



Express Report

ChangeReady Index

Assessment instrument: Change Readiness

SAMPLE

PREPARED FOR

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Operations Director · Example Company Inc.

Date: 13/10/2026 · Order: SAMPLE

Before you read

This is a sample report, created with fictitious answers and data to show the format and content of the deliverable.

The indices, stages, profiles, comparisons and recommendations do not describe any real person or company and must not be used for decisions.

The official report is generated from the buyer's own answers, without a watermark, and sent to the e-mail given in the order.

See the products at www.ideavus.com.br/en/loja

SAMPLE

Summary

The essentials of this report on one page.

INDEX

53

STAGE

Emerging

PROFILE

Good plan, bad memories

Three strengths

Clarity and Need for Change
Capacity and Resources
Sponsorship and Change Leadership

71

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Three priorities

Communication, Participation and Trust
Change History and Culture
Personal Value and Impact

29

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FIRST ACTION, THIS WEEK

Set a fixed weekly date for change updates.

Your result

The index ranges from 0 to 100 and summarizes your view of the six pillars of the assessment. The stage shows where the organization stands today on the maturity path.

53

out of 100

STAGE

Emerging

Partial readiness: enabling and limiting elements coexist, and moving ahead without adjustments raises the risk of resistance.

The six stages



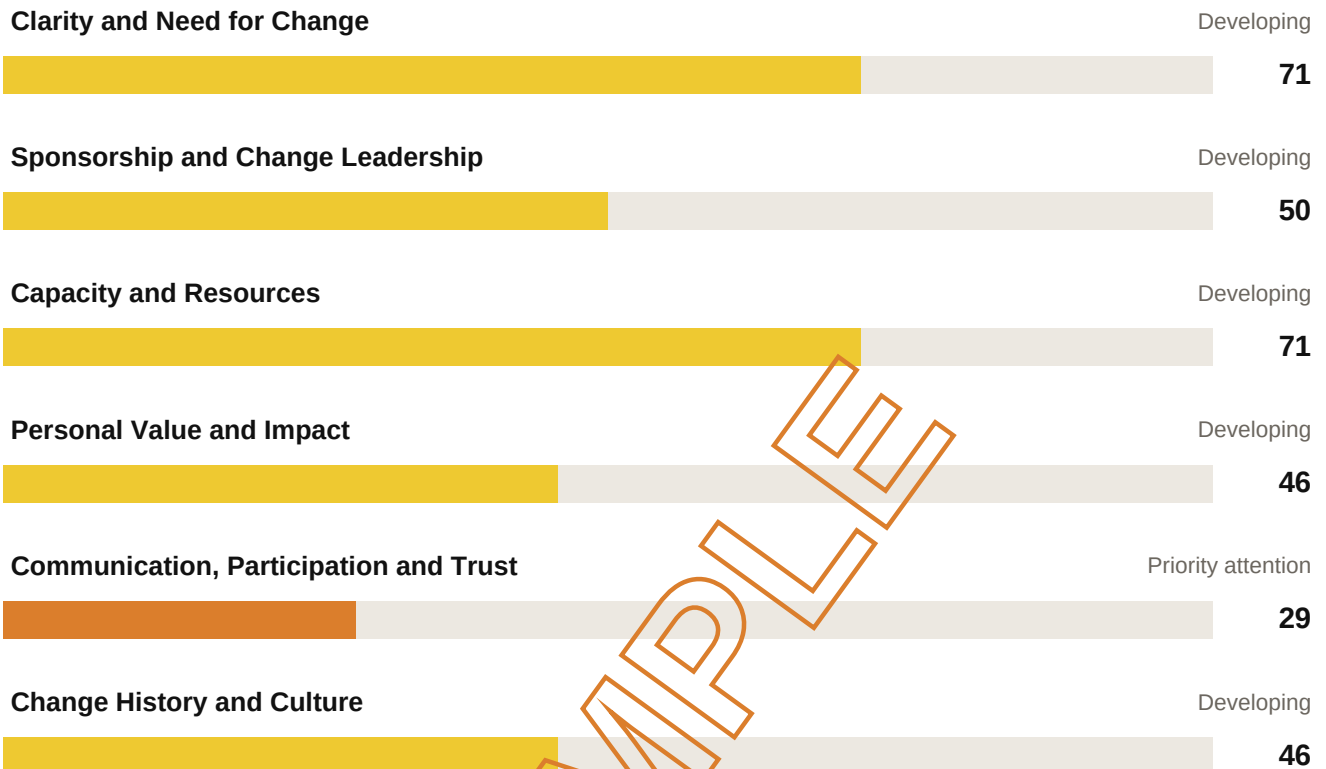
What this stage calls for now

- Strengthen the case for change with data and a clear vision.
- Form a sponsorship coalition with managers and change agents.
- Review pace, resources and training before accelerating.

The answers refer to the change you had in mind when answering.

The six pillars

Each bar shows the pillar result from 0 to 100. The color shows where to focus attention.



STRONGEST POINT

Clarity and Need for Change · 71

POINT THAT NEEDS THE MOST ATTENTION

Communication, Participation and Trust · 29

The organization's profile

The combination of pillars forms a pattern of how the organization works, in your view. It describes how it tends to act today, and it can change.

Good plan, bad memories

The change is well explained and resourced. This gives real conditions to deliver. It stalls because past changes left distrust and people expect it to be dropped.

Core recommendation

Acknowledge past mistakes and show quick, visible deliveries.

What shaped this profile

PILLARS PULLING AHEAD

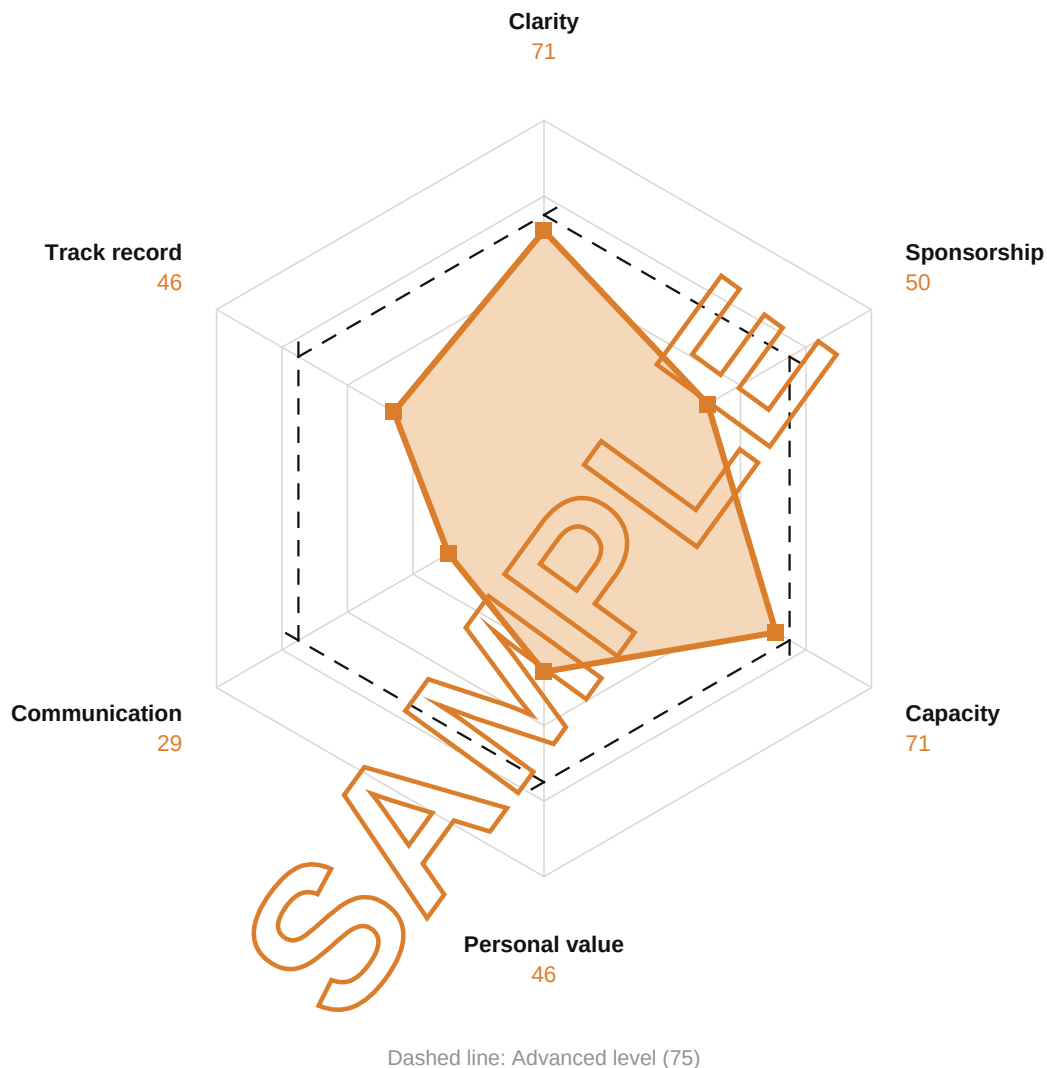


PILLARS HOLDING BACK



Your profile at a glance

The shape shows the organization's profile in your view. Peaks and dips show where it relies on strengths and where there is room to grow.

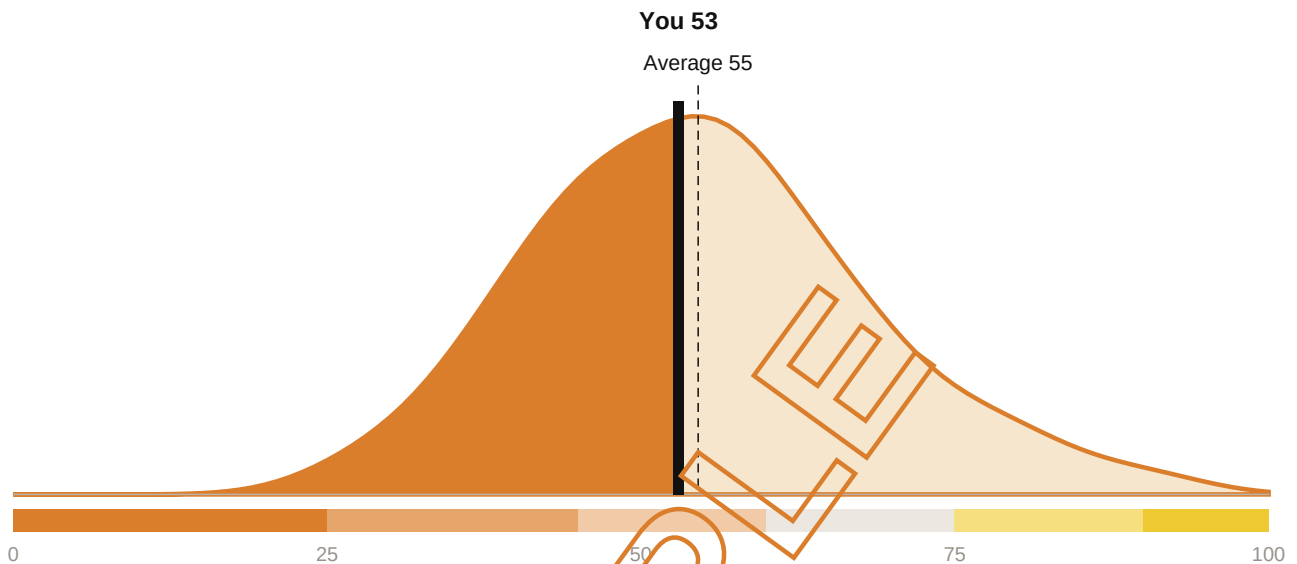


Profile balance

Gap between the highest and lowest pillar: 42 points. Profile with strong contrasts: one or two pillars are well below the rest and tend to limit the others. Start with them.

How you compare

The curve shows how the indices of people who have taken this assessment are distributed. The marker shows your position.



Your index is higher than 45% of respondents.

Comparison base: 240 respondents. Example with a fictitious base, for demonstration only.

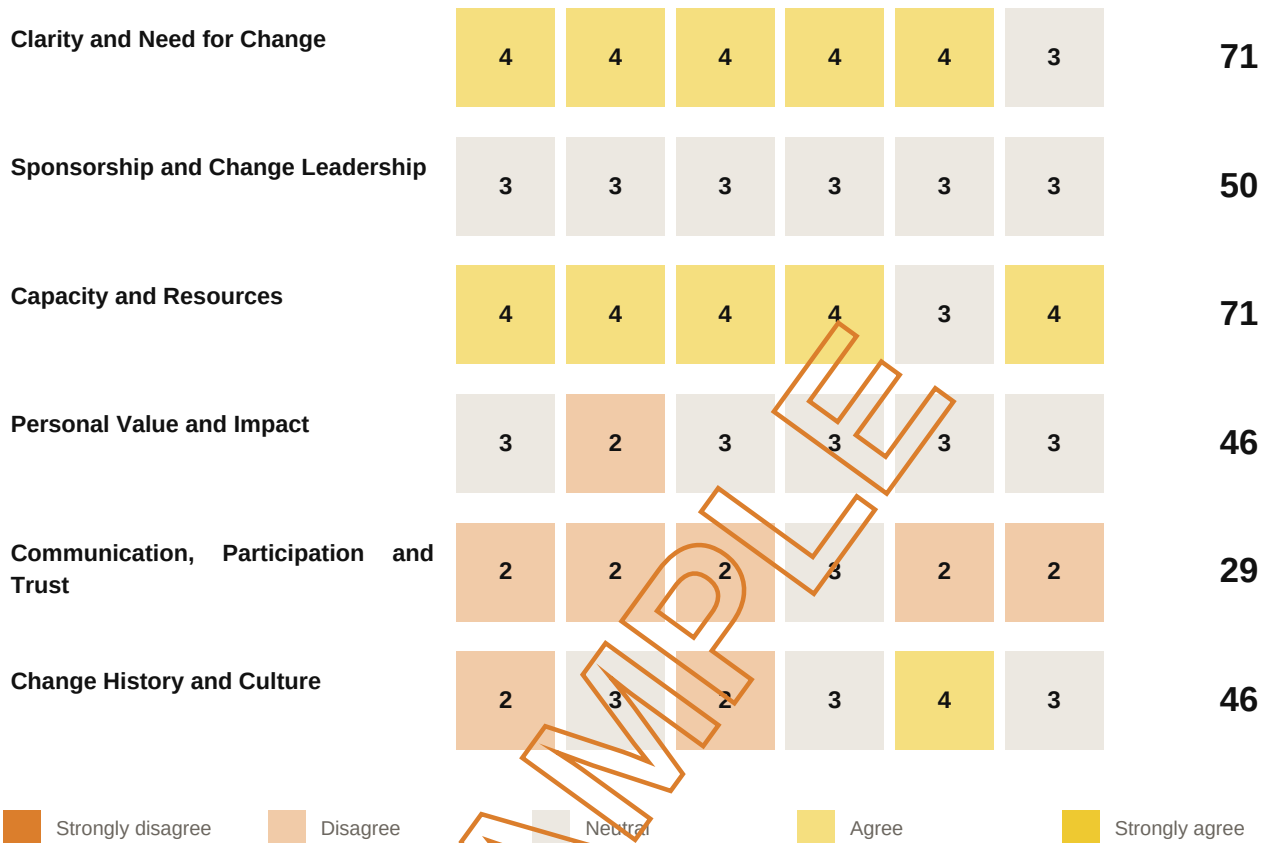
Your pillars compared to the average



The comparison shows relative position, not absolute quality. Comparison bases change over time and with the profile of respondents.

Heat map of your answers

Each square is one statement, grouped by pillar. Colors go from orange (disagree) to gold (agree) and show where each pillar result comes from.



Statements that stand out

The statements with the highest and lowest answers. They help turn the index into concrete day-to-day examples.

Where the organization is strongest

- 4** I can explain the change to a colleague in a few words.
Clarity and Need for Change
- 4** Teams are aware of the problems that prompted the change.
Clarity and Need for Change
- 4** I believe the change is the right solution to the challenges we face.
Clarity and Need for Change
- 4** The expected results of the change have defined indicators.
Clarity and Need for Change
- 4** The consequences of delaying the change have been explained to teams.
Clarity and Need for Change

Where the organization most needs to advance

- 2** I feel secure about keeping my job during the change.
Personal Value and Impact
- 2** Team representatives are included in the groups leading the change.
Communication, Participation and Trust
- 2** My questions about the change are answered within a reasonable time.
Communication, Participation and Trust
- 2** Constructive criticism of the change is treated as a contribution.
Communication, Participation and Trust
- 2** Leadership admits mistakes in leading the change and corrects them.
Communication, Participation and Trust

Pillar by pillar

Clarity and Need for Change

71

Developing

What this result usually indicates

The reason for the change is known, but not everyone is convinced it is the right answer. Goals and priorities do not yet fully reflect the new direction.

Recommended actions for the next 90 days

1. Show teams the data behind the original problem and answer the most common objections.
2. Publish monthly progress on the change indicators in plain language.
3. Ask managers to explain to their teams what changes in the area's priorities.

Sponsorship and Change Leadership

50

Developing

What this result usually indicates

There is sponsorship at the top, but it reaches line managers unevenly. Some teams get close support; others get no answers.

Recommended actions for the next 90 days

1. Equip line managers with a question-and-answer guide on the change.
2. Publish a point of contact per area for questions about the change.
3. Have the sponsor report monthly on what has been adjusted based on criticism.

Capacity and Resources

71

Developing

What this result usually indicates

There is a plan and some training, but workloads have not been adjusted and support varies across areas. Teams make progress, but at a cost.

Recommended actions for the next 90 days

1. Identify the most overloaded areas and redistribute tasks or temporarily reinforce those teams.
2. Offer hands-on, on-the-job training in short sessions.
3. Schedule plan reviews every four weeks to fold in lessons learned.

Personal Value and Impact

46

Developing

What this result usually indicates

The change is seen as acceptable, but the personal gain is not yet clear to everyone. Some people champion it; others wait and see.

Recommended actions for the next 90 days

1. Show concrete examples of people who gained new duties or better conditions from the change.
2. Agree with each team on which decisions remain within its autonomy under the new way of working.
3. Involve those who already champion the change in conversations with undecided colleagues.

Communication, Participation and Trust

29

Priority attention

What this result usually indicates

People hear about the change through rumors, their questions go unanswered and criticism is seen as opposition. Trust in how the change is being run is low.

Recommended actions for the next 90 days

1. Set up a short biweekly progress update on the change, in the same channel and format.
2. Create a question channel with a response time of up to five business days.
3. Include representatives of affected areas in the group planning the next stages.

Change History and Culture

46

Developing

What this result usually indicates

The track record is mixed: some changes worked, others did not, and people are waiting for signs this one is for real. Problems are discussed in some areas.

Recommended actions for the next 90 days

1. Review each area's rollout problems in a leadership meeting without looking for culprits.
2. Include a change indicator in the performance review of the managers involved.
3. Announce completed milestones to show the change is still moving forward.

What your set of results indicates

More than each pillar alone, the combination says a lot about what to do first.

Strengths to use in your favor

Your highest pillars are Clarity and Need for Change and Capacity and Resources. Use these strengths as leverage: they are the shortest path to improving the lowest pillars.

What may be holding the rest back

Communication, Participation and Trust is the pillar with the lowest result. When one pillar is far below the others, it tends to limit the effect of everything that already works well.

Combination worth attention

The largest gap is between Clarity and Need for Change (71) and Communication, Participation and Trust (29). Use the first to support the development of the second in the coming weeks.

Consistency of answers

Your answers vary little within each pillar. Each pillar result is a good summary of what you marked.

SAMPLE

From the current stage to the next

For the two lowest pillars, what day-to-day looks like at the current level and what it looks like at the next.

Communication, Participation and Trust · 29

TODAY

- Information arrives late or through rumors.
- People have nowhere to ask questions.
- There is distrust about what is announced.

AT THE NEXT LEVEL

- There are periodic one way announcements.
- Questions are accepted, with slow answers.
- Some people take part in decisions.

Personal Value and Impact · 46

TODAY

- Gains are clear for some groups.
- Losses are acknowledged with no concrete answer.
- People wait and see before committing.

AT THE NEXT LEVEL

- Each group knows what it gains in its own work.
- Losses have been addressed with concrete actions.
- People advocate the change among peers.

Your first week

Small actions to start now, tied to the pillar that needs the most attention. Each one takes less than an hour.

Communication, Participation and Trust

DAY 1	Set a fixed weekly date for change updates.	☐ Done
DAY 2	Open a channel for anonymous questions and answer within two days.	☐ Done
DAY 3	Invite three affected people to weigh in on a pending decision.	☐ Done
DAY 4	Publish what has been decided and what is still open.	☐ Done
DAY 5	Correct in writing a rumor that is circulating.	☐ Done

90-day plan

A plan in three waves, starting with the pillars with the lowest results. Fill in owner and deadline and review progress every 30 days.

Days 1 to 30

Focus: Communication, Participation and Trust

1. Set up a short biweekly progress update on the change, in the same channel and format.

Owner: _____ Deadline: ____/____

2. Create a question channel with a response time of up to five business days.

Owner: _____ Deadline: ____/____

3. Include representatives of affected areas in the group planning the next stages.

Owner: _____ Deadline: ____/____

Days 31 to 60

Focus: Personal Value and Impact

1. Show concrete examples of people who gained new duties or better conditions from the change.

Owner: _____ Deadline: ____/____

2. Agree with each team on which decisions remain within its autonomy under the new way of working.

Owner: _____ Deadline: ____/____

3. Involve those who already champion the change in conversations with undecided colleagues.

Owner: _____ Deadline: ____/____

Days 61 to 90

Focus: Change History and Culture

1. Review each area's rollout problems in a leadership meeting without looking for culprits.

Owner: _____ Deadline: ____/____

2. Include a change indicator in the performance review of the managers involved.

Owner: _____ Deadline: ____/____

3. Announce completed milestones to show the change is still moving forward.

Owner: _____ Deadline: ____/____

Follow-up and reflection

Use this page to record what changed. Come back to it at 30, 60 and 90 days.

1. Which result in this report most surprises leadership, and why?

2. What recent situation shows the organization's strongest pillar well?

3. What stops progress today on the lowest pillar?

4. Who needs to discuss this report in the next two weeks?

5. How will we know in 90 days that there has been progress?

Checkpoint	What I did	What changed	Next step
30 days			
60 days			
90 days			

Pillar glossary

What each pillar means and why it matters.

Clarity and Need for Change

Clarity and need for change shows whether people understand what will change, why, and what happens if nothing changes. Without a clear reason, change looks like a whim and meets resistance.

Sponsorship and Change Leadership

Sponsorship and change leadership measures whether top management and direct managers support the change visibly and consistently. Teams watch what leaders do, not only what they say.

Capacity and Resources

Capacity and resources assesses whether there is time, people, budget and skills to carry out the change alongside daily work. Change without resources becomes overload and loses quality.

Personal Value and Impact

Personal value and impact shows whether people see what they gain or lose from the change in their own work. Those who see a personal benefit commit more easily.

Communication, Participation and Trust

Communication, participation and trust checks whether information arrives often, whether people are heard and whether they trust what they receive. Silence leaves room for rumors.

Change History and Culture

Change history and culture measures how past changes were handled and are remembered. Bad past experiences increase distrust of the current change.

Your next steps

A report shows today's picture. Progress shows up when you measure again.

Retake this assessment every 6 months

Behaviors and practices change over time. Retake it twice a year, around April 2027 and October 2027, and the new report shows your progress pillar by pillar compared with this one.

[Retake the assessment](#)

Assessments that complement this one

Culture Compass

Whether everyday culture helps or hinders strategy.

[Learn more >](#)

LeadScope Self

How you lead today and what to develop first.

[Learn more >](#)

StrategyFit Index

Whether strategy is leaving the drawing board.

[Learn more >](#)

Want a reading of the whole company?

With many people answering, the diagnostic shows where the organization stands, the differences between areas and an action plan for leadership.

[Diagnostics for companies](#)

Limits of this reading and next steps

This report shows one person's view. It is a good way to open the conversation, but it does not replace the team's reading.

In the full assessment, Ideavus applies the instrument to many people and delivers the map by area, the perception gaps between leaders and teams, the comparison with similar organizations and an action plan built with you.

To track progress, answer again in six months using the same criterion: think of the organization as it works today, not as it should work.

Want this picture with the whole team?

Talk to Ideavus: contato@ideavus.com.br · www.ideavus.com.br

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