

Item Analysis

Examine each item on the questionnaire. Use the following explanations to form questions to ask during the meeting.

1. Values and vision. Low scores could indicate Level 3 concerns. Values may be in conflict; individuals and groups may not see any common ground. This is serious. It almost guarantees that any major change will be resisted unless people learn how to begin building a shared set of values. On the other hand, low scores may indicate a communication problem. In some organizations, values and visions remain secret. People don't know where the organization is going. This is a communication problem and may not indicate deeper potential resistance.

2. History of change. Low scores indicate a strong likelihood that this change will be resisted with great force. Those who want the change will need to demonstrate repeatedly that they are serious this time. People are likely to be very skeptical, so persistence will be critically important.

3. Cooperation and trust. Low scores probably indicate Level 3 concerns. This should be taken seriously. It is difficult, if not impossible, to build support for any major change without some degree of trust. The opposite of trust is fear, therefore low scores are not just the absence of trust but the presence of fear.

4. Culture. Mid-range to low scores indicate that it may be difficult for people to carry out the changes even if they support you. They are saying that the systems and procedures hinder change. The change agents must be willing to examine these deeper systemic issues.

5. Resilience. Low- to mid-range scores probably indicate that people are burned out. Even though they may see the need for this change, they may have little strength to give to it. Two important questions: Is this change really necessary at this time? If so, how can you support people so that the change causes minimal disruption?

6. Rewards. Obviously, low scores indicate strong potential resistance. Who in their right mind would support something that they knew would harm them? If their perceptions are accurate, then the change agents have a difficult challenge: How can they move forward with the change and find ways to make it rewarding for others? If the low scores indicate a misperception, then the change agents must let people know why they are misinformed. It is likely that this message will have to be communicated repeatedly (especially if trust is low as well).

7. Respect and face. Low scores probably indicate potential Level 2 concerns. The change agents must find ways to make this a situation in which all can win.

8. Status quo. Low scores indicate that people view this change as very disruptive and stressful. The more people get involved in the change process, the less resistance they are likely to experience. Most often people resist change when they feel a loss of control.