

Profile & Assessment Information

Change Readiness



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The Change Ready Profile

Change-Readiness means feeling excited about change, anticipating and initiating it rather than simply reacting to events. Most organizations do not take the time to create a culture of readiness; however, Change-Ready organizations must challenge beliefs and assumptions, build an environment of trust and caring, conquer resistance and create an energizing atmosphere!

The Change Ready Profile is an assessment taken from Sacred Cows Make the Best Burgers, by Robert J. Kriegel PhD, David Brandt PhD. It helps individuals examine their Change-Ready strengths and weaknesses and how flexible they will be with the incessant demands of an ever-changing world.

The Change Ready Profile examines an individual's:

- | | |
|-------------------------------|--|
| 1. RESOURCEFULNESS | <ul style="list-style-type: none"> • How effective one is at making the most of any situation • The degree with which one utilizes whatever resources that are available to develop plans and contingencies • The extent to which one sees more than one way to achieve a goal • The ability to look in less obvious places to find help and create new ways to solve old problems |
| 2. OPTIMISM | <ul style="list-style-type: none"> • Is the glass half full or half empty? • The degree to which one sees problems and obstacles or recognizes opportunities and possibilities |
| 3. ADVENTUROUSNESS | <ul style="list-style-type: none"> • The inclination one has to take risks • The desire one has to pursue the unknown and walk uncertain paths |
| 4. DRIVE | <ul style="list-style-type: none"> • One's level of personal dynamism • One's level of intensity and determination |
| 5. ADAPTABILITY | <ul style="list-style-type: none"> • One's flexibility in shifting expectations • One's resilience in the capacity to rebound from adversity quickly with minimum trauma |
| 6. CONFIDENCE | <ul style="list-style-type: none"> • Belief in one's own ability to handle a situation |
| 7. TOLERANCE FOR
AMBIGUITY | <ul style="list-style-type: none"> • How adept an individual is at handling uncertainty • How comfortable an individual is when things are vague, in flux or unclear |

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Utilizing Change Ready Profiles

AT THE INDIVIDUAL LEVEL

After completing the Change-Ready Profile, many individuals find they have higher scores on some traits and lower scores on others. This is typical of most profiles and indicates that some of your Change-Readiness traits are more developed than others. It is important to recognize your strengths and identify areas where you may grow and expand your capacity.

AT THE TEAM LEVEL

The Change-Ready Profile scale has value not only as a personal measurement to evaluate your own Change-Readiness, but also as a training tool for managers to coach their associates and team members. It can serve as an effective tool to provide 360-degree feedback for employees at all levels in the organization. This feedback can be very useful, as it allows these associates and team members to see that others do not always see them as they see themselves.

AT THE COMPANY LEVEL

The Change-Ready Profile scale is also useful in coaching teams and can be used by organizations in the hiring process. For example, adventurers are great starters, resourceful people are excellent problem solvers, optimists make good cheerleaders, whose input is especially useful when people feel discouraged. When initiating or undergoing cultural transition, a change-ready organization is essential.

Overall, it is crucial to understand that Change-Readiness is an ongoing process. There is, and will always be, room to grow and improve. One does not, and will not, ever stop expanding one's capacity to handle change. The Change-Ready Profile serves as a useful ongoing tool at the individual, team, and company level.

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Change Ready Profile Development & Cautions

Traits	Definition	Development (below 22)	Cautions (above 26)
Resourcefulness	Effectiveness at making the most of any situation	Practice creativity and innovation—when is an apple not an apple?	Overlooks obvious solutions
Optimism	Having a positive view of the future	Finding the positive in negative scenarios, rephrase self-talk – Disney, challenge or opportunity	Lack of critical judgment
Adventurousness	The inclination to take risks and the desire to pursue the unknown	Practice risk taking – try something new, confront a person or situation, talk to a stranger	Too many risks, reckless
Drive	Personal level of passion, intensity & determination	Finding meaning and purpose in your role, create new challenges for yourself	Bull-headed, myopic, burned out
Adaptability	Flexibility in ease of shifting expectations and resilience to rebound quickly from adversity	Drive a different way to work, switch dominant hands, sleep on the other side of bed, change routine	Lack of commitment
Confidence	Belief in yourself to handle situations	Build on strengths, remember past successes, refocus attention to can-do not can't do, build on mistakes, positive framing	Brash, cocky, close-minded
Tolerance for Ambiguity	Ability to handle uncertainty	Document what you can and can't control, note your judgment & exaggeration	Difficulty finishing and creating closure

- Source: *Sacred Cows Make the Best Burgers* by Robert J. Kriegel PhD, David Brandt PhD

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