

THE CHANGE READINESS SCORECARD

Are you ready for change?

Whether you're going through a merger/acquisition, a reorganization, a product launch, or other major change initiative, research from McKinsey, Google, Harvard, Prosci, and others examining what differentiates successful change initiatives from the majority that fail.

Rate yourself 1–10 on each. Be honest — research shows leaders consistently overrate their own effectiveness during change.

1. SHARING YOUR STORY AND WHY IT MATTERS

The Power of Narrative Inspiration

Do you have a clear, compelling story about why this change is happening, where you're going, and why it matters — that you're actively sharing across the organization?

★ **Research:** Clear, ongoing communication can more than triple change success rates. Large transformations that adopt a full set of rigorous practices — including a clear, consistently communicated change story — are up to 12.4x more likely to succeed. Nearly half of transformation leaders later say they wish they'd spent more time communicating.

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2. WHAT KIND OF LEADER ARE YOU?

Power or Force?

Are you and your senior leadership team visibly living the changes you're asking others to make — not just announcing them?

★ **Research:** When leaders role model the behavior changes they're asking others to make, transformations are 5.3x more likely to succeed. Yet there's a significant perception gap: leaders are 2.5x more likely than employees to rate their own transformation as successful.

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3. A PYRAMID OR A CIRCLE?

Integrating Everyone

Are the people most affected by this change actively involved in shaping it — not just being told what's changing?

★ **Research:** Without engaging line managers or frontline employees, only 3% of transformations succeed. With frontline initiative, success rises to 71%. With both leadership modeling AND frontline initiative, it reaches 79%. Organizations where at least 7% of employees have ownership of results are twice as likely to deliver positive returns — yet the average company involves only 2%.

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4. MOTIVATION: THE WHY BEHIND THE WHY

Compliance or Commitment?

Do your people have genuine motivation for this change — not just compliance? Do they see what's in it for THEM, not just the company?

★ **Research:** When people can link the overall aspiration to their own work and what matters most to them personally, they are significantly more likely to drive success. McKinsey found that when employees understand how their individual work supports the company's broader vision, transformations are 5.5 times more likely to succeed.

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5. PSYCHOLOGICAL SAFETY AND THE HUMAN OPERATING SYSTEM

Subconscious sabotage - or support?

Can people at every level voice concerns, surface problems, and challenge direction without fear of being punished or sidelined?

★ **Research:** Psychological safety is the #1 factor distinguishing high-performing teams — above talent, resources, or structure. The numbers are stark: workers in psychologically safe environments are less than half as likely to feel stressed daily (27% vs. 61%) and less than half as likely to be looking for a new job (19% vs. 41%). It's especially critical — and most often deprioritized — during times of upheaval.

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6. ARE WE HAVING FUN YET?

Emotional Energy, Joy, and Change Fatigue

Is there genuine excitement, curiosity, or joy around this change — or has it become another obligation people endure?

★ **Research:** Employee willingness to support change collapsed from 74% to 43% between 2016 and 2022. The average employee now faces 10 planned changes per year, up from 2. Change fatigue causes burnout, decreased engagement, and higher turnover. Teams that use intentional rituals and celebration show significantly higher engagement, psychological safety, job satisfaction, and performance—and are more resilient during periods of change.

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7. IS EVERYONE ON THE SAME PAGE?

Force vs. Feedback

Would your leaders, your managers, and your frontline employees describe this change — its purpose, its impact, and what's expected — the same way?

★ **Research:** Senior leaders are 2.5x more likely than other employees to rate a transformation as successful — a perception gap that signals misalignment, not success. Roughly 70% of major change efforts fail due to a lack of engagement and a clearly articulated shared vision.

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8. SUSTAINED COMMITMENT AND MAINTAINING MOMENTUM

Active Engagement

Are your leaders and initiative champions investing consistent time and visible attention to this transformation — not treating it as a side project?

★ **Research:** Research: Success is 2x more likely when leaders invest more than half their working time in the transformation. In practice, only 43% do. Leaders most often wish they'd spent more time aligning their top team (47%) and communicating a change story (49%).

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9. FOCUSED FLEXIBILITY

Navigating the Ups and Downs

Do you have an ongoing system for tracking progress, surfacing what's working and what isn't, fine-tuning the approach, and reframing when necessary?

★ **Research:** 70% of transformations fail, with lack of ongoing adaptation being a key factor. Organizations that identify underlying mindsets that need to change as early as the planning process - and continue monitoring throughout - are far more successful.

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10. THE HIGH ROAD AND THE BOTTOM LINE

Reward Beyond Results

Is this change connected to something bigger than the numbers — a purpose that genuinely resonates across the organization and gives people a reason to bring their best?

★ **Research:** Transformations that measure success across multiple dimensions — financial, operational, customer, employee, and social impact — are 1.9x more likely to outperform competitors than those focused on financial targets alone. Organizations with strong, values-driven change management experience 264% greater revenue growth than those with below-average effectiveness. When employees can connect the aspiration to their own work and what matters most to them, success is significantly more likely.

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Now you know where you stand.

The research tells you WHAT matters.

The science tells you WHY.

This book and program gives you the HOW.

The Art & Science of Wishing At Work

by Brownell Landrum