

## Personal Resilience and Change Readiness Questionnaire

*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. As a result, organisations often battle to successfully implement organisational change, particularly when it is large scale change.*

*To gain fresh insights into your team, your function or entire organisation's personal resilience and change readiness, rate them using the quiz below*

**Directions:** For each statement use the scale below to select the number that best describes your team, function or the entire organisation in terms of their acceptance of change. Write that number in the box at the end of the statement.

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

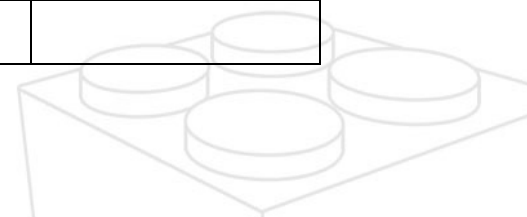
No	Statements	Rating
1	Overwhelmed by the change	
2	Overly critical	
3	Eager beginnings but implementation problems	
4	Personally growing and developing	
5	Feels let down by management	
6	Narrow thinking	



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 change	
15	Blames others	
16	Optimistic	
17	Dysfunctional coping	
18	Coping is "stuck"	
19	Opts out	
20	Embraces the change	

**To score your answers:** Fill in your scores for each question in the table below, and then find the total for each category

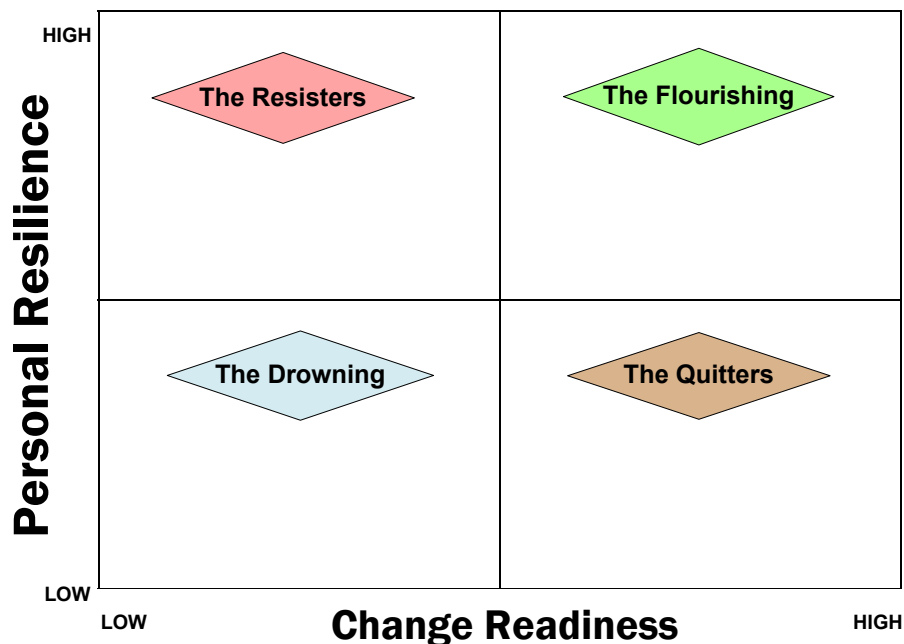
The Resisters		The Flourishing	
Item	Score	Item	Score
3		4	
7		8	
11		12	
15		16	
19		20	
<b>Your Total</b>		<b>Your Total</b>	



The Drowning		The Quitters	
Item	Score	Item	Score
1		2	
5		6	
9		10	
13		14	
17		18	
<b>Your Total</b>		<b>Your Total</b>	

**Now**, transfer the total scores for each of the four categories onto the table below:

## Personal Resilience and Change Readiness



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

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## Interpreting your scores:

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

Your scores rate the feelings and attitude of people implementing or being 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 it is the responsibility 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 focussed 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.

**The Drowning:** These people are overwhelmed; feel let down by management; are withdrawn; often quietly hostile; have dysfunctional coping. They typically have medium to low personal resilience as well as medium to low change readiness.

**The Quitters:** These people typically have eager beginnings but later have 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.

**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.



For change to be accepted, the score for The Flourishing should be higher than the combined score for the other three categories of The Resisters, The Drowning and The Quitters. If not, the change implementation and benefit realisation is at risk.

To improve the prognosis of the success of the change implementation, you should consider building personal resilience and enhancing change readiness.

## **Strategies to build personal resilience:**

The success of large scale organisational change is influenced by the resilience of individuals to cope with the stress entailed in implementing or being on the receiving end of the change. Moderate stress for the individual creates energy and excitement; too much stress is disabling and the precipitating event or events will be perceived as adversity. Everyone has different resilience abilities and resources. Fortunately they can be built and enhanced. Coping successfully with change has the potential to facilitate learning, personal growth and development, optimism and enthusiasm.

We have found training in the following topics effective in developing people's resilience:

- Resilience Steps and Principles to deal with your darkest night
- Reconnecting with what gives you meaning in life
- Identifying and using unique personal strengths to create engagement
- Analysing, identifying and choosing thoughts and feelings that assist in building resilience
- Identifying the most effective personal ways of dealing with adversity
- Being open minded, persistent and flexible when seeking solutions
- Reaching out early for support and assistance and also supporting others

The outcomes of training in these areas are:

- Understand how to remain task focussed at work during periods of prolonged stress
- Increased adaptability and confidence when experiencing tough times
- Ability to prevent the experience of stress negatively affecting work outputs, colleagues and family
- Experience more hope, optimism and positivity and so better cope with job demands
- Understand how to turn adversity into a growth experience, and leverage it into new ways of working and living



## Strategies to enhance change readiness:

People involved in large scale organisational change often experience it as a disruption of their *status quo*, uncomfortable and even threatening. To enhance the success of organisational change initiatives, targeted people-change support initiatives should be introduced to engage them emotionally, align them intellectually and reinforce new behaviours and processes to roll out the change.

**Engaging emotionally** involves creating a sense of urgency for the change in the organisation and creating the need amongst the change recipients to engage with the change, understand its personal impact, and answer the "What's in it for me?" or WIIFM question. To be effective, it deals with the recipients' past experiences of organisational change, brings to light and honestly addresses fears they may have about the implications of the change.

**Aligning intellectually** involves ensuring that the rationale and business case for the change is clearly understood. This is best achieved by communicating the anticipated 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 often only compelling from the Chief Financial Officer's point of view. In addition, the leadership should be visible driving 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. This involves training the change recipients to ensure they are able to implement the new or changed processes and procedures; recognition at incremental milestones on the road to success; and new 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 of doing business.

Thus organisations can significantly enhance the chances of success of a change initiative by ensuring real hearts-and-minds change is created through emotional engagement, intellectual alignment and ensuring the required new behaviours are trained, reinforced and cemented to become part of the culture.

### For more information:

Visit [www.buildingresilience.co.za](http://www.buildingresilience.co.za) or write to [info@buildingresilience.co.za](mailto:info@buildingresilience.co.za)

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