

## An Assessment of Readiness for Cultural Transformation

Is your organization ready for a cultural transformation?

To answer that question, complete the following assessment. Use this tool to assess conditions in your organization. Circle a code for each problem listed in the left column, which corresponds to your perceptions about it. (There are no right or wrong answers in any absolute sense.) Use the following rating scale:

**5 = A Very Great Problem**

**4 = A Major Problem**

**3 = Somewhat of a Problem**

**2 = A Minor Problem**

**1 = Not a Problem (a strength)**

When you finish, refer to the scoring section at the end of the assessment.

Statements		Your Perceptions				
		A Very Great Problem	A Major Problem	Somewhat of a Problem	A Minor Problem	Not a Problem
		5	4	3	2	1
Awareness of Problems						
1	The CEO of this organization is generally not aware of the possible range of roles that HR does—and could—play in the organization.	5	4	3	2	1
2	Top managers in this organization are generally not aware of the possible range of roles that HR does—and could—play in the organization.	5	4	3	2	1
3	Middle managers in this organization are generally not aware of the possible range of roles that HR does—and could—play in the organization.	5	4	3	2	1
4	Supervisors in this organization are generally not aware of the possible range of roles that HR does—and could—play in the organization.	5	4	3	2	1
5	The CEO of this organization is generally not aware of how HR presently contributes to the organization's bottom line.	5	4	3	2	1
6	Top managers in this organization are generally not aware of how HR	5	4	3	2	1

	presently contributes to the organization's bottom line.					
7	Middle managers in this organization are generally not aware of how HR presently contributes to the organization's bottom line.	5	4	3	2	1
8	Supervisors in this organization are generally not aware of how HR presently contributes to the organization's bottom line.	5	4	3	2	1

**Awareness of Problems Score: \_\_\_\_\_**

Statements		Your Perceptions				
		A Very Great Problem	A Major Problem	Somewhat of a Problem	A Minor Problem	Not a Problem
		5	4	3	2	1
<b>Cultural Problems</b>						
9	This organization has a history in which HR tends to play a reactive role, solving problems only after they arise.	5	4	3	2	1
10	This organization has a long history of devoting better than average time to the development of people.	5	4	3	2	1
11	This organization has a long history of devoting better than average funding to people issues.	5	4	3	2	1

12	Executives, managers and supervisors are explicitly rewarded in this organization for helping their workers develop knowledge, skills and attitudes that will help them prepare for greater responsibilities and/or a broader application of professional abilities.	5	4	3	2	1
13	The CEO of this organization holds executives, managers and supervisors responsible for developing their people in preparation for possible advancement.	5	4	3	2	1
14	The CEO of this organization takes a personal and active role in dealing with people issues.	5	4	3	2	1
15	Executives in this organization hold managers and supervisors responsible for managing people well.	5	4	3	2	1
16	Managers in this organization hold managers and supervisors responsible for developing their people in preparation for possible advancement.	5	4	3	2	1

**Cultural Problems Score: \_\_\_\_\_**

## Scoring Section

Use the preceding assessment to help you determine how ready your organization is to devote time and attention to HR transformation. Generally speaking, the higher the score in each part of the assessment, the greater the need to concentrate your attention on that issue in building support and readiness for action.

***A score between 24 and 40 in the Awareness of Problems section of the assessment indicates significant barriers to action in that area. If your organizational score in this section is between 24 and 40, then devote your initial efforts to building awareness.***

***A score between 24 and 40 in the Cultural Problems section of the assessment indicates significant barriers to action in that area. If your organizational score in this section is between 24 and 40, then devote your initial efforts to surmounting the cultural barriers standing in the way of acceptance for HR transformation.***

## Action Planning

Do some brainstorming on the most important problems that need to be addressed. This is necessary to get your organization ready for an HR transformation that repositions the role of HR in the organization. Make notes in the section below, writing it in the form of a to-do list.

