**

**Employee Change Readiness Survey Template**

**1. Introduction**

An employee change readiness survey is an assessment tool used to determine how prepared employees are for an upcoming change initiative, such as digital transformation, new leadership, or restructuring. The survey assesses if employees feel prepared in the five constructs of readiness: awareness, communication, training, stakeholders, and sponsorship.

Conducting a change readiness assessment is important because it identifies readiness gaps, boosts success rates, provides benchmarking data to track progress, and allows the organization to adapt to any changing needs proactively.

**This resource will:**

1. Explain the five constructs of readiness.
2. Provide questions you can use to assess the five constructs of readiness within your organization.
3. Showcase how to interpret your survey scores manually.
4. Suggest next steps based on your survey readiness results.

**2. The five constructs of readiness**

|  |  |
| --- | --- |
| **Awareness** | Employees understand that the change is happening, why it’s necessary, and what it aims to achieve. |
| **Communication** | Employees feel they have the knowledge and skills needed to adapt successfully to the change. |
| **Training** | How clearly, consistently, and transparently information about the change is being shared across the organization. |
| **Sponsorship** | The extent to which employees believe that leadership and managers are actively supporting and championing the change. |
| **Stakeholders** | Individuals or groups most affected by the change feel engaged, heard, and involved in the transition process. |

**3. Survey questions**

An employee change readiness survey is an assessment tool used to determine how prepared employees are for an upcoming change initiative, such as digital transformation, new leadership, or restructuring. The survey assesses if employees feel prepared in the five constructs of readiness: awareness, communication, training, stakeholders, and sponsorship.

**AWARENESS**

*(1 = Strongly disagree, 5 = Strongly agree)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* | *5* |
| **1. I am aware that a change is taking place in the organization.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **2. I understand why this change is necessary for the organization.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **3. I know how this change will impact my team and responsibilities.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **4. I feel informed about the overall goals of the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **5. I can explain the purpose of the change to others with confidence.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**COMMUNICATION**

*(1 = Strongly disagree, 5 = Strongly agree)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* | *5* |
| **1. I receive regular updates about the progress of the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **2. Communication about the change is clear and easy to understand.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **3. I know whom to contact if I have questions about the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **4. I feel that two-way communication about the change is encouraged.** | [ ]  | [ ]  | [ ]  | [x]  | [ ]  |
| **5. The information I receive about the change is timely and consistent.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**TRAINING**

*(1 = Strongly disagree, 5 = Strongly agree)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* | *5* |
| **1. I have access to training that will help me adapt to the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **2. I feel confident in my ability to learn any new skills required by this change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **3. I know where to go for support or resources related to the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **4. The training offered so far has been relevant to my role.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **5. I believe I will be fully prepared to work effectively in the new environment.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**SPONSORSHIP**

*(1 = Strongly disagree, 5 = Strongly agree)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* | *5* |
| **1. Senior leaders visibly support this change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **2. My manager encourages our team to engage with the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **3. Leadership demonstrates a clear commitment to the change process.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **4. I trust that leaders are making decisions in the best interest of employees.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **5. I believe that the organization is well-prepared to lead this change effectively.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**STAKEHOLDERS**

*(1 = Strongly disagree, 5 = Strongly agree)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | *1* | *2* | *3* | *4* | *5* |
| **1. The people most affected by the change have been meaningfully involved.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **2. I feel that my voice is valued during this change process.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **3. My team has had opportunities to give input on the change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **4. Stakeholder feedback is being considered in decision-making.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |
| **5. I feel part of the journey toward implementing this change.** | [ ]  | [ ]  | [ ]  | [ ]  | [ ]  |

**4. Interpreting your survey results**

Calculate employees’ readiness level by adding up the scores for each of the five constructs to get a total out of 25 per section. Then, use the scoring tables provided to interpret each section's score as High Risk, Sufficient, or Healthy. You can also sum all responses for an overall readiness score out of 125 and assess the overall health of your change initiative.

|  |  |  |  |
| --- | --- | --- | --- |
| **Section** | **High risk** | **Sufficient** | **Healthy** |
| Awareness | 5–12 | 13–19 | 20–25 |
| Training | 5–12 | 13–19 | 20–25 |
| Communication | 5–12 | 13–19 | 20–25 |
| Sponsorship | 5–12 | 13–19 | 20–25 |
| Stakeholders | 5–12 | 13–19 | 20–25 |

Calculate your overall readiness score by adding each section together.

|  |  |
| --- | --- |
| **Total score** | **Readiness level** |
| 25–59 | High risk |
| 60–94 | Sufficient |
| 95–125 | Healthy |

**5. Next steps**

Use the guidelines below to interpret and act on your results. For each readiness area, follow the suggestions aligned to your score level (i.e., high risk, sufficient, or healthy).

Refer to the suggested action for a simple step to take regardless of your score.

**AWARENESS**

* **High risk:** Clearly explain the purpose, timing, and impact of the change. Consider hosting awareness sessions or manager-led team briefings.
* **Sufficient:** Reinforce key messages using multiple formats and increase visibility across teams.
* **Healthy:** Maintain awareness through consistent updates that link the change to strategic goals.

**🡪 Suggested action:** Share a concise change summary with employees and ask managers to walk their teams through it.

**COMMUNICATION**

* **High risk:** Increase the frequency, clarity, and transparency of communications. Use varied formats and feedback loops.
* **Sufficient:** Encourage two-way communication and check for understanding with short surveys or team discussions.
* **Healthy:** Sustain consistent messaging and reinforce key points through stories and real examples.

**🡪 Suggested action:** Create a simple communication plan with core messages, senders, and timelines.

**TRAINING**

* **High risk:** Launch targeted training programs tailored to impacted roles. Provide practical, hands-on learning opportunities.
* **Sufficient:** Offer refresher modules or microlearning to close remaining gaps.
* **Healthy:** Continue tracking completion and engagement, and provide support for late adopters.

**🡪 Suggested action:** Match training content to employee roles and ensure everyone has access to the right materials.

**SPONSORSHIP**

* **High risk:** Ensure leaders and managers are actively promoting and demonstrating visible support for the change.
* **Sufficient:** Provide leadership with key talking points and encourage consistent engagement.
* **Healthy:** Maintain strong sponsorship by spotlighting leaders who are modeling change behaviors.

**🡪 Suggested action:** Brief leaders on their role in the change and provide them with communication tools.

**STAKEHOLDERS**

* **High risk:** Engage groups who feel disconnected or uninvolved. Include them in planning and feedback processes.
* **Sufficient:** Build deeper engagement through check-ins, forums, or stakeholder working groups.
* **Healthy:** Continue involving stakeholders in feedback and monitoring to sustain support.

**🡪 Suggested action:** Facilitate quick feedback sessions with key stakeholder groups to ensure they feel heard.