

LEADING CHANGE · A WORKING TOOL

The Change Readiness Index

Is this team ready for what comes next?

Change efforts fail for predictable reasons. Seven dimensions, scored 1 to 10 by the whole team, show where you agree, where you differ, and where readiness will break first.



Michael Burcham

Type into it or print it. Run it again in 30 to 60 days.

WORKBOOK · 8 PAGES

Is This Team Ready for What Comes Next?

Change efforts fail for predictable reasons. This scorecard finds yours before the change does.

Seven dimensions, scored 1 to 10, by the whole team. Unclear purpose, weak alignment, low trust, inconsistent execution: the usual failure points are diagnosable. Each person scores the seven dimensions individually, and the index shows where you agree, where you differ, and where readiness will break first.



The goal is not a perfect score. The goal is to find the few factors that will most improve adoption and speed, and to leave the room with one action, one owner, and one date.

THE PATH THROUGH THIS WORKBOOK



HOW TO RUN IT

Score individually first. Five minutes, no discussion, no peeking. Print page 4 for each person, or have each person fill in their own copy. The spread between scores is the most honest data in the room.

Then compare. Look for the widest spread and the lowest score. Discuss the root cause behind the number, not the symptom.

Leave with one action. One concrete move, one owner, one date. Revisit the scorecard in 30 to 60 days and measure the change.

Best used before a major transformation, during a turnaround, or when the market moves faster than the plan.

“This is a conversation starter, not a compliance exercise.”

The Seven Dimensions

What to look for, and the question to ask out loud before anyone scores.

1 Cognitive Diversity

What to look for: People bring different perspectives and challenge assumptions.

ASK OUT LOUD

Does this team think differently under pressure, or does it converge on the loudest voice?

2 Psychological Safety

What to look for: Bad news travels fast and people can speak up without fear.

ASK OUT LOUD

Does bad news reach you quickly, and does the messenger get thanked or punished?

3 Adaptive Capacity

What to look for: The team can pivot quickly without losing momentum.

ASK OUT LOUD

When conditions changed last time, how long did the pivot take, and what did it cost?

4 Communication Cadence

What to look for: Information flows with enough speed and clarity to support decisions.

ASK OUT LOUD

Does information reach the decision before the decision gets made without it?

5 Shared Purpose

What to look for: The team understands the why and aligns on the target outcome.

ASK OUT LOUD

Can everyone in the room say why this change matters, in one sentence, without rehearsing?

6 Accountability

What to look for: Roles, owners, and decision rights are clear.

ASK OUT LOUD

Does every workstream have exactly one owner, and does everyone know who decides what?

7 Execution Discipline

What to look for: There is a clear rhythm for milestones, follow-up, and issue resolution.

ASK OUT LOUD

When something slips, is there a rhythm that catches it, or does it wait for a crisis?

*“The score is not the point.
The conversation the score
starts is the point.”*

My Readiness Scorecard

Score the team as it is today, not as it intends to be. No discussion, no peeking.

NAME

ROLE

DATE

DIMENSION	MY SCORE · 1 NOT READY TO 10 FULLY READY	WHY I SCORED IT THIS WAY
1. Cognitive Diversity <i>People bring different perspectives and challenge assumptions.</i>	12345678910	
2. Psychological Safety <i>Bad news travels fast and people can speak up without fear.</i>	12345678910	
3. Adaptive Capacity <i>The team can pivot quickly without losing momentum.</i>	12345678910	
4. Communication Cadence <i>Information flows with enough speed and clarity to support decisions.</i>	12345678910	
5. Shared Purpose <i>The team understands the why and aligns on the target outcome.</i>	12345678910	
6. Accountability <i>Roles, owners, and decision rights are clear.</i>	12345678910	
7. Execution Discipline <i>There is a clear rhythm for milestones, follow-up, and issue resolution.</i>	12345678910	

Scale: 1 not ready · 5 mixed readiness · 10 fully ready. Circle one number per row. Hand this page back when you finish.

MY TOTAL (OF 70)

The Team Tally

Copy each person's seven scores into a column. Then find the average, the lowest, the highest, and the spread for each row.

DIMENSION	P1	P2	P3	P4	P5	P6	P7	P8	TEAM AVG	LOW	HIGH	SPREAD
INITIALS →	Write each person's initials above their column											
Cognitive Diversity												
Psychological Safety												
Adaptive Capacity												
Communication Cadence												
Shared Purpose												
Accountability												
Execution Discipline												

Team avg = the row total ÷ the number of people who scored it. **Spread** = high minus low. A spread of 4 or more means the team does not agree, and that gap is the discussion.

CHANGE READINESS INDEX

Add the seven team averages, divide by 7, multiply by 10

of 100

Read the Index, Then Commit to One Action

A scorecard without a commitment is a survey.

OUR CRI

of 100

Not ready

40

Mixed

70

Fully ready

BIGGEST GAP · THE LOWEST AVERAGE

Discuss the root cause behind this number, not the symptom.

WIDEST SPREAD · THE MOST DISAGREEMENT

Ask why the high and low scorers see it so differently.

STRONGEST ASSET · THE HIGHEST AVERAGE

Lean on it to carry the change while you fix the gap.

THE COACH'S READ · CHECK EVERY LINE THAT IS TRUE

☐ The CRI is **below 40**. The team is not ready. Launching the change now means launching the failure. Fix the two lowest dimensions first.

☐ The CRI is **40 to 69**. Mixed readiness. The change can start, but only with the 30-day action locked and revisited.

☐ The CRI is **70 or above**. The team is ready. The risk now is complacency, not capacity. Move.

☐ A row has a **spread of 4 or more**. When leaders and team score this differently, believe the lower number.

☐ Someone **did not finish** scoring. The index moves until everyone is in.

THE 30-DAY COMMITMENT

THE ONE ACTION

OWNER

DATE

RE-SCORE IN 30 TO 60 DAYS

What is the single highest-leverage action to improve readiness in the next 30 days?

BEACON LEADERSHIP TEAM · THE CHANGE

Moving from founder-led selling to a disciplined sales team model

CHANGE READINESS INDEX

57 of 100

DIMENSION	RIVERA	CHEN	OKAFOR	PATEL	ALVAREZ	TEAM AVG	SPREAD
Cognitive Diversity	7	6	7	5	6	6.2	2
Psychological Safety	8	5	4	4	3	4.8	5
Adaptive Capacity	7	6	6	7	5	6.2	2
Communication Cadence	6	4	4	5	3	4.4	3
Shared Purpose	8	7	7	8	6	7.2	2
Accountability	6	5	6	4	5	5.2	2
Execution Discipline	6	6	7	5	5	5.8	2

Biggest gap: Communication Cadence at 4.4. Discuss the root cause behind this number, not the symptom.

Widest spread: Psychological Safety (3 to 8). When leaders and team score this differently, believe the lower number.

Strongest asset: Shared Purpose at 7.2. Lean on it to carry the change while you fix the gap.

57: mixed readiness. The change can start, but only with the 30-day action locked and revisited.

THE 30-DAY COMMITMENT
Weekly 30-minute change standup: blockers said out loud, one decision per week made in the room. **Owner:** COO · **Starts:** Monday · **Re-score:** in 45 days

THE LAST WORD

“The score is not the point. The conversation the score starts is the point.”

Run it again in 30 to 60 days. Improvement you can see beats readiness you assume.



Michael Burcham