



## CHANGE LEADERSHIP MATURITY ASSESSMENT

Understanding your business's change leadership maturity can be helpful in determining which areas you may wish to focus on to help your business be more successful embedding change and reaping the benefits. A lot of the maturity models on the market focus on four key areas for assessment and often have four key levels of capability. The table below is a useful overview of the key areas for assessment (Leadership, Competency, Process and Pipeline) and the four key areas of capability, (Novice, Learner, Achiever and Leader).

### LEADERSHIP

Leadership reflects on the people leaders, from the executive through to the frontline people leaders, attitude to good change management and change leadership practices and their commitment to 'walking the talk'. Do the executive set expectations of their people leaders that they will adopt and use good change management and change leadership practices? Do the people leaders adopt and use good change management and change leadership practices when leading their team through a business change?

### COMPETENCY

Competency reflects on the capability of the executive and people leaders to lead change well. It considers their level of understanding of what good change management and change leadership practices is, and their ability to deliver it. Are the executive and people leaders capable of leading their people through a business change well, do they have the right skillset?

### PROCESS

Change management is a process and as with most processes it is easier on the business if a process is standardised. Does the business have a standardised change management process that all people leaders can use to help them embed change more successfully.

### CHANGE LANDSCAPE AND PIPELINE

Change landscape and pipeline reflects on the business maturity in its change implementation and planning processes. Does the business have a view of all the change going on across all areas? Is there a planned pipeline so that change deliver is controlled and changes initiatives do not clash? Is change controlled?

### FOUR KEY LEVELS OF MATURITY

The four key levels of maturity are Novice, Learner, Achiever and Leader. The titles of the levels do not matter, what is important is the growing levels of competency and commitment as the people leader's business change capability matures up the levels. SEE TABLE FOLLOWING.

CAPABILITY	CRITERIA	NOVICE	LEARNER	ACHIEVER	LEADER
LEADERSHIP		1	2	3	4
<p>Executive and Senior Managers actively embrace <u>good change management processes</u>.</p> <p>Executive and Senior Managers actively model and lead their organisation through business change using <u>good change leadership practices</u>.</p> <p><u>People leaders</u> adopt and use good change management processes and good change leadership practices.</p> <p>Good process and practice are <u>monitored</u> by the Executive.</p>	<p>Executives <u>set the expectation</u> for the use of <u>good change management processes</u> during a business change. It is expected BaU.</p> <p>Executives <u>model good change leadership practices</u> through their own behaviour.</p> <p><u>People leaders actively lead their teams</u> and the business through a business change to deliver the benefits and outcome desired.</p> <p>The use of good change management processes and change leadership <u>practices is monitored and reported at business meetings</u>. <u>Poor practice is reviewed</u>.</p>	<p><u>Limited expectation set</u> or support for good change processes during a business change.</p> <p><u>Limited modelling or support</u> for good change leadership practice</p> <p>There is <u>no active change management process or change leadership practices</u> used during the implementation of business change.</p> <p>There is <u>no monitoring or reporting</u> of change management or change leadership practices during any business change initiative.</p>	<p><u>Expectations are set</u> with regard to the use of good management processes, but not actively followed up.</p> <p><u>Some modelling and use</u> of good change leadership practices, during business change. Involved in decision making most of the time.</p> <p>There is <u>some change management process or change leadership practices</u> used during the implementation of business change.</p> <p><u>Monitoring and reporting is limited to large</u> business change initiatives but it is Adhoc.</p> <p><u>No lessons learned</u> captured.</p>	<p><u>Expectations are set and communicated well</u>. Poor change management process is addressed</p> <p><u>Active modelling</u> of good change leadership practices. Are available to make timely decisions; and drive change by removing barriers within their area of control.</p> <p>There is <u>good change management process and good change leadership practices</u> used during the implementation of business change.</p> <p><u>There is good monitoring and reporting</u> of most business change initiative.</p> <p><u>Some lessons learned</u> captured.</p>	<p><u>Expectations are set communicated and monitored</u> with regard to the use of good change management processes.</p> <p><u>Champion good change leadership</u> Drive change by removing barriers to change across the business; and deliver benefit.</p> <p><u>There is strong use of change management process and active change leadership practices</u> used during the implementation of business change.</p> <p><u>Monitoring and reporting is active and poor change practices are reviewed and corrected</u>.</p> <p><u>Lessons learned are captured</u> and shared for future projects.</p>

CAPABILITY	CRITERIA	NOVICE	LEARNER	ACHIEVER	LEADER
		1	2	3	4
All levels of people leaders' capability to lead the business and their teams through a business change effectively	The level of capability to: <ul style="list-style-type: none"> <li>- Lead change through consistent communication and engagement</li> <li>- Build capability and team confidence</li> <li>- Set expectations of good change processes/practices</li> <li>- Plan change transition/resistance</li> <li>- Govern change implementation</li> <li>- Enable teams to deliver outcomes</li> <li>- Drive benefit delivery</li> </ul>	Limited change leadership capability across all tiers of management.	Executive has some change leadership capability but other tiers of management have limited capability.	Executive and Middle Managers have some change leadership capability but Frontline managers have limited capability.	Executive Middle Management and Frontline Managers all have good change leadership capability and can lead change effectively across the business.
	CRITERIA	NOVICE	LEARNER	ACHIEVER	LEADER
		1	2	3	4
Executive attitude to the investment in the capability to deliver business change more effectively	Executive view capability development as an investment in the future and a strength in the business.  The actively encourage and support the development of this capability.  Not viewed as a cost	Employee capability development is not viewed as important by the executive.  Any capability development is seen as the responsibility of the individual and not a priority for the business or the executive or senior managers.	Employee capability is mainly viewed as the responsibility of the individuals with some support available with time off for courses.  Some executive consider the development of the capability to deliver business change well a benefit. Adhoc.	Employee capability development is seen as a joint responsibility and some financial support provided.  The executive consider the development of the capability to deliver business change well a business strength and benefit.	Employee capability development is seen as critical to business success and invested in financially. Investment is holistic to deliver business vision and desired benefits.

<b>PROCESS</b>	<b>CRITERIA</b>	<b>NOVICE</b>	<b>LEARNER</b>	<b>ACHIEVER</b>	<b>LEADER</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Standardised Change Management Process and Change Leadership Practices	The same standardised business change processes and change leadership practices are used by all business units.	No standardised business change process and change leadership practice used across the business.	There is some standardised business change process and change leadership practice used by some business units.	Most business units use the standardised business change processes and change leadership practices.	There are standardised business change processes and change leadership practices that are consistently used by all business units.
<b>PIPELINE</b>	<b>CRITERIA</b>	<b>NOVICE</b>	<b>LEARNER</b>	<b>ACHIEVER</b>	<b>LEADER</b>
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Application standardised change management processes and change leadership practices	The consistent use of standardised change management processes and change leadership practices across all units and business change	Few (25%) of business change initiatives have a standardised change management processes or change leadership practices applied	Some (50%) of business change initiatives have a standardised change management processes or change leadership practices applied	Most (75%) of business change initiatives have a standardised change management processes or change leadership practices applied	All business change initiatives use standardised change management processes and change leadership practices applied consistently across all business change.
		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Business change is effectively resourced and managed to avoid staff change fatigue and business unit process change clashes.	The Executive and Senior Managers actively plan and manage change implementation across the business.	There is no planning of change resourcing and delivery across the business. Staff change fatigue and business unit change clashes occur often.	There is some planning of change resourcing and delivery by the business. Some change fatigue and business change clashes occur.	There is good planning of business change resourcing and delivery. Minimal staff change fatigue or conflict of business change across business units.	Business change planning and resourcing is excellent. No staff change fatigue. Business unit conflict is minimal as business change is well phased.