



Change Readiness Assessment

Organizational Readiness

APS Summit

2019

Change Readiness Assessment

Please complete this diagnostic for your institution.

1 Create a Sense of Urgency

Definition

Understand the organizational imperative for change (i.e. the rallying cry) and ensure the dialogue occurs internally to gain buy-in around this urgency.

Potential Barriers

- Lack of clear understanding of the purpose for APS and impact on institutional objectives (i.e. communicate the value)
- Missing the simple message (“elevator pitch” of why)
- Failure to spread message at the appropriate times (early)
- Unable to secure buy-in on the imperative across the leadership team, deans and department chairs
- Failure to explain that being good stewards of institutional resources is everyone’s job
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

2 Pull Together the Guiding Team

Definition

Build a program leadership team that has the credibility, authority, analytical ability, and communication skills to lead the initiative forward.

Potential Barriers

- Failure to appoint the “right” individuals to the leadership team
- Failure to rally key stakeholders from various departments to serve as champions and build engagement
- Failing to regularly meet as a group on progress of initiative
- Failing to communicate roles and responsibilities of each stakeholder and set expectations
- Failure to prioritize APS during leadership meetings and incorporate APS into succession/turnover planning
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

3 Develop the Change Vision and Strategy

Definition

Develop a vision for successful outcomes and build a simple strategy for how that will be accomplished. Focus on developing the short mission statement and identify any relevant stories that contain an emotional connection.

Potential Barriers

- Failure to understand that for APS to be successful, it must be part of a wide change initiative on campus
- Failure to define processes, frequency, and workflow
- Providing too much flexibility in use of technology to drive processes
- Failure to understand how change strategy for APS will affect existing processes and initiatives
- Underestimating the magnitude of achieving a culture shift on campus
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

4 Communicate for Understanding

Definition

Develop a communication plan and materials that allow for a broad understanding of the why, what, and how.

Potential Barriers

- Failure to socialize APS before it is rolled out on campus
- Failure to engage all key stakeholders prior to rollout
- Failure to embed in regular conversations (and not just special meetings or via email)
- Lack of individualized messages for different stakeholders
- Failure to explain value of APS through communicate how APS fits into current workflow of academic activities and data-informed processes
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

5 Empower Others to Act

Definition

Remove barriers that prevent others from driving the initiative forward.

Potential Barriers

- Failure to empower key stakeholders during initial stages of adoption
- Failure to act on initial feedback / incorporate end user feedback into action plan (and identify a path for receiving feedback)
- Structure of academic teams does not incentivize engagement across departments and colleges
- Not identifying user champions to help 'sell vision' across campus
- Failure to tie APS use and outcomes to individual responsibility (i.e. deans/ dept chairs) for college/dept and larger institutional goals
- _____
- _____
- _____

Rating Risk (circle)

HIGH

MED

LOW

Your Next Steps

6 Produce Quick Wins

Definition

Identify and create quick wins that can help gain buy-in and generate momentum on campus.

Potential Barriers

- Leadership failure to define goals and desired ROI
- Leadership failure to own and drive project forward
- Failure to identify and capitalize on champions
- Data overload and thus failure to provide specific initiative to generate quick wins
- Failure to effectively train or supplement user training
- _____
- _____
- _____

Rating Risk (circle)

HIGH

MED

LOW

Your Next Steps

7 Don't Let Up

Definition

Ensure the initiative remains an organizational priority and is visible to the team. Recognize that there will be challenges but that they can be overcome.

Potential Barriers

- Failure to track and monitor utilization
- Continuously identify and build up champions on campus
- Not engaging with dedicated consultant proactively to address needs before they become challenges
- Failure to incorporate use of APS into recurring academic activities and define milestones
- Failure to communicate to leadership team and campus that this is an ongoing commitment
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

8 Create a New Culture

Definition

Sustain improvements and clearly associate demonstrated behaviors with success.

Potential Barriers

- Failure to begin socialization conversations with need for data-informed decision-making vs. with the adoption of (yet another) new product
- Shifting organizational focus once initial goals have been achieved
- Failure to share overall organizational results more broadly
- Lack of recognition for those users who have made the greatest efforts
- Failure to capitalize on distributed ownership to push toward culture shift
- _____
- _____
- _____

Rating Risk (circle)

HIGH MED LOW

Your Next Steps

Change Readiness Next Steps

Please fill out the table with next steps.

Activity step	Notes
Create a sense of urgency	
Pull together the guiding team	
Develop a change vision and strategy	
Communicate for understanding	
Empower others to act	
Produce quick wins	
Don't let up	
Create new culture	

Change Readiness Summary

Please complete this summary **AFTER** completing the diagnostic on pages 2-5. The goal of this exercise is to gain an understanding of what barriers may exist and prioritize accordingly.

Activity step	Summary	What is the level of challenge/risk to completing this step at your institution?		
Create a sense of urgency	Understand the organizational imperative for change (i.e. the rallying cry) and ensure the dialogue occurs internally to gain buy-in around this urgency	HIGH	MED	LOW
Pull together the guiding team	Build a program leadership team that has the credibility, authority, analytical ability, and communication skills to lead the initiative forward	HIGH	MED	LOW
Develop a change vision and strategy	Develop a vision for successful outcomes and build a simple strategy for how that will be accomplished. Focus on developing the short mission statement and identify any relevant stories that contain an emotional connection	HIGH	MED	LOW
Communicate for understanding	Develop a communication plan and materials that allow for a broad understanding of the why, what, and how	HIGH	MED	LOW
Empower others to act	Remove barriers that prevent others from driving the initiative forward, whether at the leadership or user level	HIGH	MED	LOW
Produce quick wins	Identify and create quick wins that can help gain buy-in and generate momentum on campus	HIGH	MED	LOW
Don't let up	Ensure the initiative remains an organizational priority and is visible to the team. Recognize that there will be challenges but that they can be overcome	HIGH	MED	LOW
Create new culture	Sustain improvements and clearly associate demonstrated behaviors with success	HIGH	MED	LOW