

Are You Ready for Reengineering? A Self-Assessment Diagnostic:

Score each statement from 1 to 5. [1 = strong disagreement, 5 = strong agreement]

The Leader –

1. ..understands the nature and magnitude of the effort. 1. ____
2. ..is a senior executive, strongly committed, and has the title and authority necessary to institute fundamental change. 2. ____
3. ..has a clear vision and is able to communicate that vision. 3. ____
4. ..is ready and able to exercise leadership. 4. ____
5. ..is prepared to commit both organizational resources and personal attention. 4. ____
6. The entire senior management team shares the leader's enthusiasm. 5. ____

The Organization –

7. ..recognizes the need for fundamental change. 7. ____
8. ..understands the results that will impact processes, jobs, organizational structure, management responsibilities, etc. 8. ____
9. ..believes that senior management is truly committed to the effort, and that the commitment will be long-lasting. 9. ____
10. ..has none of the complacency and arrogance that often follow a sustained period of success. 10. ____
11. ..is free of the skepticism, mistrust, and ambivalence that often follows a program of downsizing or restructuring. 11. ____
12. ..has the financial and human resources needed. 12. ____
13. ..key staff organizations [H/R, Finance, Information Systems, etc.] are all positive about the prospect and capable of innovative response to its demands. 13. ____
14. ..experience with TQM, continuous improvement, etc., has created an environment that is receptive to redesign/reengineering. 14. ____
15. ..places a high value on serving customers and has a solid understanding of customer needs. 15. ____

Style of Implementation –

16. The organization is comfortable [or understands] the way in which reengineering proceeds - through risk taking, learning, and ambiguity. 16. ____
 17. Members of the reengineering team feel empowered to "break the rules." 17. ____
 18. The reengineering effort is directed at key business processes, rather than organizational units. 18. ____
 19. Managers have been given end-to-end responsibility for the processes and identified as process owners. 19. ____
 20. Measurement systems and performance goals have been established to chart progress. (Appropriate metrics, balanced score card, etc.) 20. ____
- Total: ____

Minimums:

Leadership – 1:4, 2:3, 3:4, 4:4, 5:4, 6:3. Minimum total: 24
Organization – 7:3, 8:2, 9:4, 10:2, 11:2, 12:3, 13:2, 14:3, 15:3. . Minimum total: 28
Implementation – 16:3, 17:4, 18:4, 19:3, 20:3. Minimum total: 18
Minimum total score: 75