

Change Readiness Questionnaire

(Taken from *Sacred Cows Make the Best Burgers* by Robert Kriegel and David Brandt)

Focus on your performance at work. Answer each question honestly. Circle the number that most accurately describes your beliefs and your behaviors as they actually are, not as you would like them to be or think they should be.

Change Readiness Scale:

1 = Strongly Disagree.....6 = Strongly Agree

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|--|---|---|---|---|---|---|
| 1. I prefer the familiar to the unknown. | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. I rarely second guess myself. | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. I'm unlikely to change plans once they're set. | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. I can't wait for the day to get started. | 1 | 2 | 3 | 4 | 5 | 6 |
| 5. I believe in not getting your hopes too high. | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. If something's broken, I'll find a way to fix it. | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. I get impatient when there are not clear answers. | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. I'm inclined to establish routines and stay with them. | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. I can make any situation work for me. | 1 | 2 | 3 | 4 | 5 | 6 |
| 10. When something important doesn't work out, it takes me time to adjust. | 1 | 2 | 3 | 4 | 5 | 6 |
| 11. I have a hard time relaxing and doing nothing. | 1 | 2 | 3 | 4 | 5 | 6 |
| 12. If something can go wrong, it usually does. | 1 | 2 | 3 | 4 | 5 | 6 |
| 13. When I get stuck I'm inclined to improvise solutions. | 1 | 2 | 3 | 4 | 5 | 6 |
| 14. I get frustrated when I can't get a grip on something. | 1 | 2 | 3 | 4 | 5 | 6 |
| 15. I prefer work that is familiar and within my comfort zone. | 1 | 2 | 3 | 4 | 5 | 6 |
| 16. I can handle anything that comes along. | 1 | 2 | 3 | 4 | 5 | 6 |
| 17. Once I've made up my mind, I don't easily change it. | 1 | 2 | 3 | 4 | 5 | 6 |
| 18. I push myself to the max. | 1 | 2 | 3 | 4 | 5 | 6 |
| 19. My tendency is to focus on what can go wrong. | 1 | 2 | 3 | 4 | 5 | 6 |

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|---|---|---|---|---|---|---|
| 20. When people need solutions to problems, they call on me. | 1 | 2 | 3 | 4 | 5 | 6 |
| 21. When an issue is unclear, my impulse is to clarify it right away. | 1 | 2 | 3 | 4 | 5 | 6 |
| 22. It pays to stay with the tried and true. | 1 | 2 | 3 | 4 | 5 | 6 |
| 23. I focus on my strengths, not my weaknesses. | 1 | 2 | 3 | 4 | 5 | 6 |
| 24. I find it hard to give on something even if it's not working out. | 1 | 2 | 3 | 4 | 5 | 6 |
| 25. I'm restless and full of energy. | 1 | 2 | 3 | 4 | 5 | 6 |
| 26. Things rarely work out the way you want them to. | 1 | 2 | 3 | 4 | 5 | 6 |
| 27. My strength is to find ways around obstacles. | 1 | 2 | 3 | 4 | 5 | 6 |
| 28. I can't stand to leave things unfinished. | 1 | 2 | 3 | 4 | 5 | 6 |
| 29. I prefer the main highway to the backroad. | 1 | 2 | 3 | 4 | 5 | 6 |
| 30. My faith in my abilities is unshakable. | 1 | 2 | 3 | 4 | 5 | 6 |
| 31. When in Rome, do as the Romans do. | 1 | 2 | 3 | 4 | 5 | 6 |
| 32. I'm a vigorous and passionate person. | 1 | 2 | 3 | 4 | 5 | 6 |
| 33. I'm more likely to see problems than opportunities. | 1 | 2 | 3 | 4 | 5 | 6 |
| 34. I look in unusual places to find solutions. | 1 | 2 | 3 | 4 | 5 | 6 |
| 35. I don't perform well when there are vague expectations and goals. | 1 | 2 | 3 | 4 | 5 | 6 |

Scoring:

1. Resourcefulness

Add up your scores on questions 6, 13, 20, 27, 34. This total is your score. Optimal range is between 22 and 26. **Score:** _____

2. Optimism

Add up your scores on questions 5, 12, 19, 26, 33. Subtract this total from 35 for your score. Optimal range is between 22 and 26. **35 - _____ = (Score):** _____

3. Adventurousness

Add up your scores on questions 1,8, 15, 22, 29. Subtract this total from 35 for your score. Optimal range is 22 to 26. **35 - _____ = (Score):** _____

4. Drive

Add up your scores on questions 4, 11, 18, 25, 32. This total is your score. Optimal range is 22 to 26. **Score:** _____

5. Adaptability

Add up your scores on questions 3, 10, 17, 24, 31. Subtract this total from 35 for your score. Optimal range is 22 to 26. **35 - _____ = (Score):** _____

6. Confidence

Add up your scores on questions 2, 9, 16, 23, 30. This total is your score. Optimal range is 22 to 26. **Score:** _____

7. Tolerance for Ambiguity

Add up your scores on questions 7, 14, 21, 28, 35. Subtract this total from 35 for your score. Optimal range is 22 to 26. **35 - _____ = (Score):** _____

Your Profile:

You'll probably find you have higher scores on some traits and lower scores on others. This is typical of most profiles and indicates that some of your Change Readiness traits are more developed than others. What are your strengths? Where do you need improvement? Are you surprised by any of your scores?

See the next page for a description of each Change Readiness trait.

The Seven Traits of Change Readiness

The scale you've just taken measures the following traits:

- **Resourcefulness**—Being effective at making the most of any situation and utilizing whatever resources are available to develop plans and contingencies. Seeing more than one way to achieve goals and looking in less obvious places to find help. When people low in Resourcefulness encounter obstacles, they get stuck and dig in their heels. Very high scorers (over 26) might overlook obvious solutions and create more work than is necessary.
- **Optimism**—The pessimist observes only problems and obstacles while the optimist recognizes opportunities and possibilities. Optimism can't be taught; it must be caught. You can get it by hanging around the right people. Optimists tend to be more enthusiastic and positive about change. Very high optimism scorers (over 26) may lack critical-thinking skills.
- **Adventurousness**—The inclination to take risks and the desire to pursue the unknown, to walk the path less taken. Since change always involves both risk and the unknown, Adventurous people usually perform well during organizational shake-ups. But very high scorers (over 26) may indicate a tendency toward recklessness.
- **Drive**—Combines physical energy and mental desire to create passion. It's the fuel that maximizes all the other traits. If you have drive, nothing appears impossible. If you don't, change is exhausting.
- **Adaptability**—Flexibility and resilience. Flexibility involves ease of shifting expectations. Resilience is the capacity to rebound from adversity quickly with a minimum of trauma. Scoring too high (over 26) indicates a lack of commitment or stick-to-it-ness.
- **Confidence**—If optimism is the view that a situation will work out, confidence is the belief in your own ability to handle it. There is a direct correlation between levels of confidence and receptivity to change. If people feel confident in their ability to handle a new task, they'll be more receptive to it and more positive about it. Scores above 26, however, may indicate a cocky, know-it-all attitude and a lack of receptivity to feedback.
- **Tolerance for Ambiguity**—Change spawns uncertainty. No matter how carefully you plan there are always some elements of indefiniteness. Without a healthy tolerance for ambiguity, change is not only uncomfortable, it's downright scary. But too much tolerance can also get you in trouble. You may have difficulty finishing tasks and making decisions.