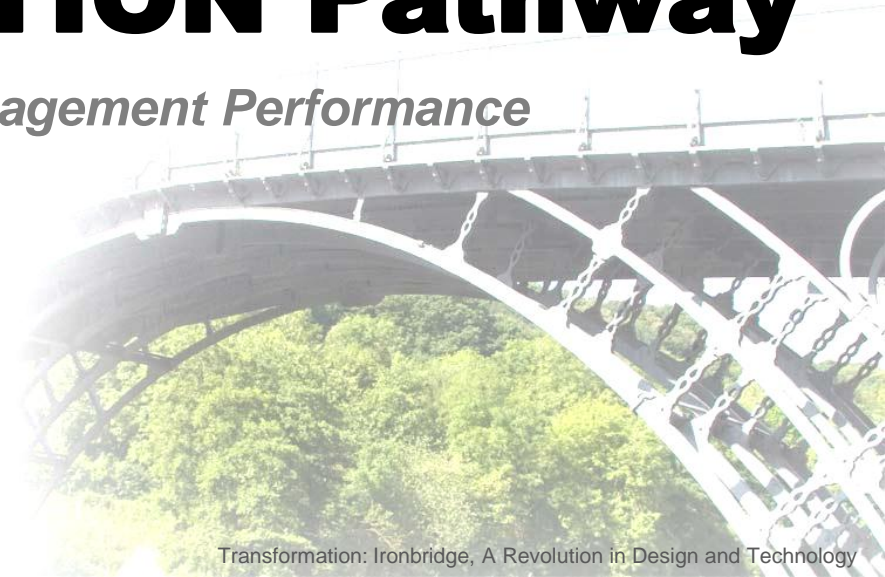


The **TRANSFORMATION** Project Workbook

Following The **TRANSFORMATION** Pathway

Improving Project and Change Management Performance



Dr Michael J R Butler & Michael A Reid

Receptivity – Identifying Potential

An Organisation's potential is determined by the distribution and completion of the 'Receptivity for Change Questionnaire'. This questionnaire is based on over 20 years of Receptivity Research and has been rigorously tested by our Organisation Project Partners.

Receptivity for Change Toolset Identifying Transformation Potential in Dynamic Times

Name:	Date:
Organisation:	
Department / Function:	

Receptivity attempts to reveal the factors which contribute to Organisations or Project Teams being either open & reactive to Change or closed & adverse. By identifying Receptivity for your work environment can be better managed and increase performance. Organisations are dynamic. The Political, Economic, Social and Tech demands an equal amount of responsive change from Organisations equipped than others to adapt their behaviour.

I About you and your Organisation

Please tell us a little bit about you and your Organisation...

I.I Which Sector does your Organisation belong to?

- 1 External Environment**
 - 1.1 Environmental Dynamics**
 - 1.1.1 The industry/sector my organisation operates in faces high volatility in sales on an annual basis.
 - 1.1.2 The industry/sector my organisation operates in faces high volatility in earnings on an annual basis.
 - 1.2 Environmental Complexity**
 - 1.2.1 The rate of change in technology for this industry/sector is high.
 - 1.2.2 The rate of change in government regulations for this industry/sector is high.
 - 1.2.3 The rate of product/service obsolescence is high.
 - 1.2.4 The degree of pressure to research and develop new products/services, applications, and practices is high in this industry/sector.
 - 1.2.5 The degree of difficulty in forecasting industry trends/developments/changes is high in this industry/sector.
 - 1.2.6 The degree of technological complexity is high in this industry/sector.
 - 1.2.7 The degree of general business environment complexity is high in this industry/sector.
 - 1.2.8 The degree that your actions directly affect your competitors is high.
 - 1.2.9 The number of firms in this industry/sector is higher than other industries/sectors
 - 1.3 Competitor / Customer Influence**
 - 1.3.1 Competitors will introduce products/services with superior performance compared to ours.
 - 1.3.2 Customer preferences for product/service features will change

	X	R
4 - Disagree	R	R
1 - Strongly Agree	G	G
1 - Strongly Agree	G	G
5 - Strongly Disagree	R	G
1 - Strongly Agree	G	G
2 - Agree	G	G
1 - Strongly Agree	G	G
2 - Agree	G	G
	X	
	X	
2 - Agree	G	G

Select the most appropriate answer from the predetermined 'drop down' boxes.

Automatically generated results per question and factor.

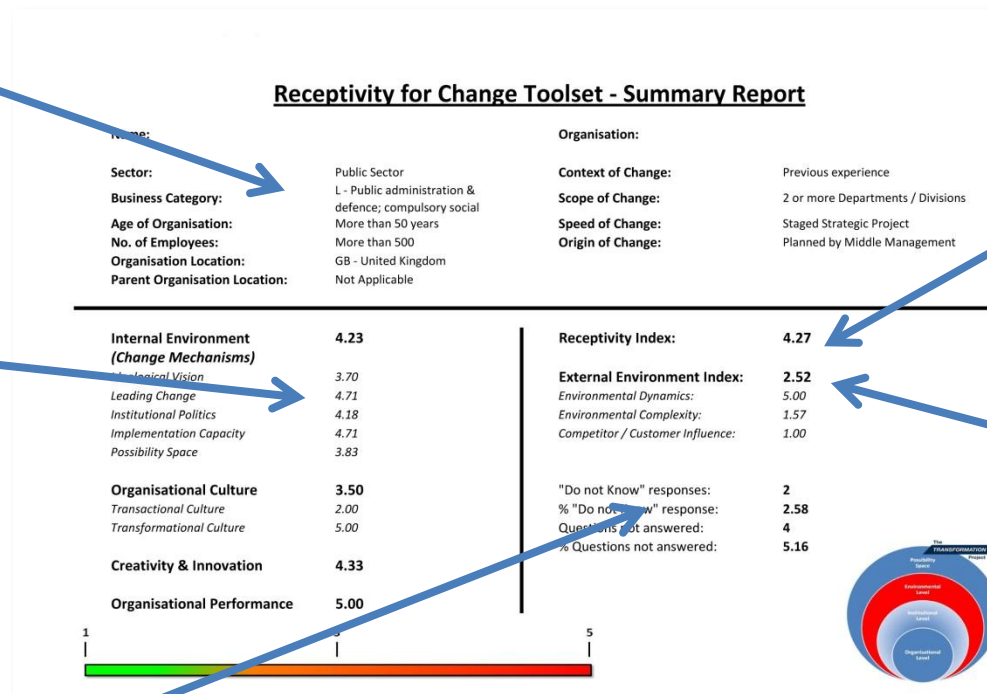
Organisation & context data.



Receptivity – Analysis and Reporting

Receptivity for Change utilises two forms of reporting, the first being the Summary Report. This takes the form of a one page 'management overview' as shown below:

Organisation / Actor overview data.



Receptivity Index:
The organisations indication of the willingness and ability to change.

Summary Questionnaire Results.

External Environment Index:
The hostility and volatility of the environment that the organisation operates in.

Response Summary.

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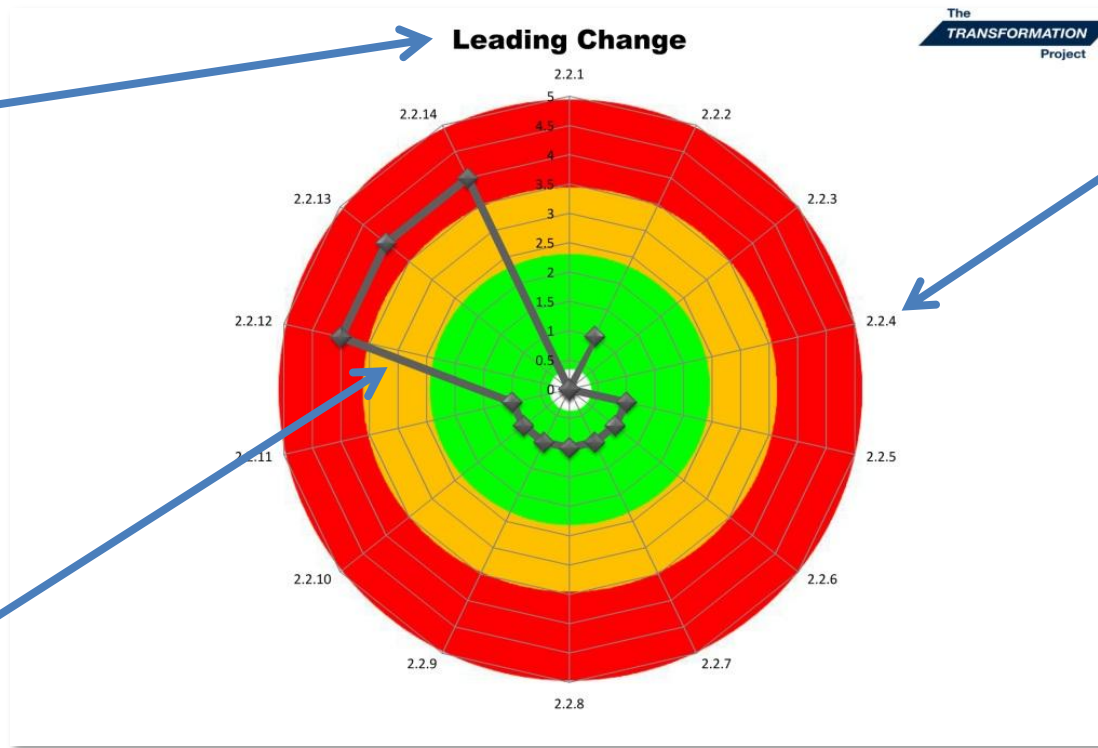


Receptivity – Analysis and Reporting

The Receptivity for Change Toolset also generates detailed reports for each element of Receptivity. This gives the Change Agent or Project Manager detailed information on the areas of strength (Enablers) and weaknesses (Inhibitors).

Receptivity Factor.

Analysis Results.

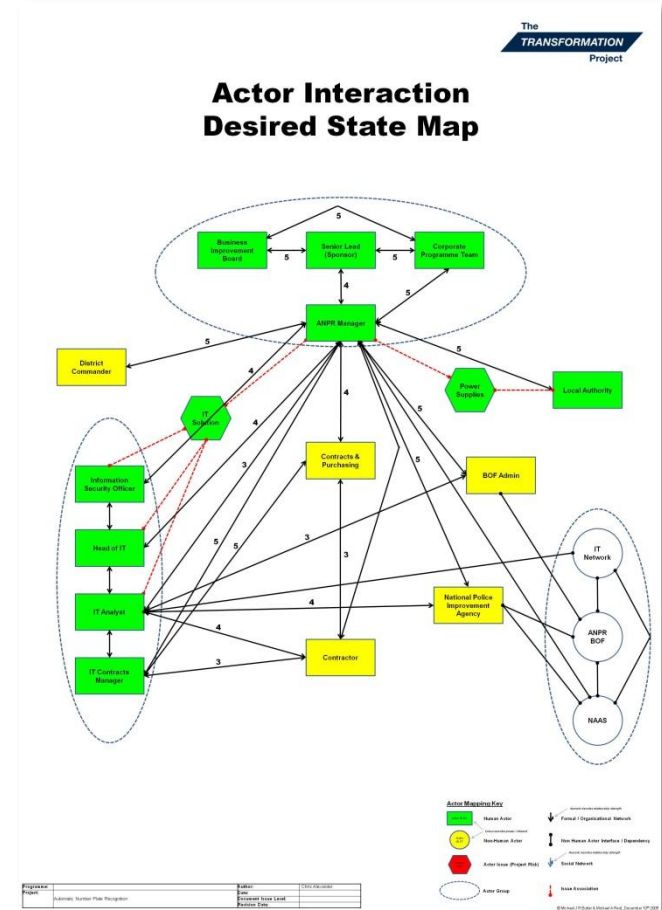
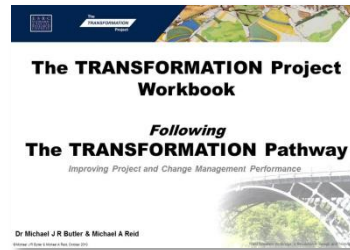
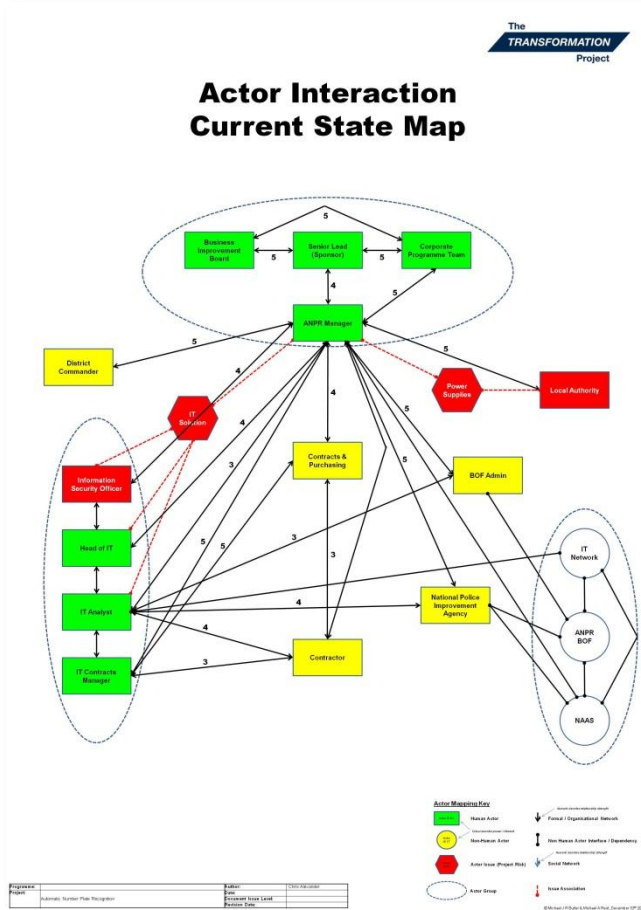


Receptivity Factor Identifier – Directly related to the Analysis Questionnaire.

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Creating the Desired State Map



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The Actor Analysis Toolset

Enter a unique identifier for each actor here.

Identify the actor, here, this can be by name, title, or physical description.

These ratings are all pre-determined so select the most appropriate answer from the 'drop down' box

ACTOR IDENTITY		ACTOR IMPACT			
Actor ID	Human or Non-Human identifier (e.g. Name)	What is the Actor's Significance to the Project?	How does the Actor Affect the Project?	Can the Actor Change / Influence the Project?	Is it possible to Dilute the Actor's Impact on the Project?
		0 - No Significance 1 - Low 2 - Medium 3 - High 4 - Very High	0 - No Affect 1 - Weakly 2 - Moderate Affect 3 - Strongly 4 - Very Strongly	0 - No Ability 1 - Lowly 2 - Moderately 3 - Highly 4 - Very Highly	Yes No
A001	Project Director	4	4	4	No
A002	Project Manager	4	3	3	No
A003	Financier	4	4	4	No
A004	End User 1	2	1	2	Yes

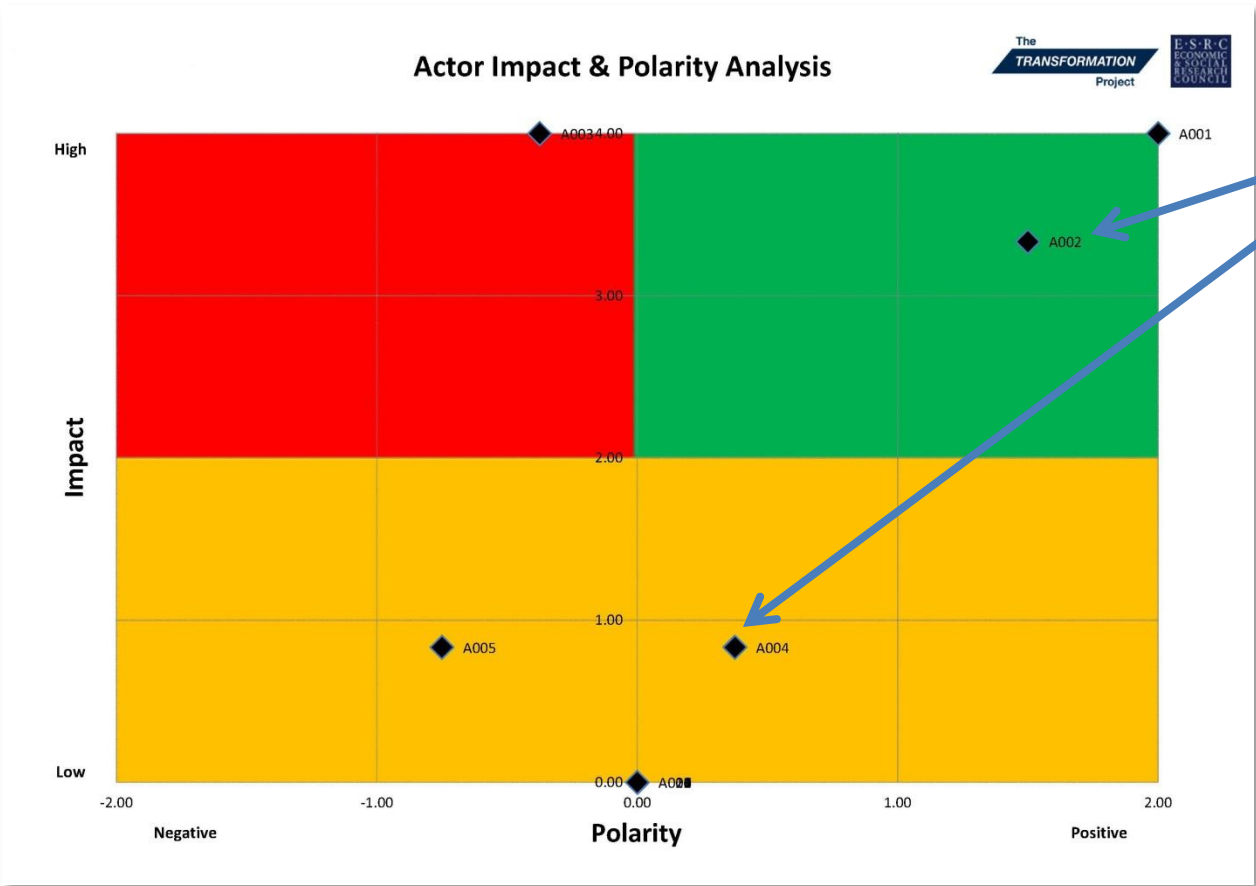
Note: Stakeholders are traditionally analysed against such criteria as power, influence, interest etc. These are all human attributes. Only the criteria of impact can apply to both human and non-human actors.

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Traditional Actor Mapping

In addition, the **Actor Analysis Toolset** automatically generates the traditional 2x2 style Analysis Grid which can be used for easily understanding actor concentrations or spread.



Automatically generated Impact and Polarity results per actor

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