

Seven Traits of Change Readiness: Scoring Sheet

Add the scores for the questions in each category as indicated below.

*Note that in some cases, the total must be subtracted from 35 to get the score for that trait.

Resourcefulness	
Question # 6	
Question # 13	
Question # 20	
Question # 27	
Question # 34	
Total Score	

Adaptability	
Question # 3	
Question # 10	
Question # 17	
Question # 24	
Question # 31	
<i>Subtotal</i>	
35 – Subtotal = Total Score	

Optimism	
Question # 5	
Question # 12	
Question # 19	
Question # 26	
Question # 33	
<i>Subtotal</i>	
35 - Subtotal = Total Score	

Confidence	
Question # 2	
Question # 9	
Question # 16	
Question # 23	
Question # 30	
Total Score	

Adventurousness	
Question # 1	
Question # 8	
Question # 15	
Question # 22	
Question # 29	
<i>Subtotal</i>	
35 - Subtotal = Total Score	

Tolerance for Ambiguity	
Question # 7	
Question # 14	
Question # 21	
Question # 28	
Question # 35	
<i>Subtotal</i>	
35 - Subtotal = Total Score	

Passion / Drive	
Question # 4	
Question # 11	
Question # 18	
Question # 25	
Question # 32	
Total Score	



Understanding Your Scores

You'll probably find you 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.

Note: This questionnaire is designed for self-reflection and personal development only. It is not intended to measure performance or capability when faced with change. Optimal range for all categories is between 22 and 26.

Resourcefulness

Resourceful people are effective at making the most of any situation and utilising whatever resources are available to develop plans and contingencies. They see more than one way to achieve a goal and they're able to look in less obvious places to find help. They have a real talent for creating new ways of solving old problems. When people low in resourcefulness encounter obstacles, they get stuck, dig in their heels, and go back to the old way. Very high scorers (over 26) might overlook obvious solutions and create more work than is necessary.

Optimism

Is the glass half empty or half full? Optimism is highly correlated with change readiness since the pessimist observes only problems and obstacles while the optimist recognises opportunities and possibilities. Optimists tend to be more enthusiastic and positive about change. Their positive outlook is founded on an abiding faith in the future and the belief that things usually work out for the best. Very high optimism scorers (over 26) may lack critical thinking skills.

Adventurousness

Two ingredients capture the adventurous spirit: the inclination to take risks and the desire to pursue the unknown or to walk the path less taken. Adventurous people love a challenge. Since change always involves both risk and the unknown, they usually perform well during organisational shake-ups. They are the 'pro-actors,' the employees who initiate and create change. But very high scores (over 26) may indicate a tendency towards recklessness.

Passion / Drive

Passion is the fuel that maximises all the other traits. If you have passion, nothing appears impossible. If you don't have passion, change is exhausting. Passion is the individual's level of personal dynamism. It shows up in a person's level of intensity and determination. To make a new procedure work, to overcome the myriad of problems that any plan for change unwittingly produces, you've got to have passion and enthusiasm. Very high scores (over 26), however, may mean you're bull-headed, obsessed, and heading for burnout.

Adaptability

Adaptability includes two elements: flexibility and resilience. Flexible people have goals and dreams like everyone else, but they're not overly invested in them. When something doesn't work out, they'll say 'Plan A doesn't work, so let's go to Plan B.' Resilience is the capacity to rebound from adversity quickly with minimal trauma. Failure does not throw adaptable people. They don't dwell on mistakes and get depressed; they bounce back quickly and move on. High scorers on this trait are not wedded to specific outcomes. If the situation changes, their expectations shift right along with it. Scoring too high (over 26) in this trait indicates a lack of commitment or 'stick-to-it-ness.'

Confidence

If optimism is the view that a situation will work out, confidence is the belief in your own ability to handle it. There is situational confidence—'I know I can swim across this channel / learn this program / write this report'—and self-confidence—'I can handle whatever comes down the pike.' Self-confidence is the kind of confidence the change readiness scale measures. High scorers are generally individuals with a strong sense of self-esteem, but more specifically, they believe they can make any situation work for them. Scorers above 26 may indicate an arrogant, know-it-all attitude and a lack of receptivity to feedback.

Tolerance for Ambiguity

The one certainty surrounding change is that it spawns uncertainty. No matter how carefully you plan it, there is always an element of indefiniteness or ambiguity. Without a healthy tolerance for ambiguity, change is not only uncomfortable—it's downright scary. But too much tolerance can also get you in trouble; you may have difficulty finishing tasks and making decisions. If you scored over 26, you fall in this category.