



## Organizational Attributes Assessment

As a university, we serve many stakeholders: students, faculty, staff, parents and the community. Be mindful of which groups will be affected by your project. When rating the “organization,” this many mean the entire university, a division, a department or other groupings, depending on the scope and impact of the project.

Mark your location on the spectrum below. If you fall on the **right** of the spectrum, your project will require **more** change management resources and activities than if you fall on the left of the spectrum. This assessment result will be used to customize change management strategy and activities. Record your assessment score.

### Perceived need for change among students/employees/faculty/staff/managers

Compelling business need for change is visible – stakeholders are dissatisfied with the current state			Stakeholders do not view change as necessary – they are satisfied with the current state	
1	2	3	4	5

### Impact of past changes on stakeholders

Stakeholders perceive past changes as positive			Stakeholders perceive past changes as negative	
1	2	3	4	5

### Change capacity

Very few changes underway			Everything is changing	
1	2	3	4	5

### Past changes

Changes were successful and well-managed			Many failed projects and changes were poorly managed	
1	2	3	4	5

### Shared vision and direction for the organization, i.e., university/division/department/other

Widely shared and unified vision			Many different directions and shifting priorities	
1	2	3	4	5



### Resources and funding availability

Adequate resources and funds are available			Resources and funds are limited	
1	2	3	4	5

### Organization’s culture and responsiveness to change

Open and receptive to new ideas and change			Closed and resistant to new ideas and change	
1	2	3	4	5

### Organizational reinforcement

Employees are rewarded for risk taking and embracing change			Employees are rewarded for consistency and predictability	
1	2	3	4	5

### Organizational leadership style and power distribution

Centralized			Distributed	
1	2	3	4	5

### Executives/senior management change competency

Campus leaders demonstrate effective sponsorship on change projects			Campus leaders lack sponsor skills and knowledge	
1	2	3	4	5

### Middle management change competency

Managers are highly competent at managing change			Managers lack knowledge and skills for managing change	
1	2	3	4	5

### Stakeholders change competency

Stakeholders are highly competent at managing change			Stakeholders lack the knowledge and skills for managing change	
1	2	3	4	5

Sum of points for organizational attributes assessment (out of 60 total):	
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Note: A score of 35 or higher indicates a change resistant organization that will require more change management for the project to be successful.