

Organization Change Framework

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Select the *one or two* best answers to each question below. If all choices are equally appealing, leave it blank. Darken the circle(s) to indicate which answer(s) you chose. When you complete all questions, count the number of a's, b's, c's, d's you selected. Record the numbers in the TOTALS columns and plot the cumulative total for each on the profile on page 4.

	a	b	c	d
1. When I contract with a new client I:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Guarantee specific outcomes				
b) Shape client's expectations for outcomes				
c) Indicate what I expect as outcomes				
d) Acknowledge that the outcomes will emerge over the span of the project				
2. When I begin a project I:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Follow a clear step-by-step process				
b) Begin with a clear plan, but am willing to change over time				
c) Begin with a plan, but expect to change over time				
d) Plan a first step and plan subsequent steps as I collect more information				
3. My intervention processes and procedures:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Never vary				
b) Are standard, but I make customized changes				
c) Usually follow similar patterns				
d) Are designed to meet the unique needs of each client				
4. I believe that I can predict the reaction of a client organization:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) All the time				
b) Most of the time				
c) Sometimes				
d) Never				
5. When I plan an intervention, I collect information from:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Top management				
b) All management				
c) Key personnel in selected departments				
d) All levels across the organization				
6. Individuals in the organization should be valued for:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Compliance with rules				
b) Honesty about sources of success and failure				
c) Increasing their level of competence				
d) Creating patterns				
7. I prefer to begin my interventions:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) At the top of the organization				
b) With a key decision-maker				
c) Where there is the most need for change				
d) At any organizational level with any group				
TOTALS				

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	a	b	c	d
8. A team is empowered by:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Strong leader				
b) Member interactions				
c) Alliances with others				
d) Autonomous individuals				
9. In effective organizations, decisions are based on:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Individual preferences				
b) Team/unit consensus				
c) Team/unit rules				
d) Cumulative experience of individuals				
10. As a facilitator of change in an organization, I:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Give expert advice on organizational change				
b) Hold a mirror up to the organization				
c) Share insights about the organization's patterns of behavior				
d) Learn and teach				
11. An effective change facilitator should be able to:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Squeeze ambiguity out of a system				
b) Explain why there is ambiguity in the system				
c) Help people feel comfortable in ambiguous situations				
d) Use uncertainty and ambiguity to increase organizational capacity				
12. I collect information about the success of an intervention:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Only if the customer insists on it				
b) At the end to provide a final report for the client				
c) At the beginning, middle, and end				
d) During every interaction with the organization				
13. When I observe an organization, I look for:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Roles that individuals play				
b) Power relationships				
c) Personal interactions				
d) Patterns of behavior across the organization				
14. A major factor in increasing the speed of change in an organization is:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Competitive energy				
b) Collaboration				
c) Mutual respect and trust				
d) Learning about the process of change				

	a	b	c	d
TOTALS				

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	a	b	c	d
15. When you are facilitating organizational change you should begin with:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) The task that is most critical to the top managers				
b) The simplest issues, so the group will build confidence over time				
c) Actions most likely to succeed				
d) The issues that are most accessible				
16. Organizational history is important because:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) It predicts the future				
b) It gives information about potential resistance				
c) It provides stories to use in encouraging change				
d) It builds the capacity for future action				
17. Differences in an organization:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Distract from the focus of the work				
b) Provide variety in problem identification and solving processes				
c) Keep people engaged and interested				
d) Provide the impetus for transformation				
18. A highly functioning organization:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Meets a set of pre-defined criteria				
b) Reflects the vision of its CEO				
c) Satisfies the needs of all of its internal and external stakeholders				
d) Fits into the niche formed by customers, competitors, and resources				
19. Change in an organization is like:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Tuning a machine				
b) Freezing and unfreezing				
c) Growth through developmental stages				
d) Perpetual evolution				
20. I am a successful facilitator of change because I:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
a) Know what will happen before it happens				
b) Provide processes that are predictable				
c) Am flexible in the face of adversity				
d) Work with the patterns in the system				

	a	b	c	d
TOTALS				

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Profile

Scoring Directions. In the table below, circle the number of responses you have in each category. Darken the space beneath the level you marked. The columns that result are the profile of your Organization Change Framework.

a	b	c	d
20	20	20	20
19	19	19	19
18	18	18	18
17	17	17	17
16	16	16	16
15	15	15	15
14	14	14	14
13	13	13	13
12	12	12	12
11	11	11	11
10	10	10	10
9	9	9	9
8	8	8	8
7	7	7	7
6	6	6	6
5	5	5	5
4	4	4	4
3	3	3	3
2	2	2	2
1	1	1	1
0	0	0	0

**Traditional
change
facilitation
perspective**

**Complex
adaptive
system change
perspective**

