

CHANGE PREPAREDNESS

Organisation & Team Analysis

Prepared by
Gillian Hyde



Introduction

Assessing preparedness for change

The three competencies identified as significant within the realm of preparedness for change are:

- Change readiness
- Agility
- Humility

Listed below are the definitions for each of these three competencies and the Hogan scales deemed critical to successful performance of each.

CHANGE READINESS

Open and adaptable. Embraces the need to do things differently, appreciates positive outcomes of change and adapts own approach/practices to align with new requirements.

HPI:

- **Adjustment:** Above average scorers cope well with pressure and tend to remain calm and constructive during times of stress. They are likely to be optimistic and open to change. At the very high end they might be so self-assured that they seem unfazed when others are feeling stressed.
- **Prudence:** These scorers are likely to be structured and mindful of details, whilst also showing flexibility in dealing with uncertain situations.

HDS:

- **Excitable:** Energetic and passionate about new ways of working balanced with tolerance and perspective taking but not so high that they become unpredictable and volatile.
- **Diligent:** A high derailer here can be linked to perfectionism, stringent standards and a resistance to change.
- **Cautious:** Overly high scorers can be indecisive, unwilling to experiment and afraid to make mistakes.

MVPI:

- **Tradition:** Low scorers are motivated by the unconventional and willing to challenge established procedures
- **Security:** Low scorers enjoy being given freedom to take chances and implement change.

AGILITY

Curious and inquisitive. Looks to experiment and innovate in order to achieve better outcomes and is quick and proactive in spotting new opportunities.

HPI:

- **Ambition:** High scorers are likely to be results oriented and keen to take initiative and persist to see things through.
- **Inquisitive:** High scorers tend to be creative, imaginative and focused on the bigger picture.

HDS:

- **Bold:** Confident, energetic and visionary. Too high on this scale could mean they overestimate what they can achieve and lack a realistic or flexible outlook.
- **Imaginative:** Likely to be original thinkers who can spot opportunities to do things differently. An elevated scorer should balance this unconventional approach with a degree of practicability and structure.
- **Mischievous:** Elevated scorers enjoy change and have the energy to bring it about. Too high on this scale can be linked to being overly impulsive.

MVPI:

- **Commerce:** High scorers are interested in commercial business benefits and realising profits.
- **Science:** High scorers value analytical problem solving and are likely to be interested in exploring scientific and technological advancements.

HUMILITY

Self-aware and learning oriented. Continuously learns from experience, is open to challenge and feedback, inviting alternative ideas and viewpoints to inform an approach (doesn't expect to have all the answers).

HPI:

- **Interpersonal sensitivity:** High scorers are likely to be perceptive and diplomatic, encourage cooperation and shared decisionmaking.
- **Adjustment:** High scorers cope well with pressure and tend to remain calm and constructive during times of stress. They are likely to be optimistic and open to change. Too high and they might be so self-assured that they seem unfazed when others are feeling stressed.
- **Learning Approach:** Above average scorers can reflect and draw on their prior learning and make sure decisions are well informed. Too high and they could come across as a 'know-it-all'.

HDS:

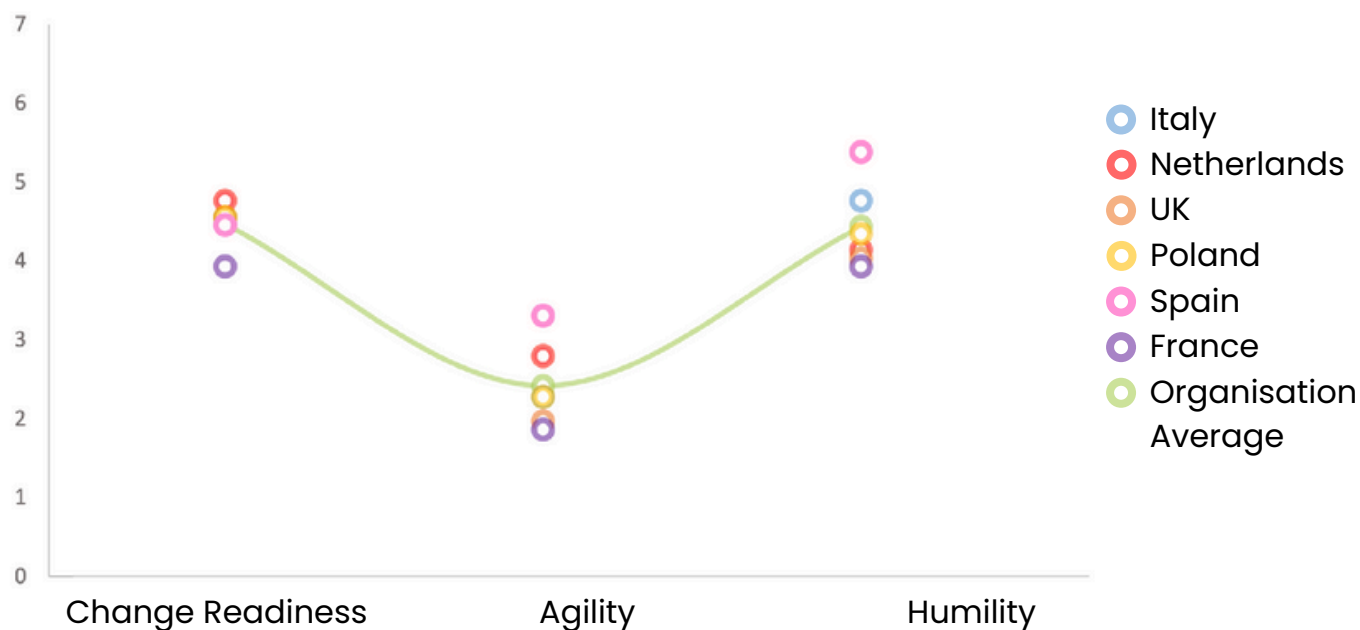
- **Sceptical:** Overly high scorers may be too focused on fault-finding and less likely to trust others and their ideas.
- **Reserved:** Overly high scorers may struggle to pick up on social cues and could be less communicative.
- **Leisurely:** Overly high scorers could be passive aggressive and stubborn with less reluctance to support team efforts.

MVPI:

- **Recognition:** Low scorers more likely to share credit and less focused on gaining personal, individual recognition.

Average Competency Scores

The below graph highlights the average scores for each country against the three *preparing for change* competencies.



Open and adaptable. Embraces the need to do things differently, appreciates positive outcomes of change and adapts own approach/practices to align with new requirements.

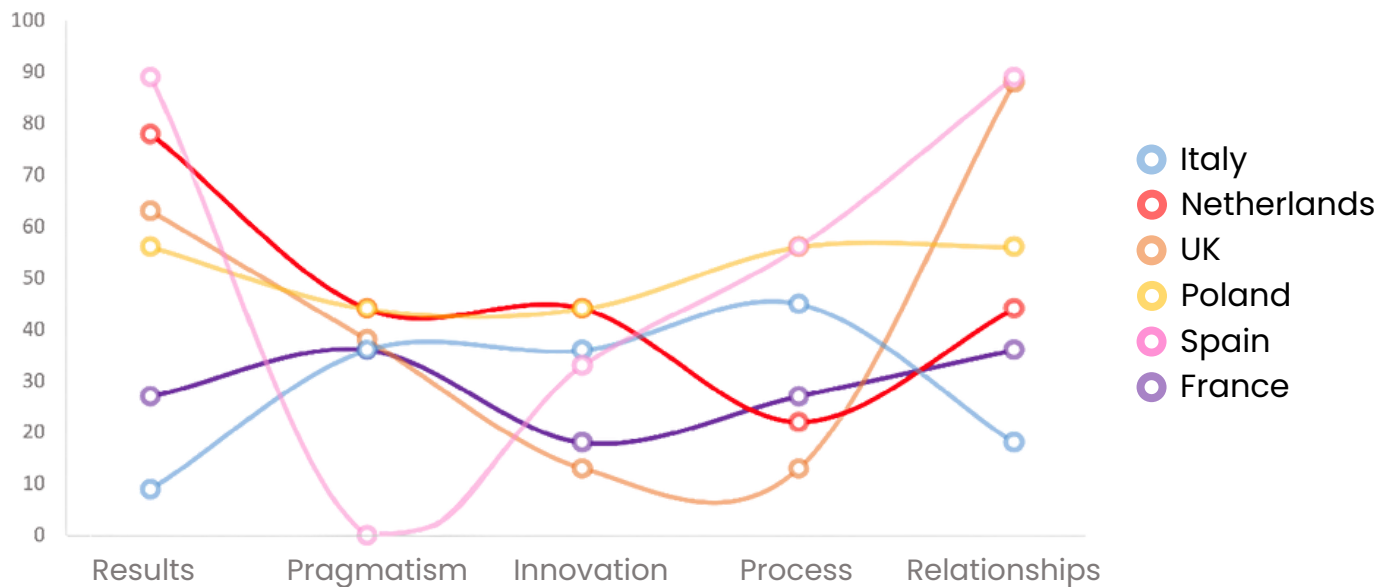
Curious and inquisitive. Looks to experiment and innovate in order to achieve better outcomes and is quick and proactive in spotting new opportunities.

Self-aware and learning orientated. Continuously learns from experience, is open to challenge and feedback, inviting alternative ideas and viewpoints to inform an approach.

Whole Organisation Team Roles

Team members play different informal roles within a team and it's important that the five roles are filled in order for a team to operate at its best.

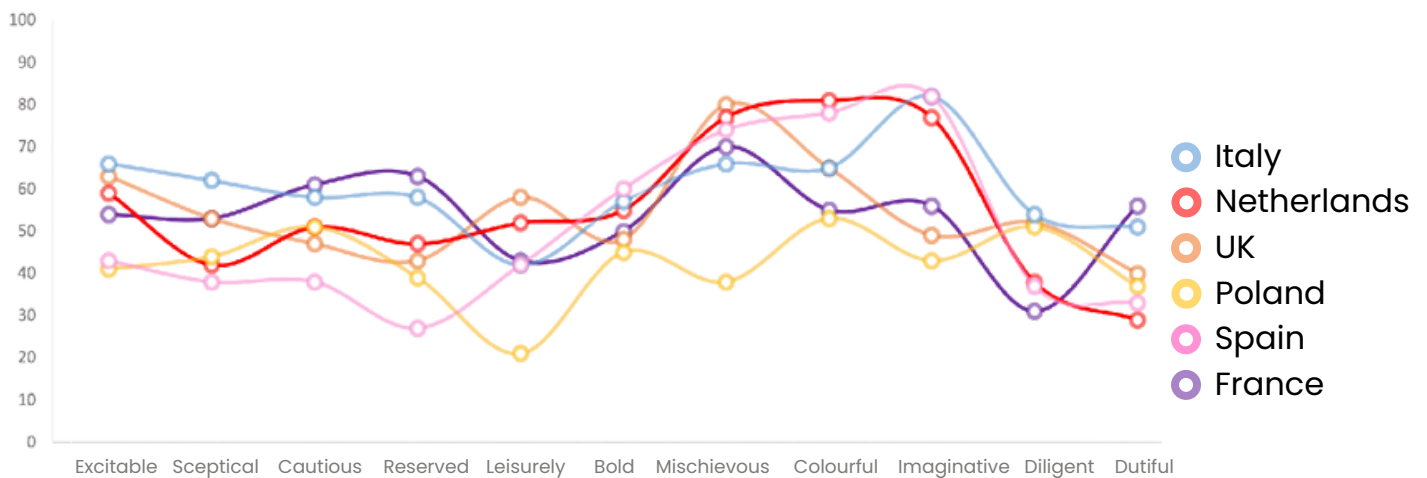
The below graph highlights the average country scores against each of the 5 team roles.



Whole Organisation Team Culture

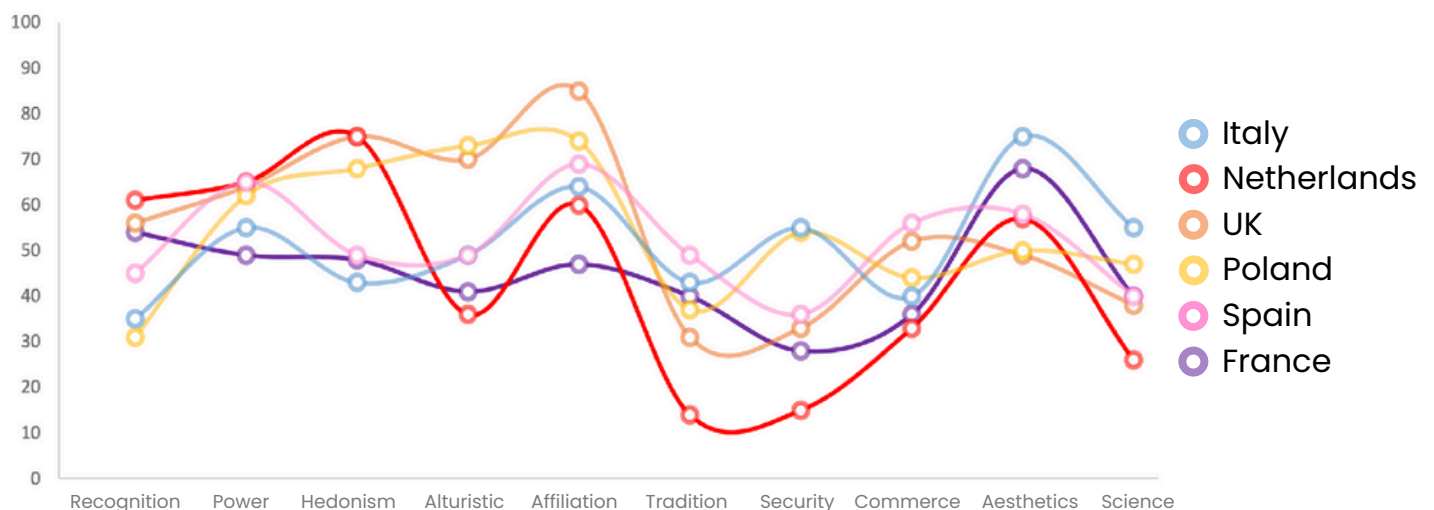
All team members have a few characteristics or risk areas than can undermine their performance when under pressure. When the majority of a team have the same risk area, it can become a shared derailer or blind spot that could damage reputation and performance.

The below graph highlights the average country scores against each of the 11 derailers.



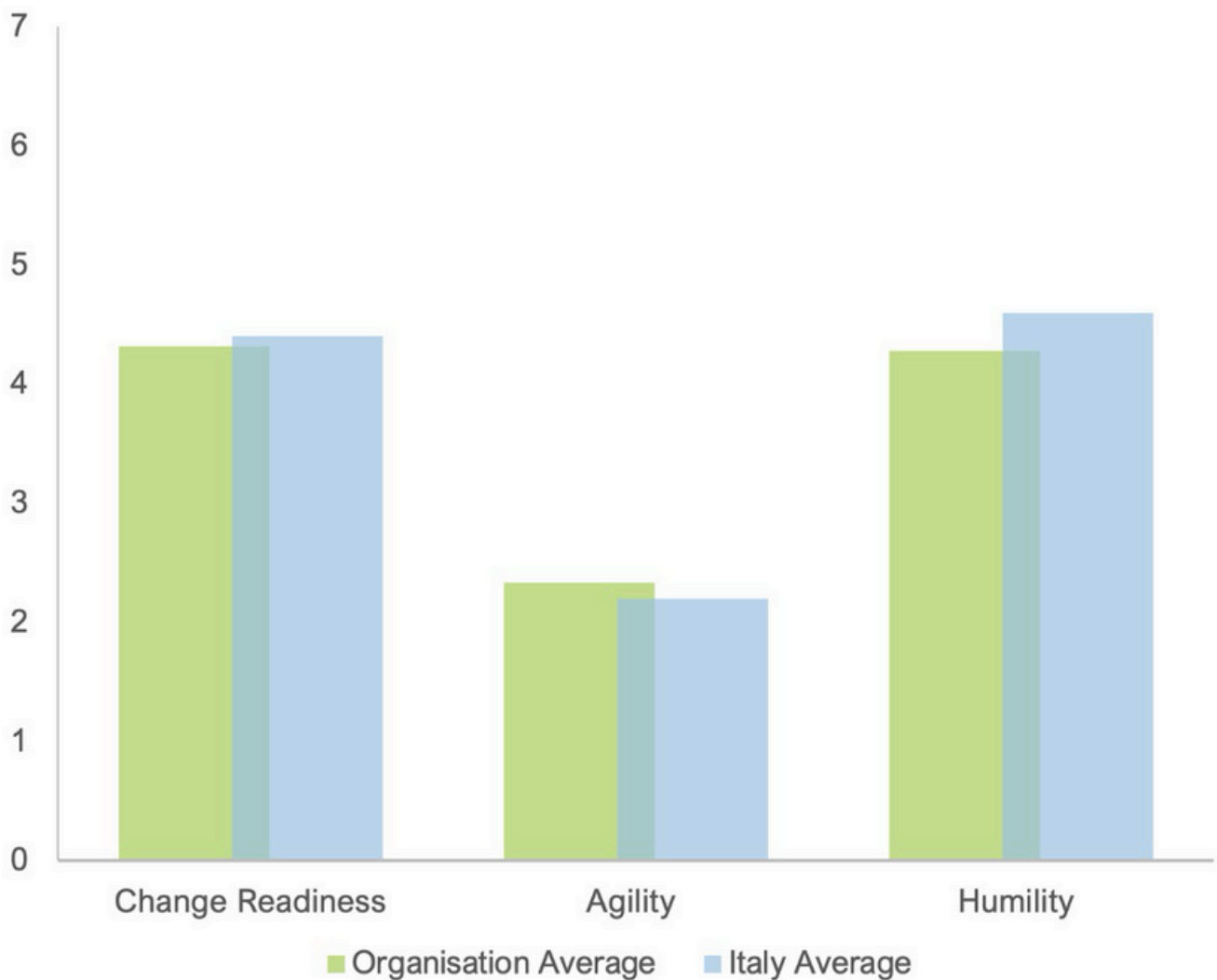
Values influence choice and decisions and can shape team culture. They represent a powerful force for uniting and driving a team towards shared outcomes and common purpose.

The below graph highlights the average country scores against each of the 10 values.

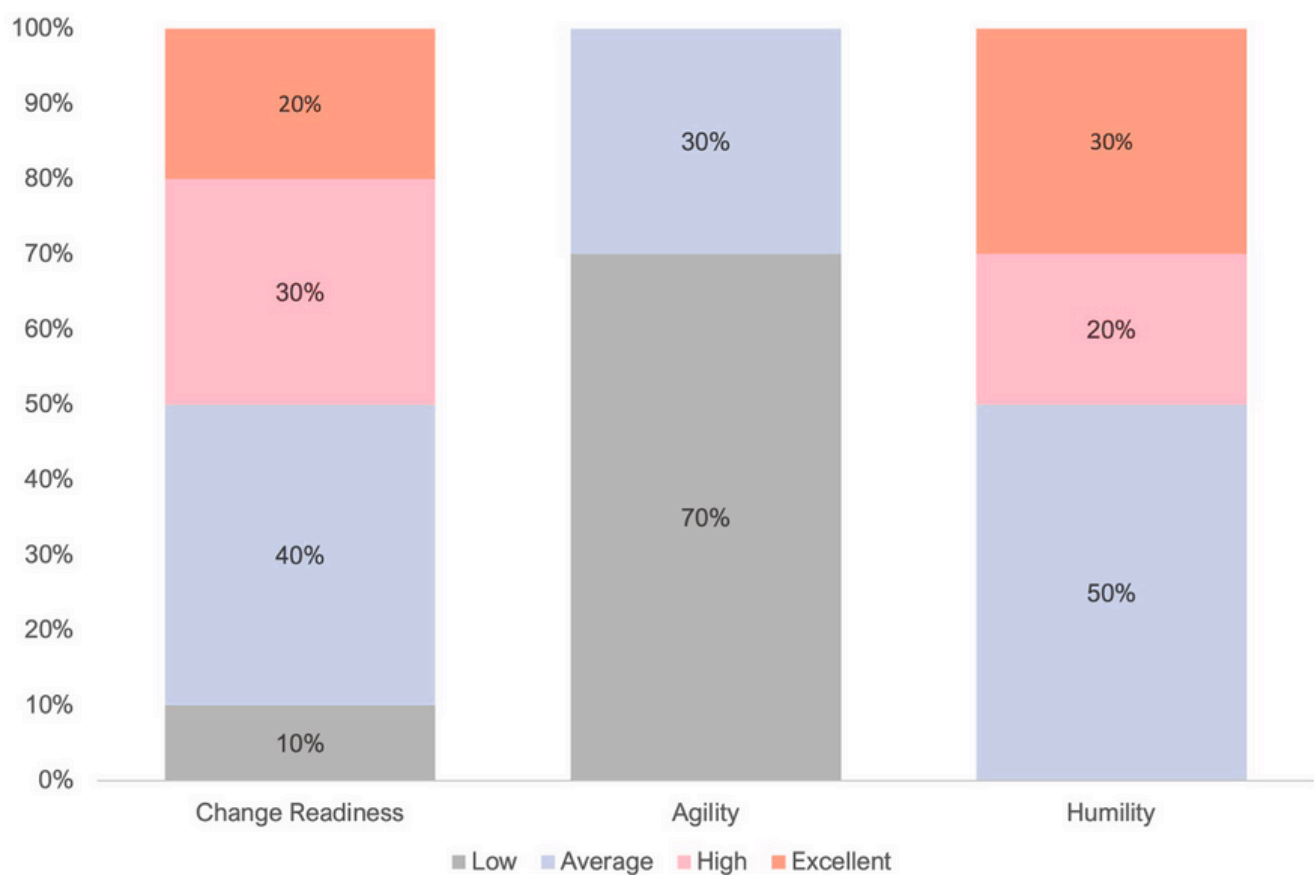


Team 1: Italy Average Competency Scores & Competency Score Distribution

The below graph highlights the average country scores against the three *preparing for change* competencies and compares them to the organisational averages for each competency.



The below graph highlights the team’s distribution of scores against the three *preparing for change* competencies.



Competency Match: Fit scores for Team 1 (Italy)

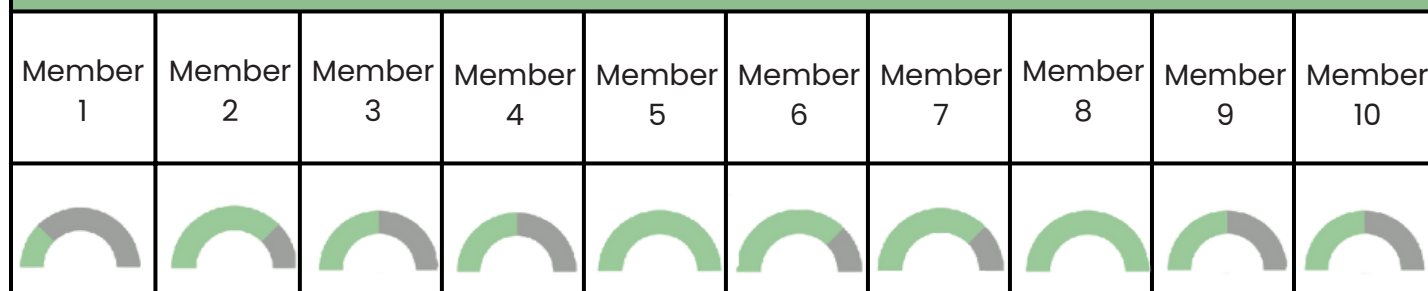
The charts below show the overall 'fit score' average against each of the three preparing for change competencies, along with the individual team member scores for each.

Change Readiness: Average

Individual Scores:



Change Readiness

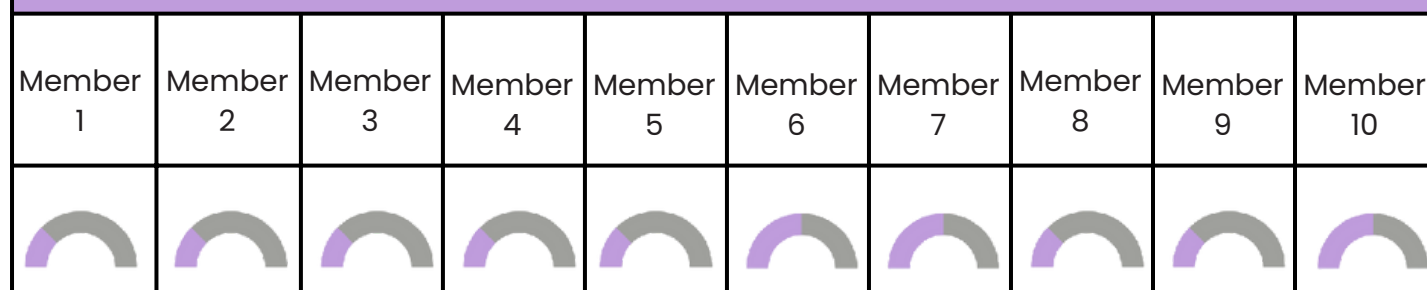


Ability: Low

Individual Scores:



Ability

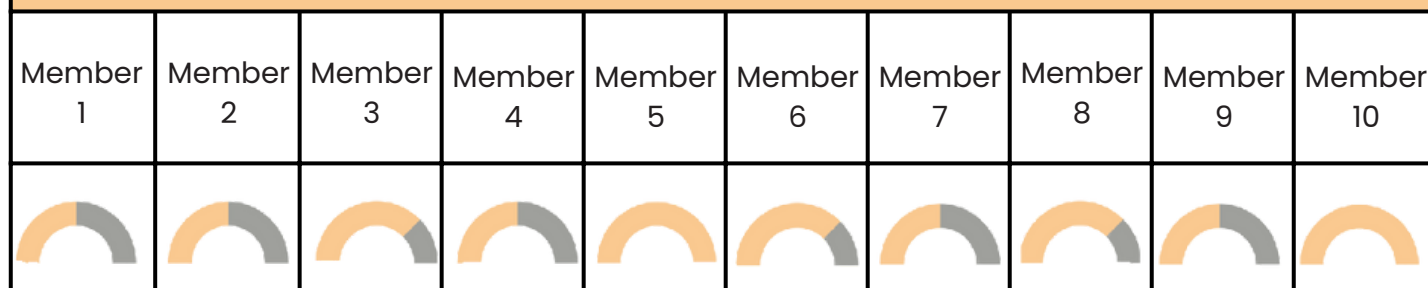


Humility: Average

Individual Scores:

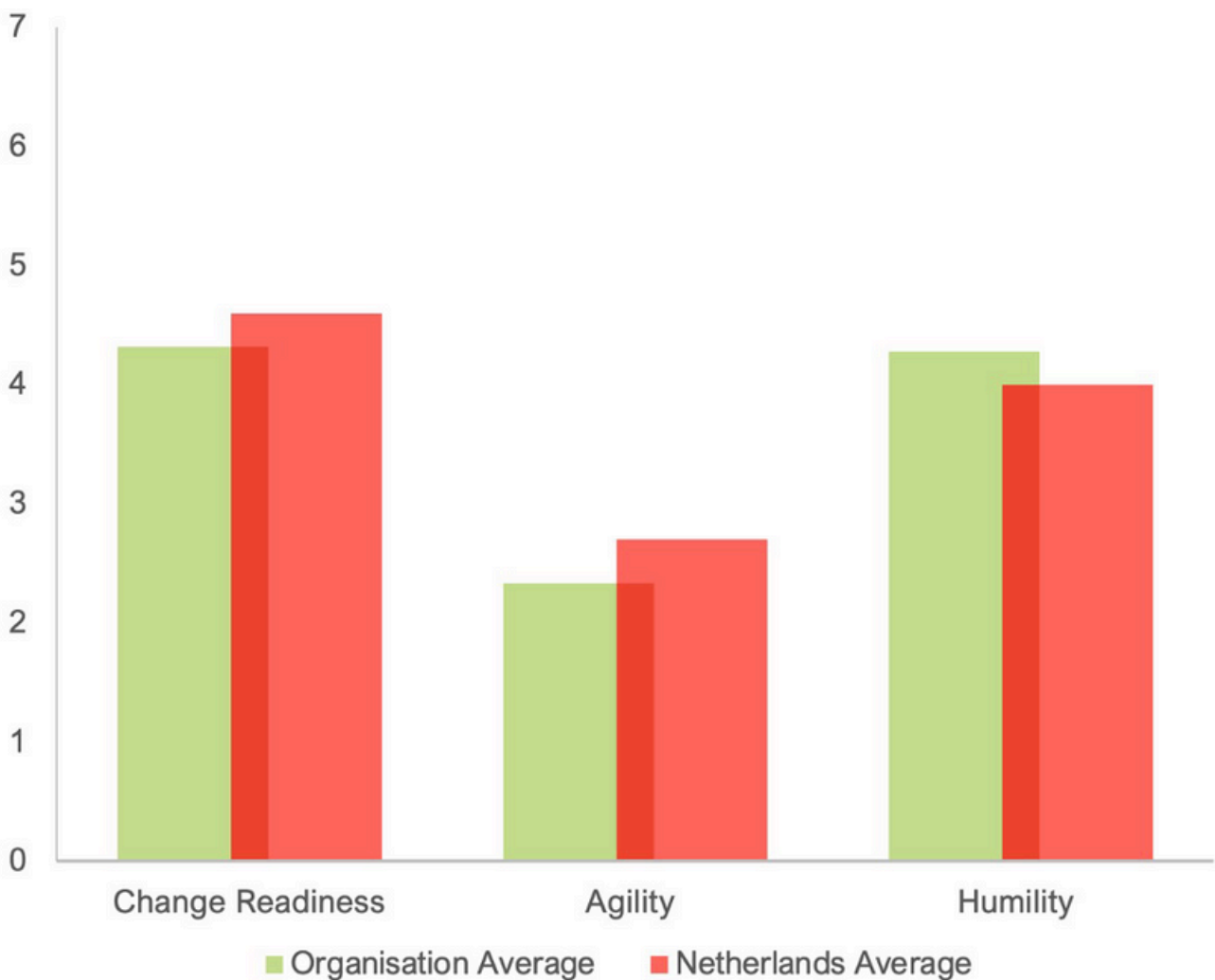


Humility

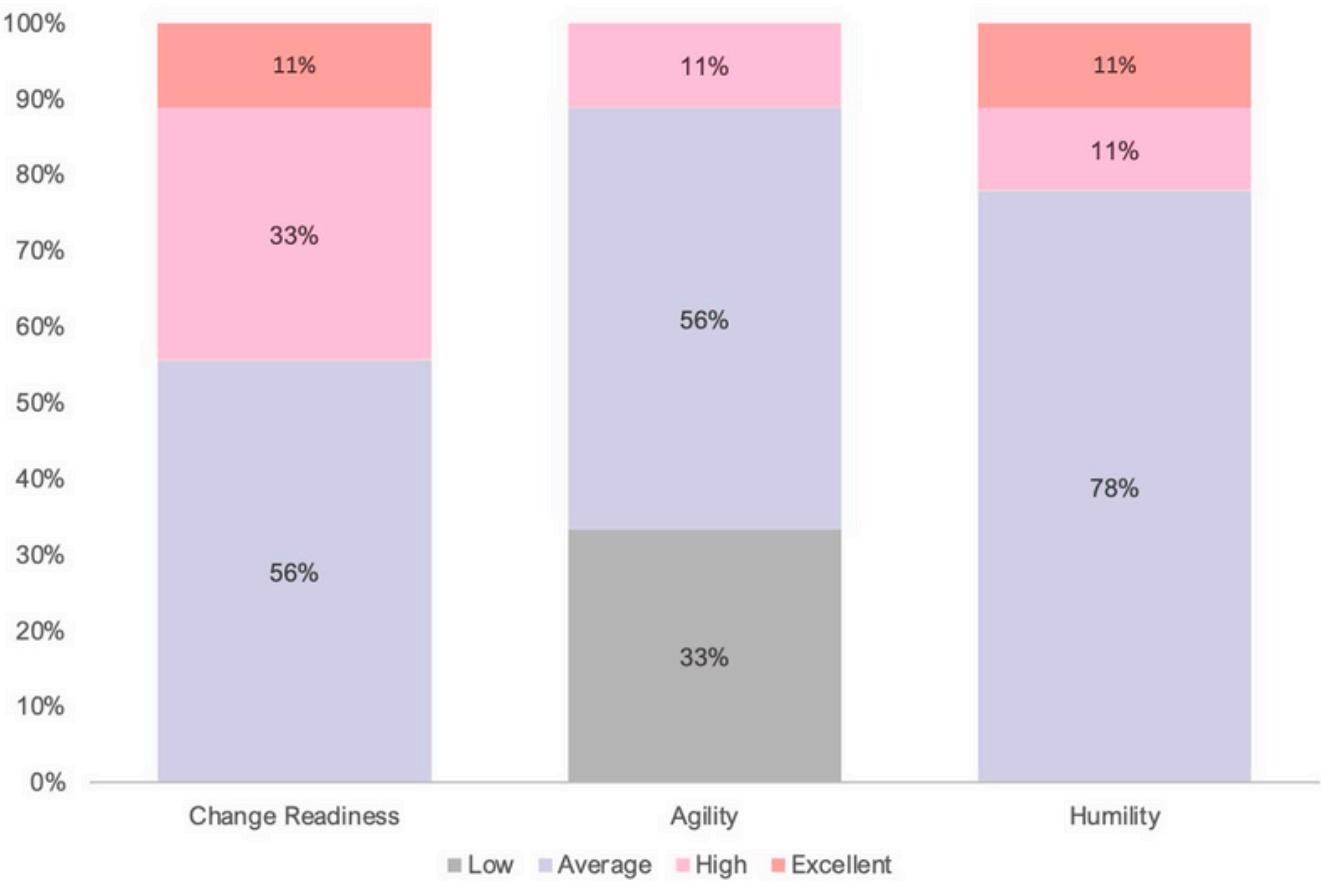


Team 2: Netherlands Average Competency Scores & Competency Score Distribution

The below graph highlights the average country scores against the three *preparing for change* competencies and compares them to the organisational averages for each competency.



The below graph highlights the team’s distribution of scores against the three *preparing for change* competencies.

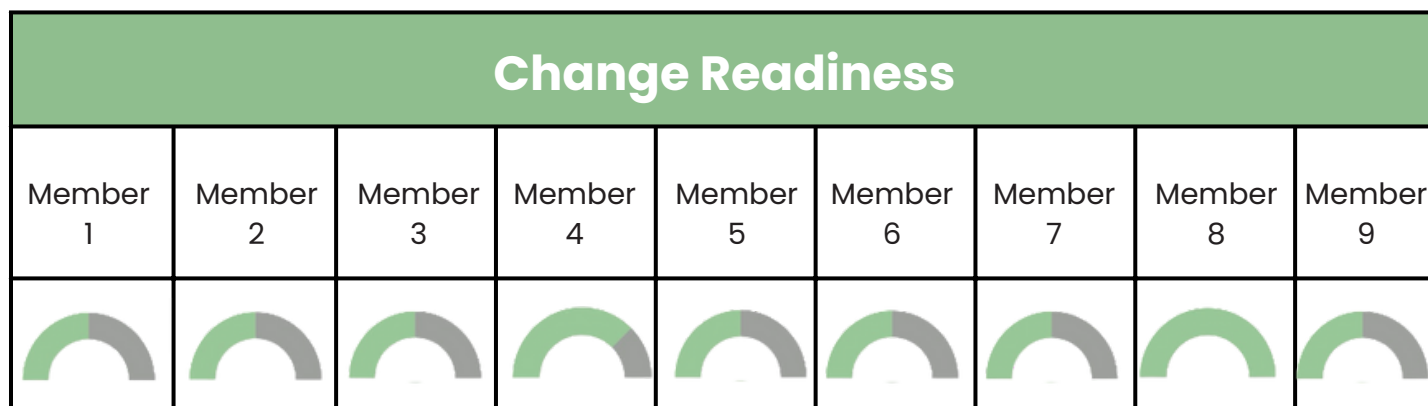


Competency Match: Fit scores for Team 2 (Netherlands)

The charts below show the overall 'fit score' average against each of the three preparing for change competencies, along with the individual team member scores for each.

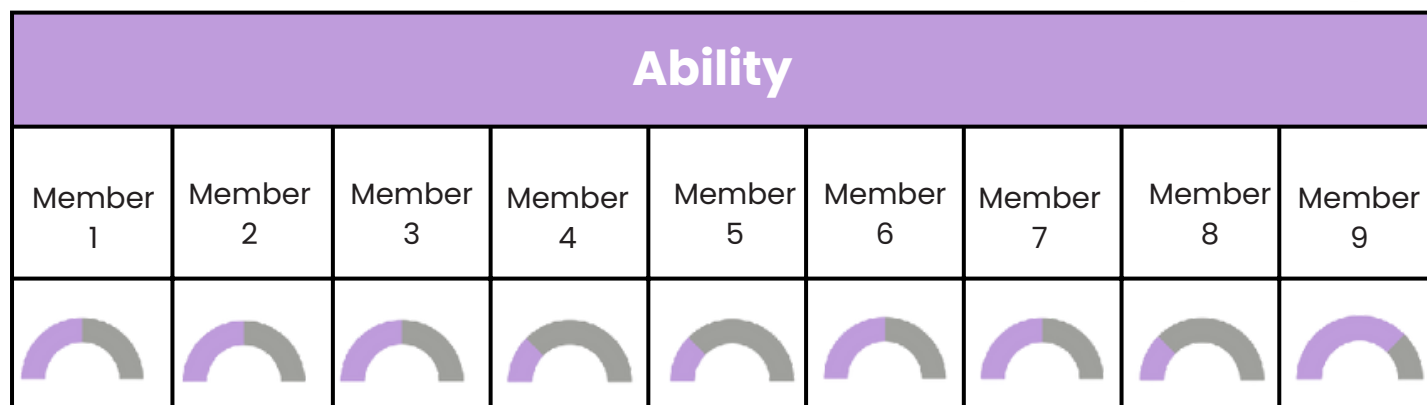
Change Readiness: High

Individual Scores:



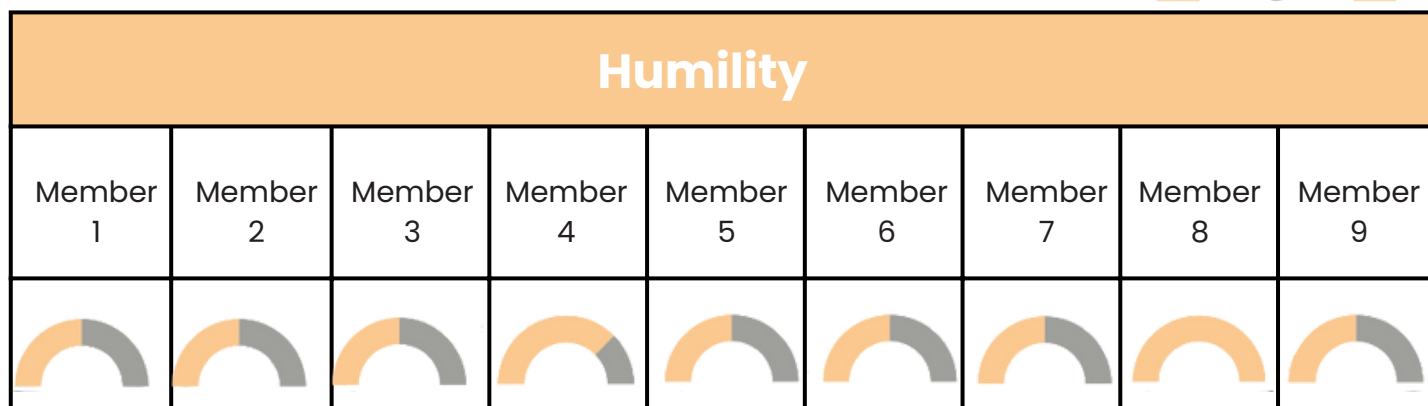
Ability: Average

Individual Scores:



Humility: Average

Individual Scores:

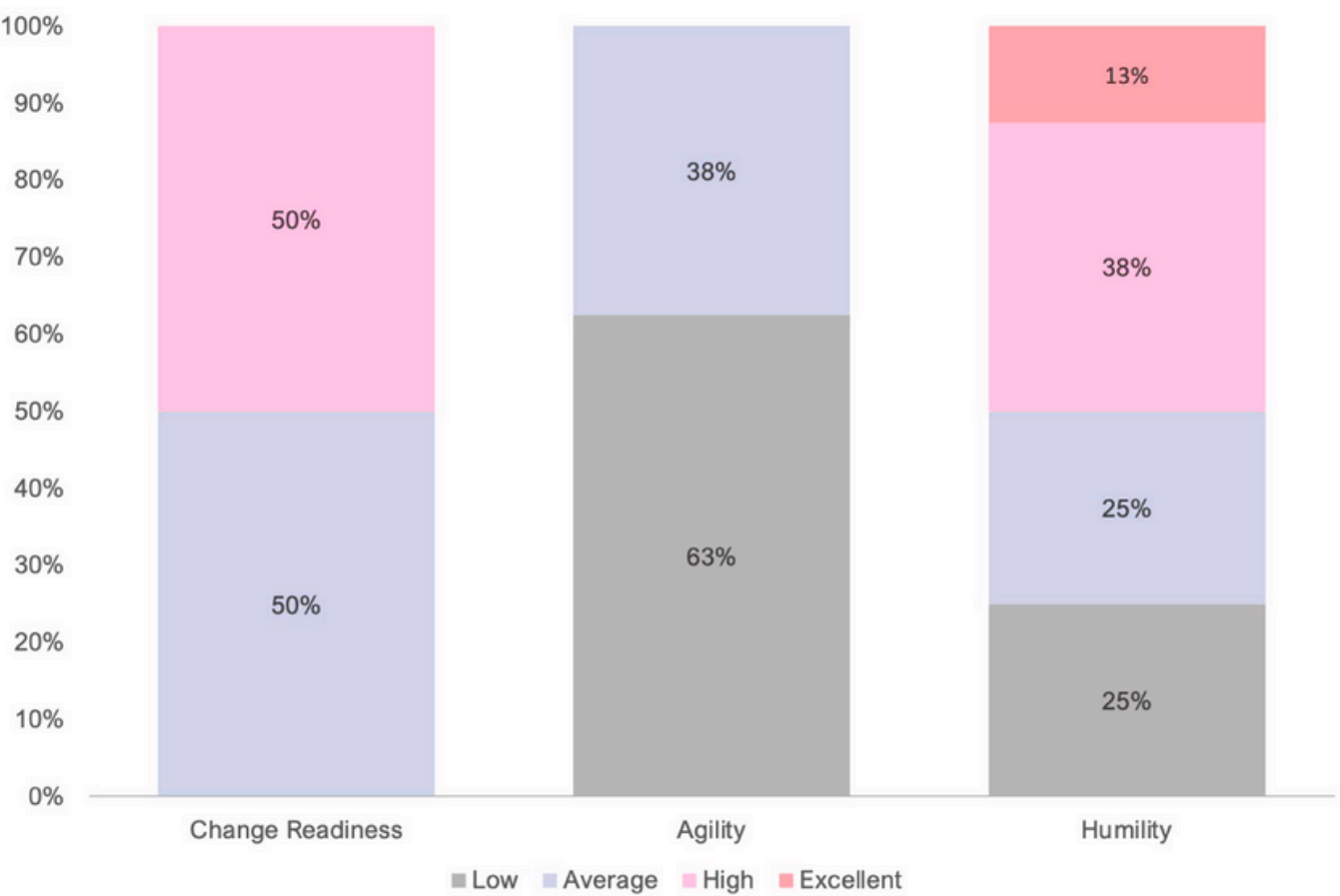


Team 3: UK Average Competency Scores & Competency Score Distribution

The below graph highlights the average country scores against the three *preparing for change* competencies and compares them to the organisational averages for each competency.



The below graph highlights the team’s distribution of scores against the three *preparing for change* competencies.



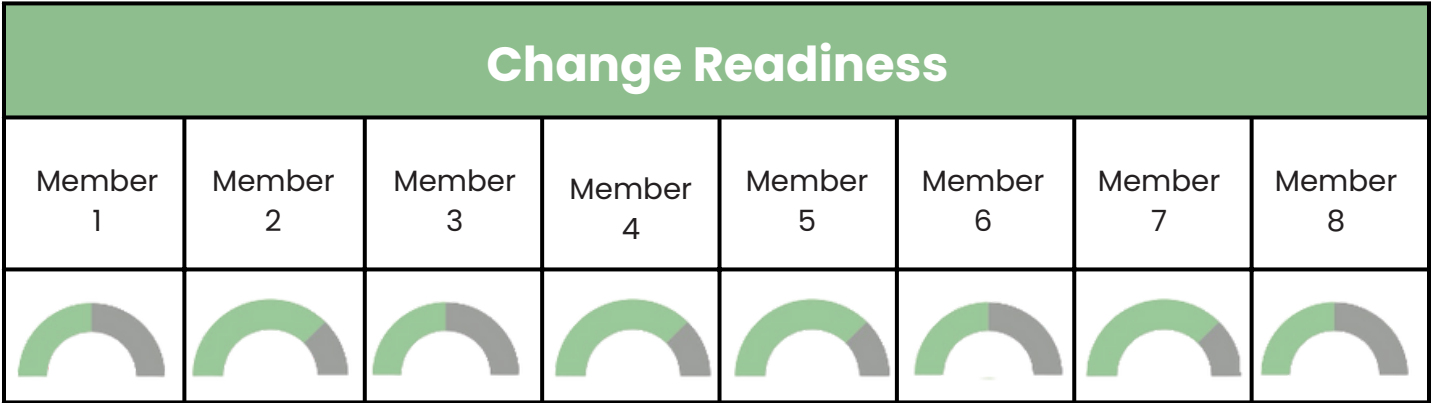
Competency Match: Fit scores for Team 3 (UK)

The charts below show the overall 'fit score' average against each of the three preparing for change competencies, along with the individual team member scores for each.

Change Readiness: Average



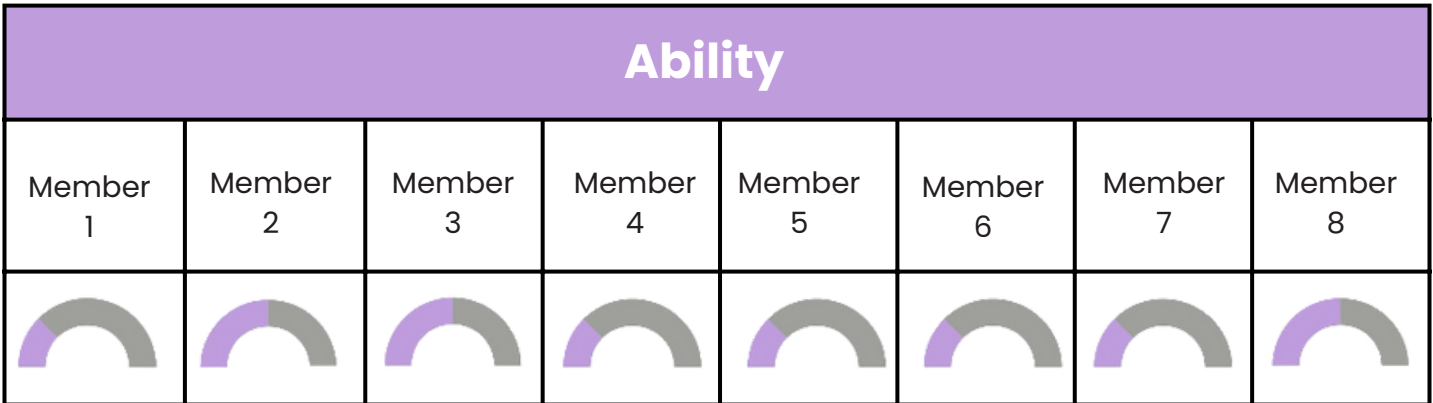
Individual Scores:



Ability: Low



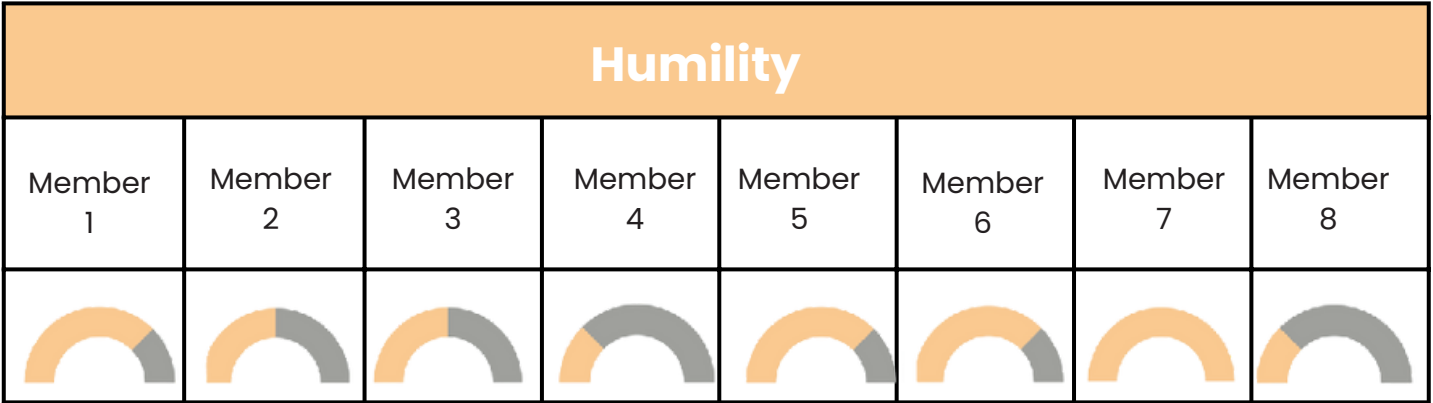
Individual Scores:



Humility: Average

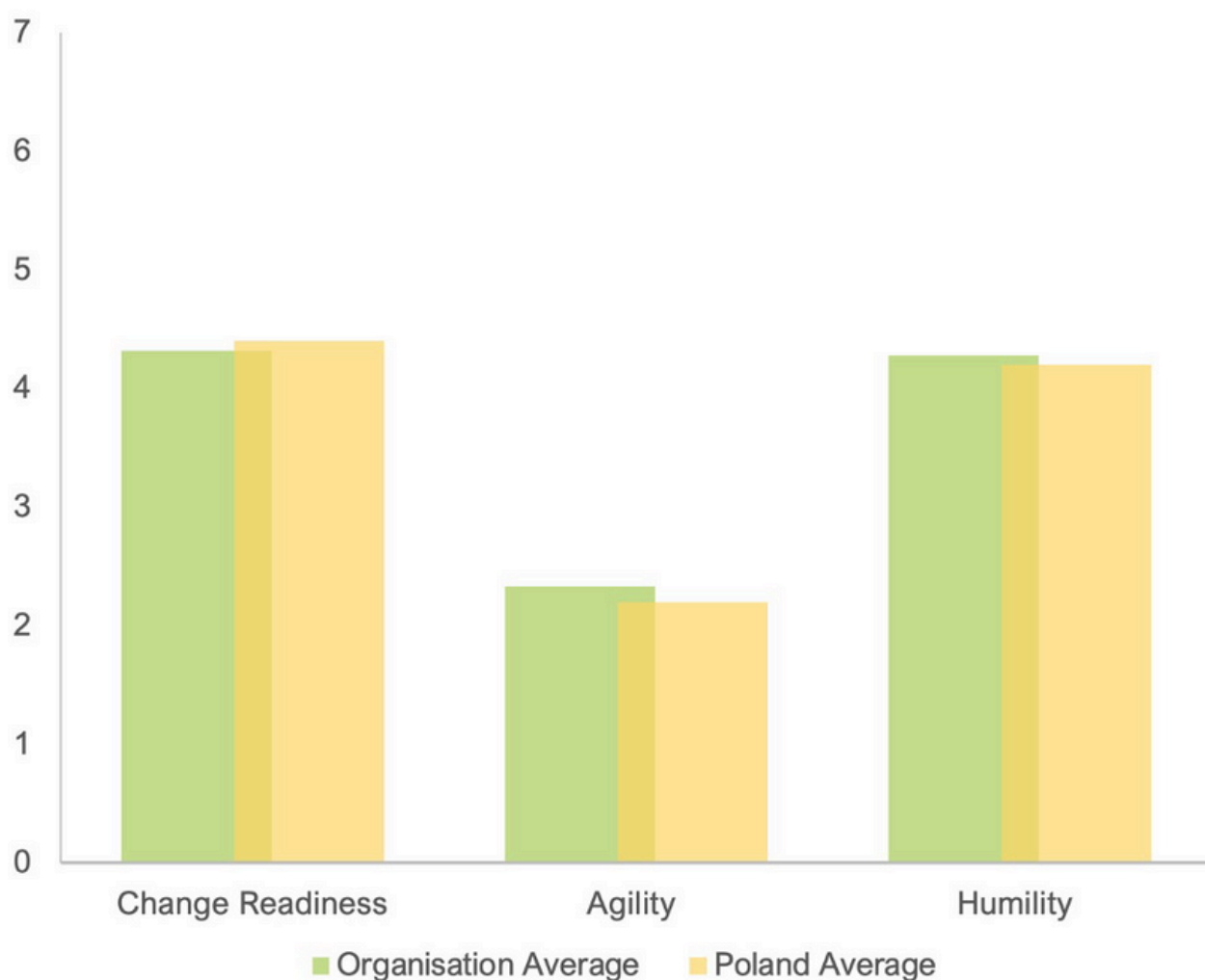


Individual Scores:

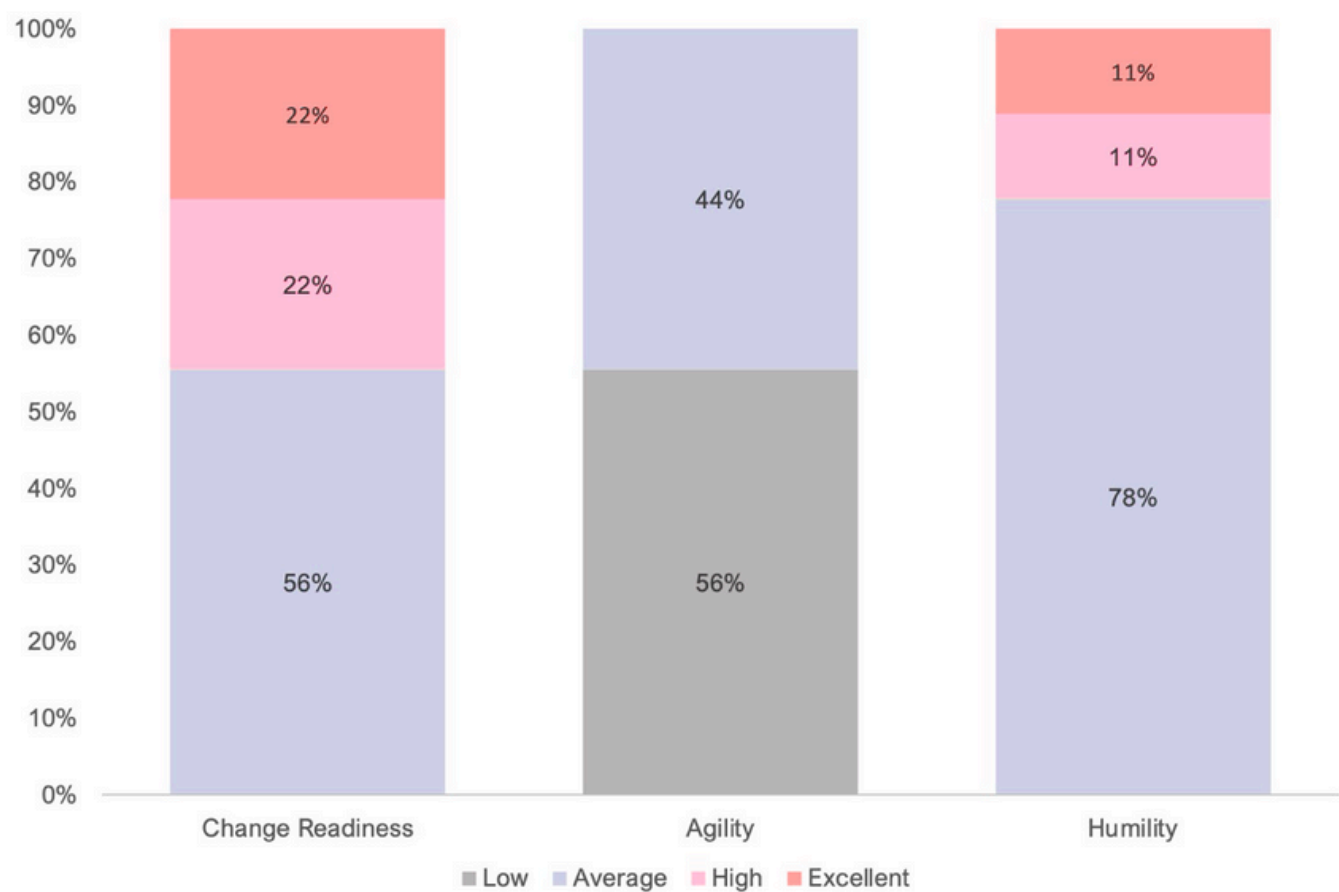


Team 4: Poland Average Competency Scores & Competency Score Distribution

The below graph highlights the average country scores against the three *preparing for change* competencies and compares them to the organisational averages for each competency.



The below graph highlights the team’s distribution of scores against the three *preparing for change* competencies.



Competency Match: Fit scores for Team 4 (Poland)

The charts below show the overall 'fit score' average against each of the three preparing for change competencies, along with the individual team member scores for each.

Change Readiness: Average

Individual Scores:



Change Readiness

Member 1	Member 2	Member 3	Member 4	Member 5	Member 6	Member 7	Member 8	Member 9

Ability: High

Individual Scores:



Ability

Member 1	Member 2	Member 3	Member 4	Member 5	Member 6	Member 7	Member 8	Member 9

Humility: Average

Individual Scores:

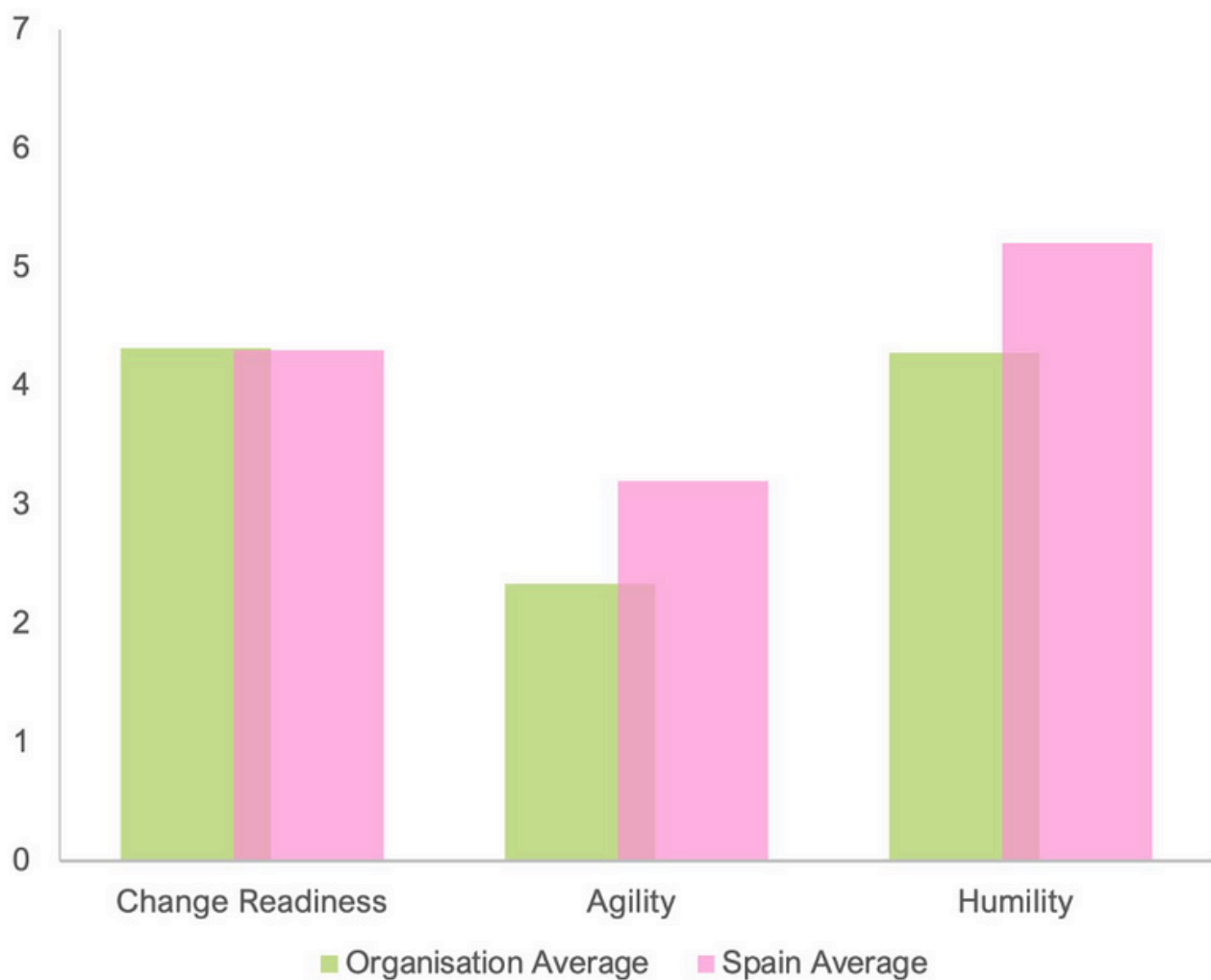


Humility

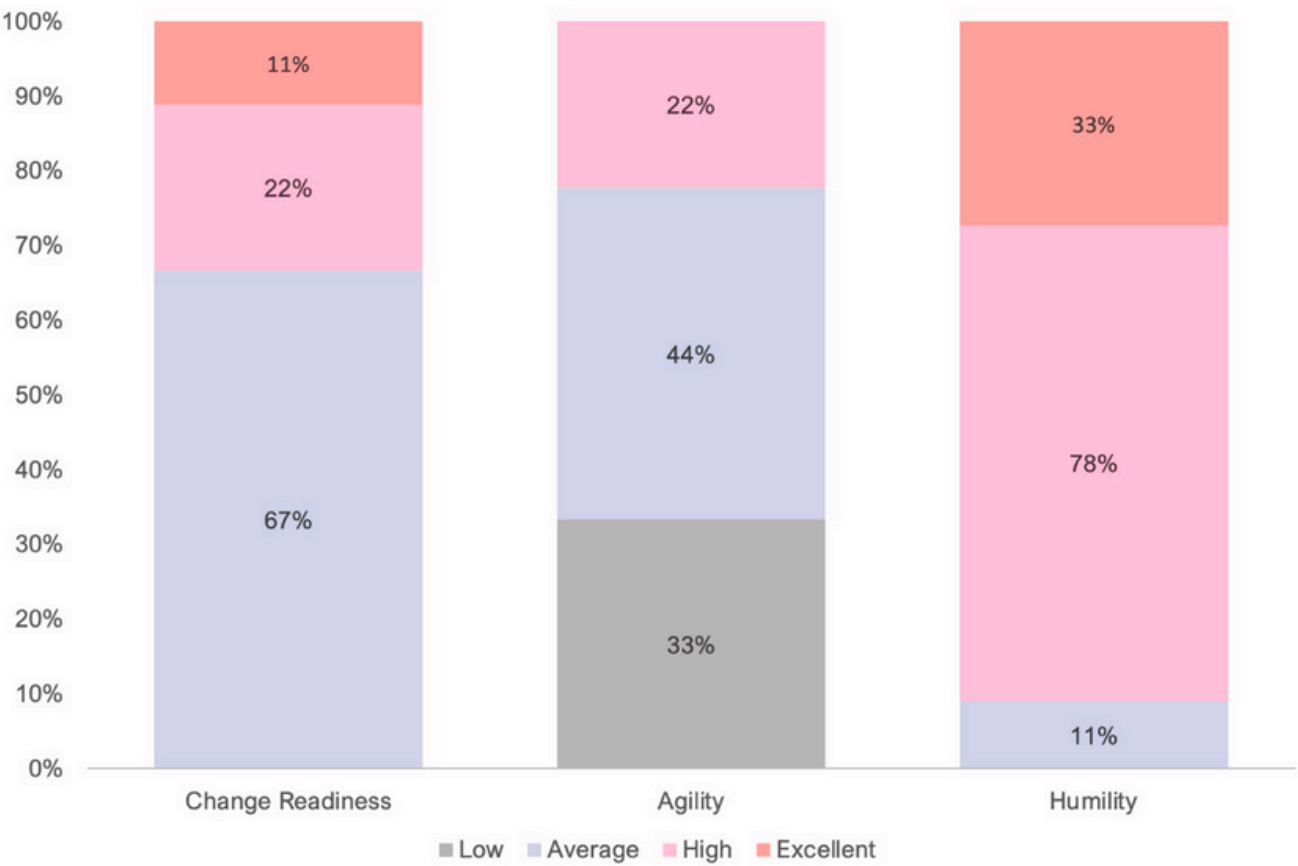
Member 1	Member 2	Member 3	Member 4	Member 5	Member 6	Member 7	Member 8	Member 9

Team 5: Spain Average Competency Scores & Competency Score Distribution

The below graph highlights the average country scores against the three *preparing for change* competencies and compares them to the organisational averages for each competency.



The below graph highlights the team’s distribution of scores against the three *preparing for change* competencies.



Competency Match: Fit scores for Team 5 (Spain)

The charts below show the overall 'fit score' average against each of the three preparing for change competencies, along with the individual team member scores for each.

Change Readiness: Average

Indiviudal Scores:



Change Readiness								
Member 1	Member 2	Member 3	Member 4	Member 5	Member 6	Member 7	Member 8	Member 9

Ability: Average

Indiviudal Scores:



Ability								
Member 1	Member 2	Member 3	Member 4	Member 5	Member 6	Member 7	Member 8	Member 9

Humility: High

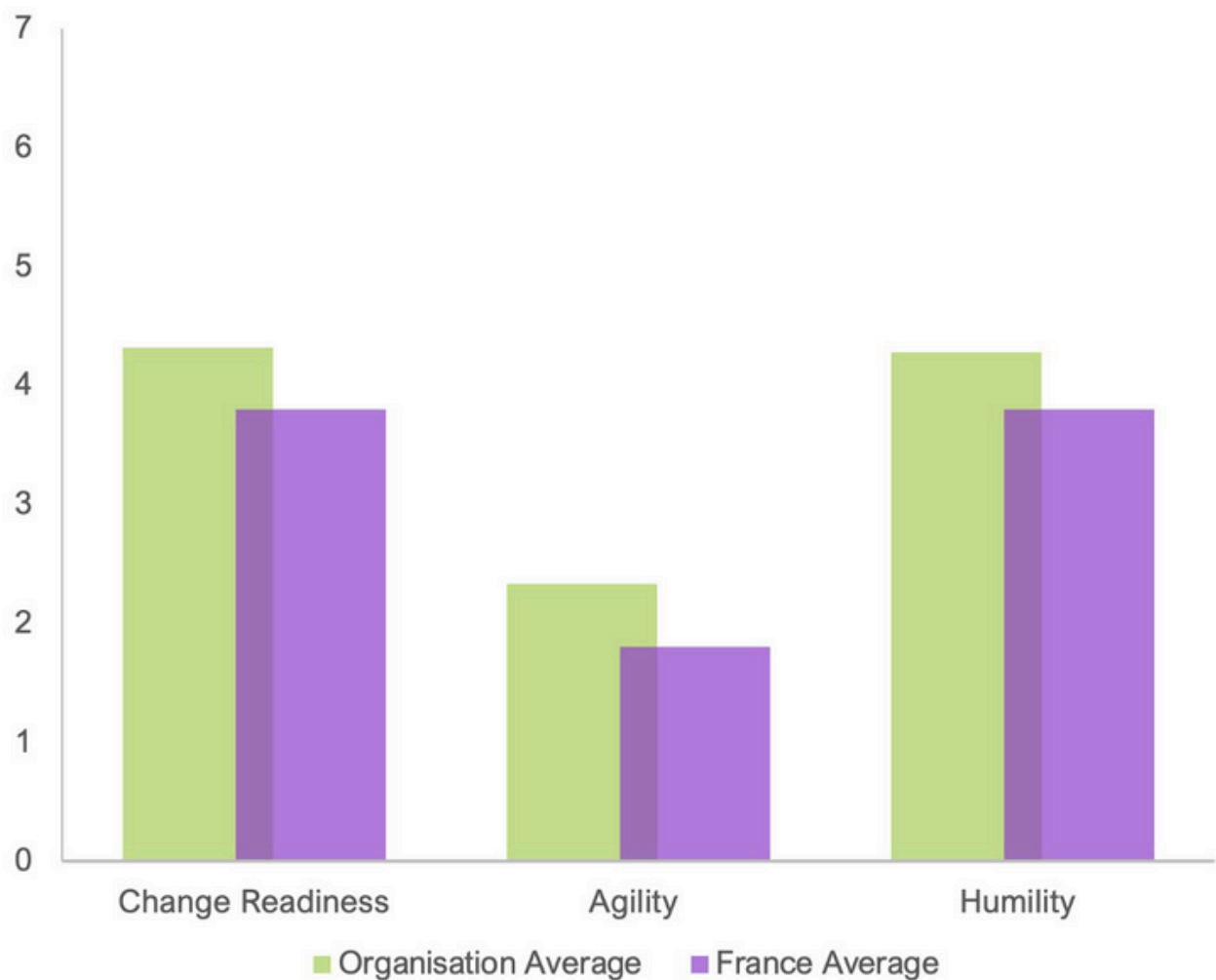
Indiviudal Scores:



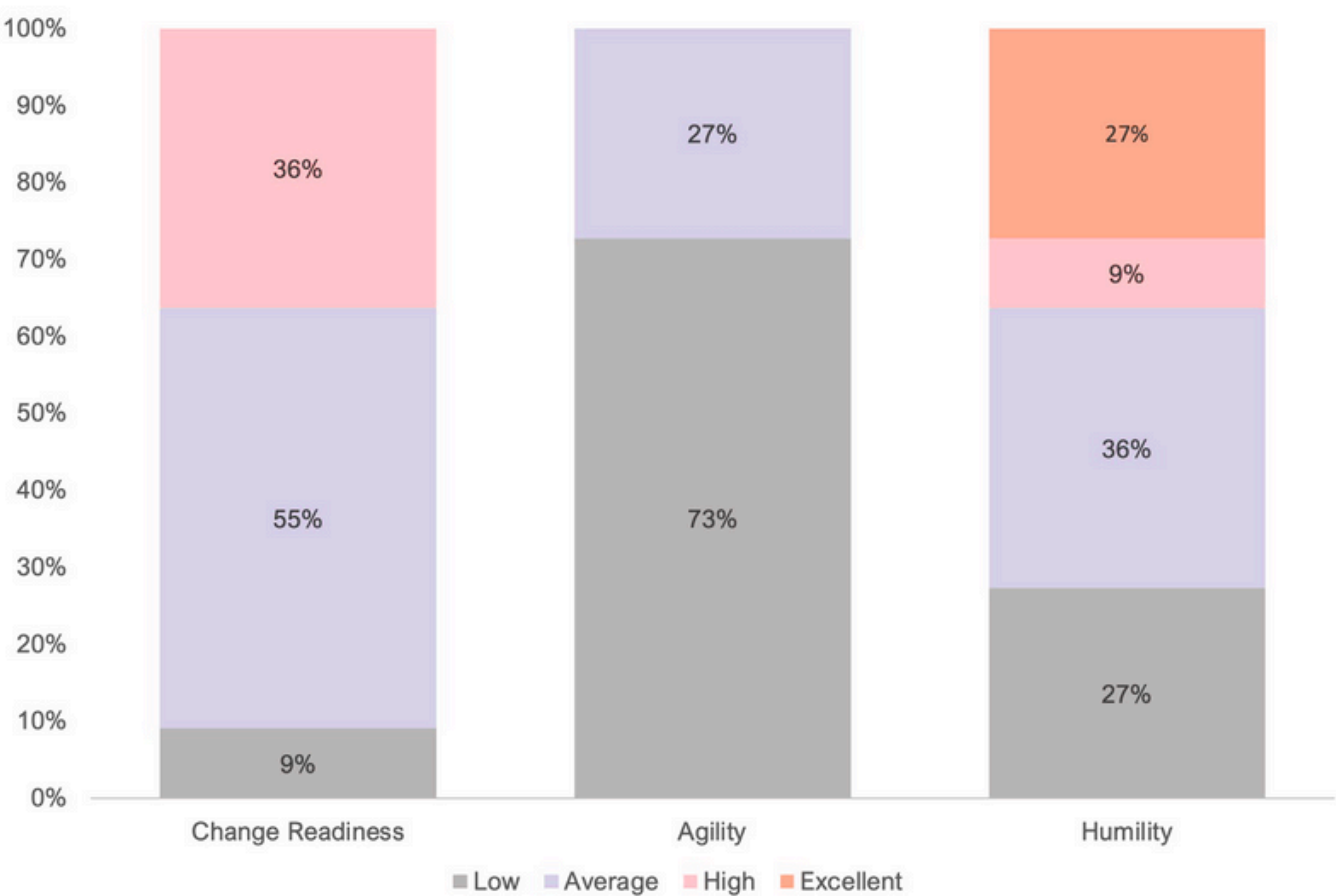
Humility								
Member 1	Member 2	Member 3	Member 4	Member 5	Member 6	Member 7	Member 8	Member 9

Team 6: France Average Competency Scores & Competency Score Distribution

The below graph highlights the average country scores against the three *preparing for change* competencies and compares them to the organisational averages for each competency.



The below graph highlights the team’s distribution of scores against the three *preparing for change* competencies.



Competency Match: Fit scores for Team 6 (France)

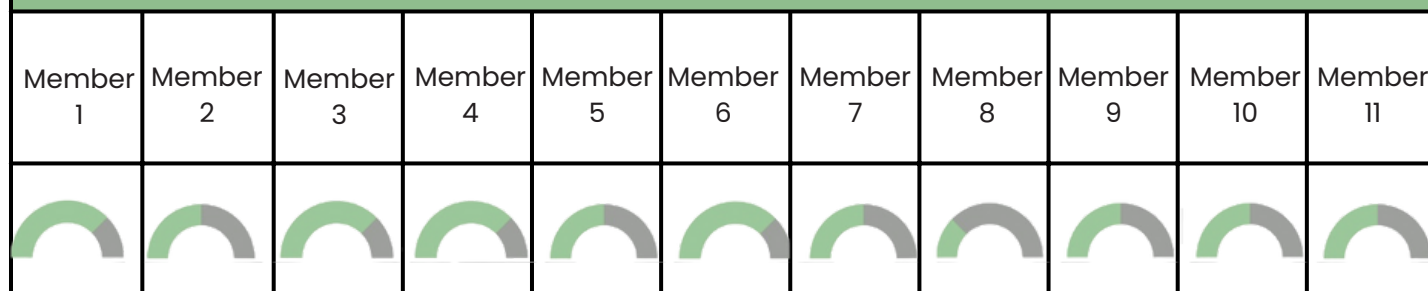
The charts below show the overall 'fit score' average against each of the three *preparing for change* competencies, along with the individual team member scores for each.

Change Readiness: Average

Individual Scores:



Change Readiness

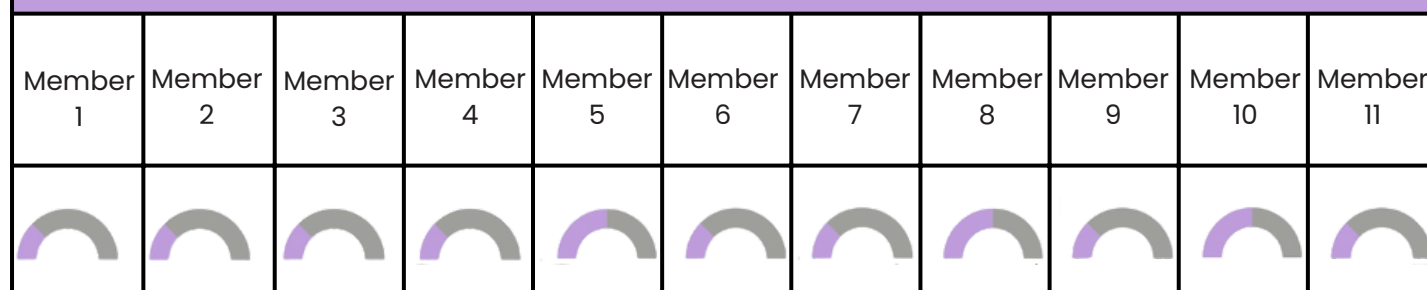


Ability: Low

Individual Scores:



Ability



Humility: Average

Individual Scores:



Humility

