

# Organizational Change Capacity Questionnaire

## Part 1: Questions

Circle one number on each of the following 0 to 10 scales with reference to your school.

1. We place a strong emphasis on learning and information sharing.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

2. We hold meetings across all grade levels that focus on identifying and critically assessing new curricular and pedagogical opportunities.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

3. We use a common, schoolwide framework for thinking and communicating about change.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

4. We communicate an enduring, shared purpose that is well understood by everyone in the school.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

5. We designate and hold accountable an owner of the goal to develop our school's change capacity.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

6. We select, hire, evaluate, and reward our employees based, in part, on their ability to thrive on change.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

7. We encourage everyone in the school to ask questions and speak the truth, especially when people perceive problems or obstacles.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

8. We conduct low-cost experiments with new ideas.

0      1      2      3      4      5      6      7      8      9      10  
Never ————— Sometimes ————— Almost Always

9. The people in our school understand there are different approaches to change and when each is appropriate.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

10. We encourage people to think dynamically and systematically so that strategies can change quickly.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

11. We devote resources to scanning the external environment in search of new ideas for student learning.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

12. We create teams with maximum diversity to encourage innovation and creativity.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

13. We encourage everyone to empathize with and value alternative viewpoints.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

14. We recognize and reward people who support, encourage, lead, and share learning about organizational change.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

15. We focus on developing deep expertise about how to implement organizational change.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

16. We thoroughly examine the future of education, changing demographics, competitors, and organizational opportunities.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

17. We encourage our employees to get to know our students and their parent(s) or guardian(s).

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

18. We develop, reward, and promote department heads and administrators who enable change.

0      1      2      3      4      5      6      7      8      9      10  
Never ----- Sometimes ----- Almost Always

19. We support people who take risks and apply innovative ideas.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
20. We maintain a fluid organizational structure that allows the quick formation of new groups as needed.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
21. We provide change coaching and consulting services to our people and departments.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
22. We factor future scenarios into today's decisions.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
23. We appoint a committed change sponsor for each organizational change.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
24. We work hard to enhance the personal credibility of school leaders.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
25. We tolerate mistakes in the interest of learning.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
26. We create systems and processes for sharing knowledge, information, and learning across boundaries.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
27. We encourage the formation of change agent networks to share best practices, tools, and research about organizational change.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
28. We focus on stringing together an ongoing series of new student learning pilots.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
29. We provide key change projects with enough resources to get highly visible, public successes.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always

30. We listen to, encourage, and reward mavericks and trailblazers.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
31. We value conflict and use it to achieve understanding and creativity.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
32. We provide responsive and proactive training and education in support of specific organizational changes.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
33. We debrief people after important organizational changes with a focus on learning from experience.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
34. We create and communicate a change-friendly identity both internally to our employees and externally to our parents and community.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
35. We shelter breakthrough ideas with their own budgets and people.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always
36. We create a climate of trust, honesty, and transparency.
- 0      1      2      3      4      5      6      7      8      9      10  
 Never ————— Sometimes ————— Almost Always

## Part 2: Scoring and Interpretation

- Next to each item number below, record your rating from Part 1 of this questionnaire. After you have entered your rating for each question, calculate the average score for each dimension.

<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>
1.	_____	2.	_____	3.	_____
7.	_____	8.	_____	9.	_____
13.	_____	14.	_____	15.	_____
19.	_____	20.	_____	21.	_____
25.	_____	26.	_____	27.	_____
31.	_____	32.	_____	33.	_____
TOTAL =	_____	TOTAL =	_____	TOTAL =	_____
Total =	_____	Total =	_____	Total =	_____
6		6		6	
<b>Facilitative Culture</b>		<b>Supportive Infrastructure</b>		<b>Different Change Approaches</b>	
<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>	<b>Item</b>	<b>Score</b>
4.	_____	5.	_____	6.	_____
10.	_____	11.	_____	12.	_____
16.	_____	17.	_____	18.	_____
22.	_____	23.	_____	24.	_____
28.	_____	29.	_____	30.	_____
34.	_____	35.	_____	36.	_____
TOTAL =	_____	TOTAL =	_____	TOTAL =	_____
Total =	_____	Total =	_____	Total =	_____
6		6		6	
<b>Ongoing Strategizing</b>		<b>Sufficient Resources</b>		<b>Willingness and Ability to Change</b>	

- Which of the six major dimensions of change capacity is highest? Why?
- Which of the six major dimensions of change capacity is lowest? Why?
- Which of the six major dimensions of change capacity should be your top improvement priority? What specifically could be done to increase change capacity along this dimension?

*Source:* Adapted with permission from Buono & Kerber (2009).

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