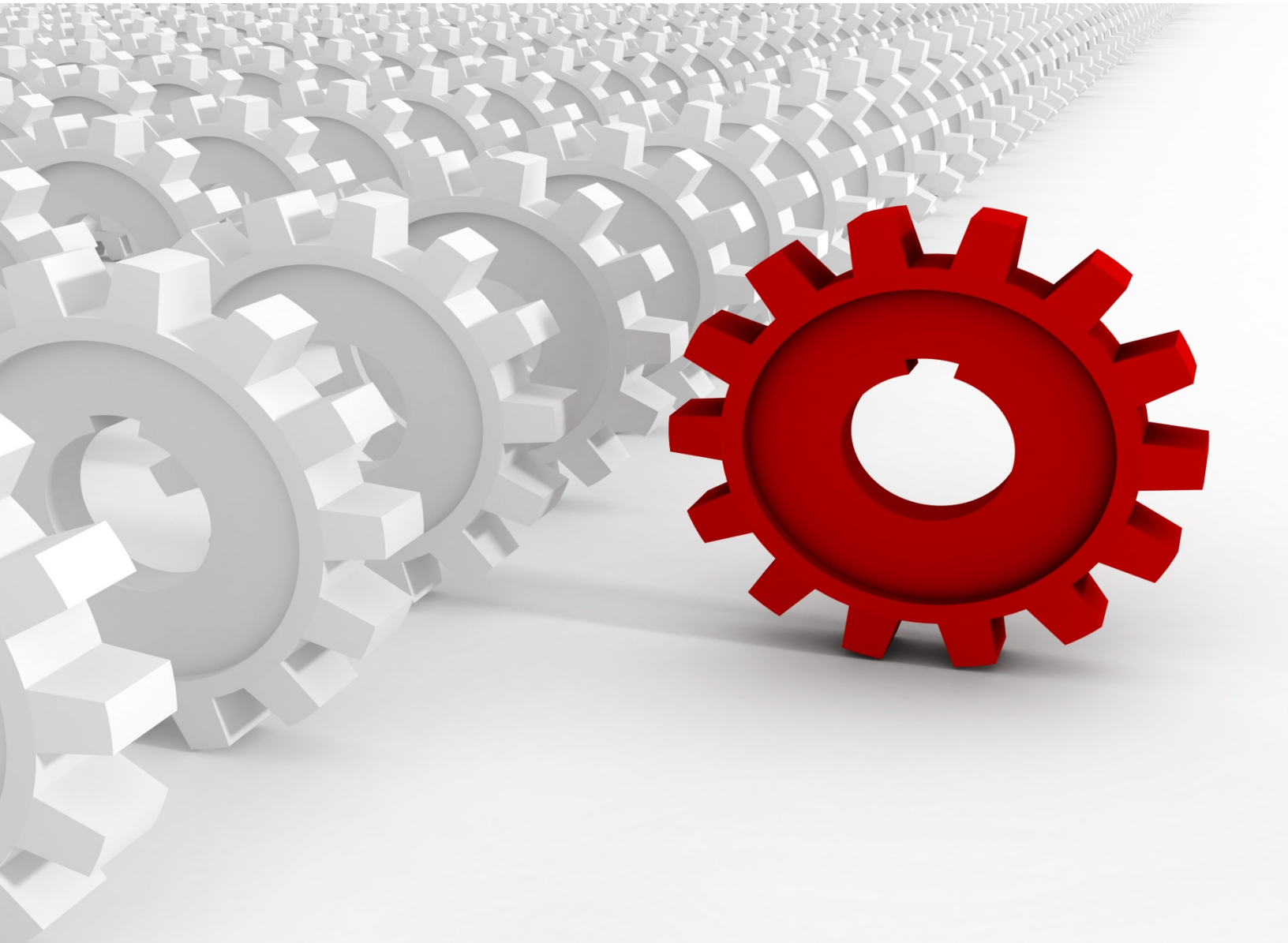


What is your Organization's Level of Change Competence? A Do-it-yourself Assessment



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Endeavor

What is your Organization's Level of Change Competence?

What is your organization's level of change competence?

Organizations can gain value in their efforts to improve change competence by having senior managers individually assess what the organization does well and not so well, followed by a management team discussion of those assessments and the reasons for them.

We believe that the best way to examine an organization's level of change competence is to look at what we call Results-Based criteria as well as Means-Based criteria. The two lists of criteria below have proven to be very useful stimulators of conversation among managers interested in improving their organization's level of change competence.

This survey is designed to give you and your organization "food for thought" around the subject of organizational competence in change and change management.

The first part of the assessment is focused on the "results" you would expect to see if your organization were highly competent in making change happen for good business reasons.

The second part of the assessment is focused on what are known to be the "means" of change competence. If these means were in place, your organization would have much of the necessary machinery for change competence.

What is your Organization's Level of Change Competence?

Circle the scores that you believe apply to your organization.

	Scale (Select one number on each scale)	
1. Identifying the time for change - Our organization consistently picks what turns out to be good time to change.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
2. Identifying the Vision for Organizational Change - Our organization consistently develops and communicates a clear and valid picture of the future we need/want to create.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
3. Resourcing the Vision - Our organization does not launch a change until adequate resources have been arranged.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
4. Enlisting the Organization to Go For the Vision - Our organization is consistently successful in getting the organization members to sign up for the change.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
5. Enlisting the Organization for Change Work and continuing Old Work - Our organization is consistently successful in completing Change Work on time without a significant loss in productivity in the Old Work we were doing before the change.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
6. Change-Over to the Vision with 95% Performance and Confidence - Our organization is consistently successful changing over to New Work that is performed from the start at 95% of target level.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
7. Stopping Old Work - Our organization is consistently successful at shutting down old ways of doing business at the same time that we start the new way of doing business.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	
8. Refining New Work to the Needed Level - Our organization is consistently successful at refining our new way of operating to the 99% level within a short period of time.	<i>Consistently Untrue</i>	<i>Consistently True</i>
	1 2 3 4 5 6 7	

✎ Compute your score by adding scores for each of 8 scales ✎

Total Results-based
Assessment Score

Your **Lowest** Score was on
Your **Highest** Score was on

What is your Organization's Level of Change Competence?

Part B: Means-Based Assessment of Level of Change competence

	Scale (Select one number on each scale)						
1. Program Management							
A. Our Chief Executive acts as the owner of our Program of Change (our Change Agenda.)	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
B. Our organization has a formal capability for the identification, planning, launch, and management of sets of initiatives designed to move our organization toward a series of successful futures.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
C. Our organization formally manages our change program right along side our normal Run the Business operations.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
2. Project Management							
A. Our organization has a formal, required method and capability for the management of individual change projects.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
B. Every change project has an appointed Project Manager who ensures that the Project Management Method is flexibly but consistently applied.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
C. Every Project Manager reports both to a line manager in the organization undergoing the change and to the Program Manager whose responsibility is to coordinate all change projects.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
3. Change Management							
A. Our organization has a formal, required method and capability for the management of organizational changes.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
B. Our managers are trained in change management and are willing and able to successfully direct their organizational units toward designated organizational changes.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7
C. Our workers understand the need to periodically change the play and are willing and able participants in organizational change.	<i>Consistently Untrue</i>			<i>Consistently True</i>			
	1	2	3	4	5	6	7

✎ Compute your score by adding scores for each of 9 scales ✎

Total Means-based
Assessment Score

Your **Lowest** Score was on _____
Your **Highest** Score was on _____

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Scoring Your Assessment

While there is no absolute way of scoring your assessment, **a score of 40 or above on Part A:** Results based assessment would be generally "High." In addition, **a score of 45 or above on Part B:** Means-based Assessment would be "High."

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About Endeavor

Endeavor Management, is an international management consulting firm that collaboratively works with their clients to achieve greater value from their transformational business initiatives. Endeavor serves as a catalyst by providing pragmatic methodologies and industry expertise in Transformational Strategies, Operational Excellence, Organizational Effectiveness, and Transformational Leadership.

Our clients include those responsible for:

- Business Strategy
- Marketing and Brand Strategy
- Operations
- Technology Deployment
- Strategic Human Capital
- Corporate Finance

The firm's 40 year heritage has produced a substantial portfolio of proven methodologies, deep operational insight and broad industry experience. This experience enables our team to quickly understand the dynamics of client companies and markets. Endeavor's clients span the globe and are typically leaders in their industry.

Gelb Consulting Group, a wholly owned subsidiary, monitors organizational performance and designs winning marketing strategies. Gelb helps organizations focus their marketing initiatives by fully understanding customer needs through proven strategic frameworks to guide marketing strategies, build trusted brands, deliver exceptional experiences and launch new products.

Our websites:

www.endeavormgmt.com

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