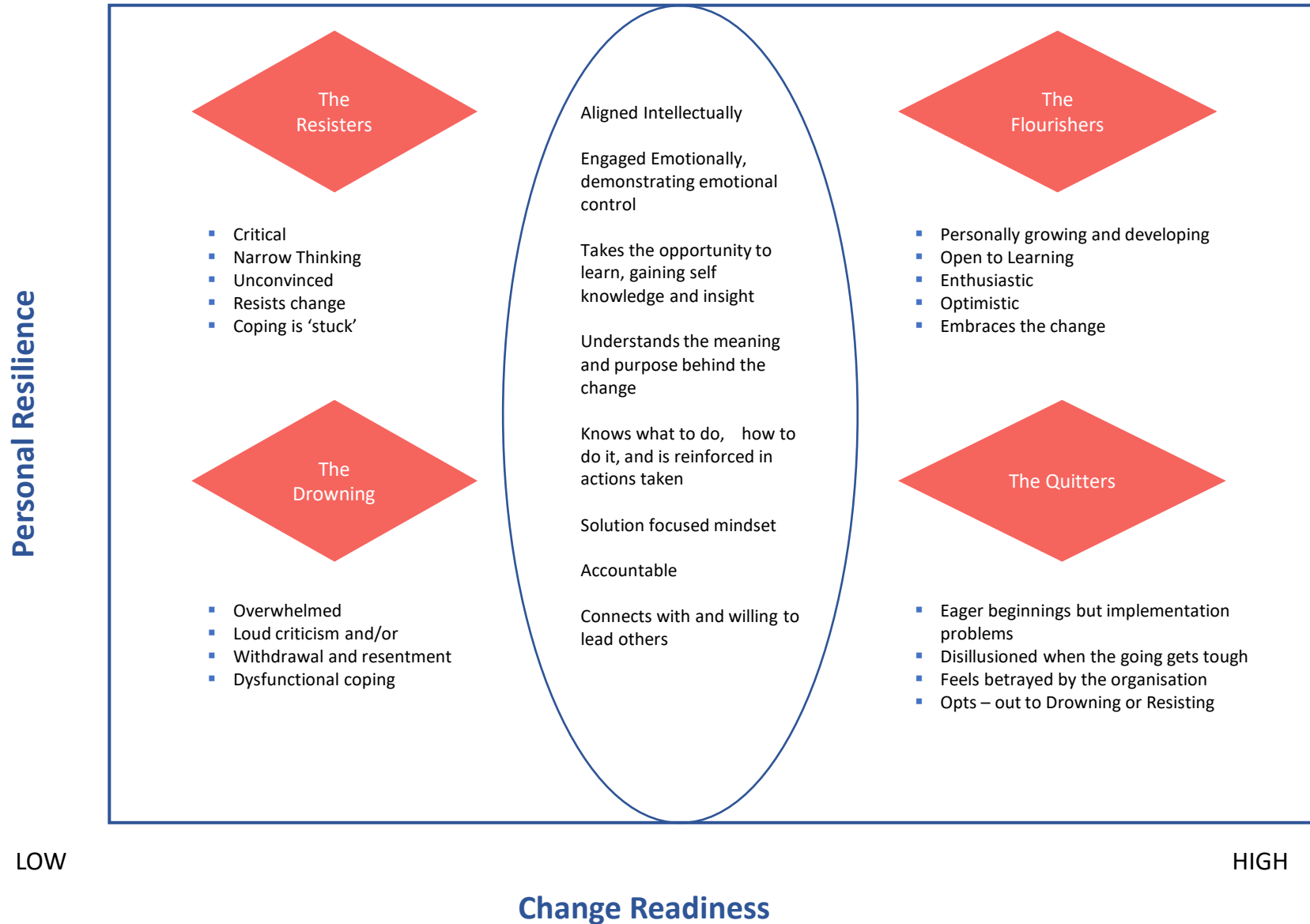


Resilience and Change Readiness



Resilience and Change Readiness

Quiz: Personal Resilience and Change Readiness

Organisations are constantly changing – improving processes; introducing new products; implementing new ways of doing business; cutting costs. These all impact on people who either have to implement the change or are recipients of the change and feel its impact. The reality however is that organizations often battle to successfully implement organizational change, particularly when it is large scale change.

Furthermore, outside of our work context, all of us are being exposed to the demand to change. Ourselves, in our families, with our friends, in communities, societies and nations. Change is not only ever present, it is demanding and its relentless nature is pushing us sometimes beyond our current ability to absorb and remain grounded.

In this activity, you will have the opportunity to stand back and thinking about a specific change, or even the impact of change in general to get a sense of the readiness to change present in those confronted with the change. So, firstly bring to mind the change (or changes) that you want to consider and think through. Then

Rate yourself, your team, your function or entire organization on their acceptance of and dealing with change using the free quiz below, to gain fresh insights on your own or their personal resilience and change readiness!

Directions: Print this quiz, then using the scale shown below, select the number that best describes how you think about your team, function or the entire organization right now in terms of their acceptance of the change, and write that number in the box to the right of each statement.

1 = Not True	2 = Sometimes True	3 = Moderately True	4 = Often True	5 = Very True
--------------	--------------------	---------------------	----------------	---------------

Resilience and Change Readiness

Quiz: Personal Resilience and Change Readiness

No	Item	Rating
1	Overwhelmed by the change	
2	Overly critical	
3	Eager beginnings but implementation problems	
4	Personally growing and developing	
5	Feels let down by management	
6	Narrow thinking	
7	Disillusioned when the going gets tough	
8	Open to learning	
9	Withdraws	
10	Stubbornly unconvinced	
11	Resentful	
12	Enthusiastic	
13	Quietly hostile	
14	Resists the change	
15	Blames others	
16	Optimistic	
17	Dysfunctional coping	
18	Coping is "stuck"	
19	Opts out	
20	Embraces and promotes the change	

Resilience and Change Readiness

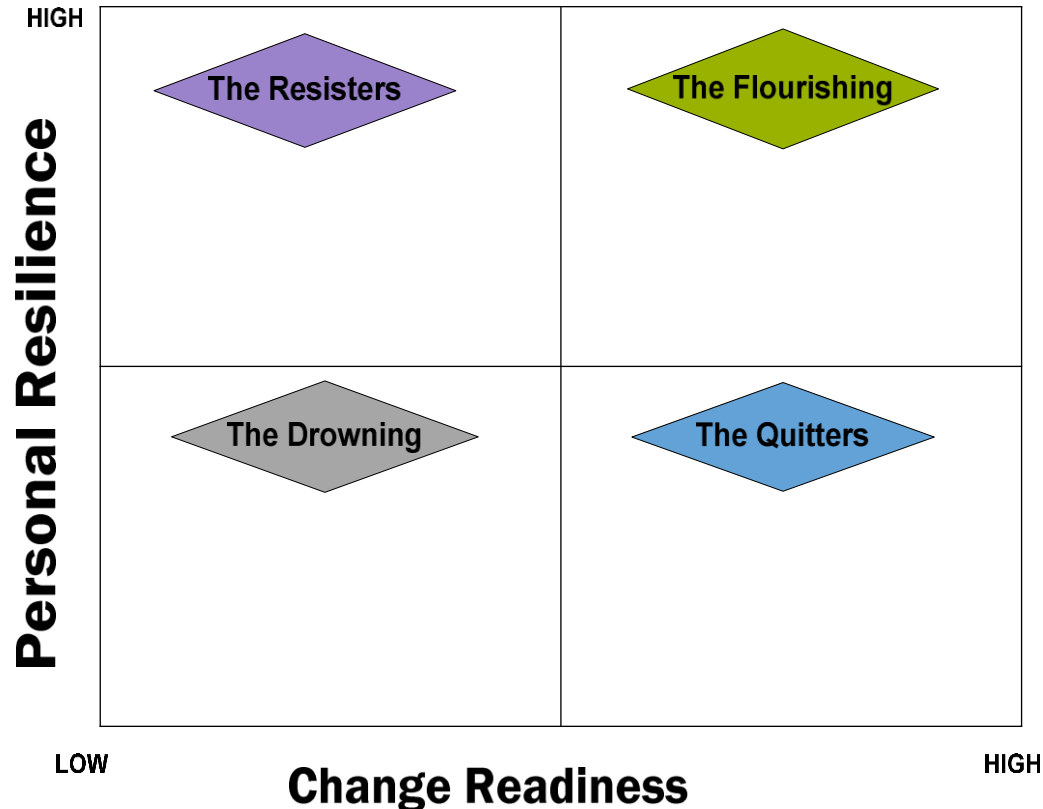
Quiz: Personal Resilience and Change Readiness

To score your answers: Fill in your scores for each question in the table below, and then add them for each category

Resisters		Flourishing	
Item	Score	Item	Score
1		2	
5		6	
9		10	
13		14	
17		18	
Your Total		Your Total	
Drowning		Quitters	
Item	Score	Item	Score
3		4	
7		8	
11		12	
15		16	
19		20	
Your Total		Your Total	

Resilience and Change Readiness

Transfer the Scores onto the 2x2 matrix below



- Aligned intellectually
- Engaged emotionally
- Knows what to do, how to do it and is reinforced

Depending on what is being measured, self, a team, function or whole organization will provide insight into where the mindset is at regarding the change that is needed.

The next few pages has an emphasis on what to do as a leader of change rather than the personal path to implementing self change.

Even so this diagnostic is useful for self reflection regarding both the extent of readiness and the resilience present within the individual for embracing and working through change.

With this latter situation, there are a number of other processes and approaches to working personally with change in the Library of Resources and Templates on the Golden Key Mentoring platform.

NOTE: If you are using this in a group or wider context – plotting names onto this 2x2 will provide and overall image of what you are working with as a Leader.

Resilience and Change Readiness

Interpretation of the scores:

Your scores rate the feelings and attitude of people on the receiving end of change (change recipients) in terms of two dimensions – Change Readiness and Personal Resilience. Change Readiness refers to the preparedness of the change recipients to make the change, and within a company context, it is the responsibility of the leadership of the organisation to assist people to understand the need for the change, what the change will entail and how it will affect them. Personal resilience is demonstrated at work as the ability to remain task focused and productive whilst experiencing tough times.

For change to be accepted and to be embedded, effective organisational change readiness strategies as well as personal resilience are needed. Where they are not both present, people will cope poorly, not support the change or resist it, and the change take up will be threatened. The four quadrants show four simplified categories of reaction to the change.

The Resisters: These people are critical; have narrow thinking; are unconvinced; resist the change and their coping is “stuck”. They typically have medium to high personal resilience but there is medium to low change readiness. If your score is 10 or more, you should reconsider the change readiness strategies, and also possibly building personal resilience of the change recipients.

The Drowning: These people are overwhelmed; feel let down by management; withdrawn; are quietly hostile; have dysfunctional coping. They typically have medium to low personal resilience as well as medium to low change readiness. If your score is 10 or more, you should both consider building personal resilience of the change recipients as well as reconsider the change readiness strategies.

The Quitters: These people have had eager beginnings but now there are implementation problems; they are disillusioned when the going gets tough; resentful; blame others and generally opt out. They typically have medium to low personal resilience but there is medium to high change readiness. If your score is 10 or more, you should consider building personal resilience of the change recipients and possibly reconsider the change readiness strategies.

The Flourishing: These people are personally growing and developing; open to learning; enthusiastic; optimistic and embrace the change. They typically have medium to high personal resilience coupled with medium to high change readiness. If your score is 18 or lower, you should consider building personal resilience of the change recipients and possibly reconsider the change readiness strategies.

Note: the article Warner, R.B. (2007) “Staying the course: Building personal resilience for successful organizational change” The Journal of Convergence, 5, 2, 20-23 which is on the web site www.buildingresilience.co.za will assist with background information and the interpretation of your scores.

Resilience and Change Readiness

Strategies to enhance change readiness:

People involved in change that is being thrust upon them in their personal lives, or at the target or large scale organizational change often experience it as a disruption of their *status quo*, uncomfortable and even threatening. It pushes people outside their comfort zone and into the fear zone. To enhance the success of any change including organizational change initiatives, targeted people-change support initiatives are needed in order to engage those impacted emotionally, create alignment intellectually and ensure the reinforcement of new behaviours and processes needed to roll out the change. For this to occur the change needs to be made sense of in terms of meaning – particularly at the personal level. This is the answer to the question ‘WHY’ the change?

Engaging emotionally involves creating a sense of urgency for the change and it needs to be clearly articulated as to the benefits of the change (even if they may seem perverse) and within an organizational context, creating the need amongst the change recipients to engage with the change, through creating shared understand of its personal impact, and then addressing answer to that all important question “What’s in it for me?” or WIIFM question. To be effective, the answer to both the Why and WIIFM questions need to deal with the recipients’ past experiences of personal and organizational change, bringing that to light and honestly addressing the very real fears they may have about the implications of the change.

Aligning intellectually involves ensuring that the rationale for the change is clear. The implications for not changing is also clear and within an organizational context, the business case for the change is clearly understood. This is best achieved by communicating the changed state and roll-out plan in a way that that is compelling from the change recipients’ point of view, rather than the more typical communication (which is for example compelling from the Chief Financial Officer’s point of view). In addition, the leadership should be visible driving, enacting the behaviours of, and supporting the change to build common belief and commitment and ensure everyone is “on the same page”.

Reinforcing the new behaviours necessitated by the change is necessary in order to ensure its sustainability. This involves training the change recipients to ensure they are able to implement the new or changed processes and procedures; recognition of incremental milestones as they are achieved on the road to success; and ensuring there are measures to track and monitor the on-going success of the initiative. These actions will help ensure the success of the roll out of the change by embedding the new ways incrementally.