

Individual Readiness Assessment (Feedback for Architecture Team)

Your leadership is considering adopting eLearning for use in your organization. Your perception of how the organization functions is critical to developing the most effective and useful eLearning program. For each of the questions below, there may be more than one response that describes the organization. Select the response that is **most** indicative of the current environment. In order to get maximum benefit from this tool, your candor is essential.

When you have completed the entire assessment, your anonymous responses will be aggregated with the responses of everyone else who takes the assessment and submitted to the architecture team. At no time will your specific answers with your identifying information be accessible to anyone.

After taking this assessment, you may want to read the A4C4 model of eLearning assessment.

Access

A1. Access to the internet in my division...

- is ubiquitous. Almost everyone has regular access to a computer with an internet connection.
- is common. Most people have regular access to a computer with internet access.
- is selective. Some people have access to a computer with an internet connection, some do not.
- is uncommon. Most people do not have access to computers with internet connections.

A2. The speed of most connections I have access to is...

- Slow (56K or less)
- Adequate for accessing text based web materials
- Fast enough to access rich media formats (i.e. Cable Modem, DSL)
- Fastest available today (i.e. T3 line)
- In the process of being upgraded to a fast or fastest connection

A3. How would you rate the power and hard disk space of the computers you use at work?

- Excellent. Our computers are the fastest available and have more than enough disk space.
- Good. The applications run smoothly and we never run out of space.
- Fair. Most applications run well but there are a few that are slow.
- Poor. Most applications run slowly and we frequently need to conserve disk space.
- Inadequate. Few applications run at all. It is not possible to add any of the new versions because of the lack of disk space and slow speed.
- I don't use a computer at work.

A4. Do you require any special technological equipment due to a physical impairment?

- Yes, minor modifications such as a bigger monitor due to age-related vision decrease.
- Yes, significant modifications due to a serious physical impairment such as deafness or blindness.
- No.

A5. How would you rate your ability to get onto the internet at work?

- Extremely poor. My ability to get my job tasks done is compromised by not having access when I need it.
- Poor. I have difficulty gaining access when I want it.
- Uncertain. The amount of times it is hard to get access and the times it is easy to get access are about even.
- I don't access the internet at work.
- Good. I am usually able to get access when I need it.
- Excellent. I can get access to a PC with internet connectivity whenever I need it.

A6. What measures does your organization take to prevent repetitive strain injuries or other computer related injuries?

- The computer stations are ergonomic--equipped with furniture ensuring proper body placement
- We have participated in training to learn exercises, body positions, and other techniques to prevent damage from computer usage.
- We can refer to posters and other materials that are posted around the workplace to learn how to increase our ergonomically smart behavior.
- We are encouraged to alternate computer activities with ones that do not require repetitive strain tasks.

A7. Do you have any of these devices?

- PDA such as Palm, IPAQ, Handspring
- Blackberry email device
- Multi-feature cell phone (i.e. text paging and email)
- Laptop

A8. How long have you been using personal computers?

- 5 or more years
- 2-5 years
- 1-2 years
- Less than 1 year.

A9. How would you rate your typing skills?

- I am uncomfortable using a keyboard.
- I hunt and peck using one or two fingers.
- I can type 10-24 words per minute.
- I can type 25 to 40 words per minute.
- I type more than 50 words per minute.

A10. The ratio of PCs with internet access to people in my division is:

- 1: 15 or more
- 1: 10-14
- 1: 5-9
- 1: 3-4
- 1: 2
- 1: 1

Capacity

B1. How often do you think you could participate in a 30 minute online learning activity?

- Less than once per month
- 1-2 times per month
- 1-2 times per week
- 3-5 times per week
- 1-2 per day

B2. If the leader of the organization made eLearning one of the highest priorities how would you react?

- Assume it is a trend, as has been the case in the past, and wait for it to pass.
- Go to my supervisor to learn how the change will impact me.
- Make it a priority to learn whatever I can about getting myself ready for the new system.
- Get excited and try to spread that enthusiasm to my coworkers.

B3. "If I had the ability to take classes at my desk...

- It would greatly increase my productivity"
- It would increase my productivity moderately."
- My productivity would stay the same."
- My productivity would decrease slightly."
- My productivity would decrease greatly."

B4. In the past, how was your work impacted by an enterprise wide technology implementation (i.e. SAP, PeopleSoft, VTC)?

- Not at all—I didn't even notice the process until it was in place and working perfectly.
- Minimally—There were a few occasions when my work was more difficult due to problems with the new system.
- Modestly—There were several occasions when the implementation of the system made me unable to do my work.
- Seriously—For a considerable time period I had to do work-arounds or I wasn't able to do my job at all because of the problems with the new system.

B5. For each event below, indicate whether you have been invited to attend or have already attended. If there is no such event planned, select the "not planned" option and indicate whether you would like to participate if such an event were planned.

Event	Invited	Attended	Sponsors do not plan to conduct this event	Would like to participate if event available
a. Focus group or interview to discuss needs and abilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Focus group or interview to discuss strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Focus group or interview to discuss planning or vendor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

selection				
d. Questionnaire to assess needs, abilities, or wants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B6. Which of the following best describes your current work hours?

- About 8 hours a day on weekdays, but I do not take work home or work on weekends.
- About 10 hours a day on weekdays, but I do not take work home or work on weekends.
- I take work home with me a few times per month.
- I take work home with me a few times per week.
- I work at least 10 hours a day, I often take work home and I work at least one day per weekend.

B7. Which learning solution is more likely to help you “work smarter?”

- Classroom training because I would not have the time to focus on training while I am at my desk or in the workplace
- An initial classroom meeting followed up by an eLearning class because I’d get the key messages in class and then do the work at my own pace.
- Training delivered exclusively through the computer, because then I’d save the time of travel and being out of the office.
- Training delivered through the computer because the assistance would be accessible exactly when I need it—I would not have to wait until the class was offered.

B8. Would any of the following prevent you from participating in computer based training?

- My supervisor does not place as much value on learning at my desk than attending traditional classroom training.
- I get interrupted too often when I am sitting at my desk.
- My workload is so large it would be almost impossible to add this type of learning program.
- I can’t focus on long term development when there are a pile of short term priorities in front of me.

B9. Which of the following best describes your current workload?

- I have some extra time which I use to complete projects that are in addition to my own job tasks
- I can do all the work required within reasonable working hours.
- I have a little more work than I can complete during regular working hours.
- I have much more work than I could possibly complete without working many extra hours.

B10. Would any of the following help you participate in a computer based training program?

- Close access to a learning center away from my desk.
- My supervisor being more supportive of my participating in learning activities during working hours.
- A lighter workload.
- Group activities focused on doing the eLearning together in the workplace.

Alliances

C1. What is your level of understanding of and respect for the goals and culture of the other divisions and the organization as a whole?

- In depth understanding Basic understanding Don't know Superficial Understanding Understanding of just one or two divisions

C2. How would you characterize the relationship between your department and the IT department?

- Historically there has been animosity, but that is changing.
 Historically there has been animosity and it does not seem to be changing.
 We are not closely connected—there is neither a positive nor a negative relationship.
 It has been as cooperative as the relationship between IT and most other departments.
 It is less cooperative than desired.
 We have not been well supported by the IT department.
 There is a strong cooperative relationship between our departments.

C3. How would you rate the communications flow within your department?

- Very Poor Poor Average Strong Very Strong

C4. Within the past two years, how many projects have you worked on in which you were collaborating closely with other departments?

- None.
 One or two.
 Three to 5
 Six or more.

C5. In my department, I am

- a valued member of a really cohesive team
 a member of a team that usually works well together
 a member of a group that is still in the forming stages
 a member of a group characterized by infighting and competition
 an individual who works with others when necessary

C6. How would you characterize the relationship between your department and most other departments in the organization?

- It is "siloed"—we don't really interact with or work with many other departments.
 We are not closely connected—there is neither a positive nor a negative relationship.
 It is as cooperative as the relationship between most other departments.
 We are close—we work closely together at every opportunity.
 There is strong cooperation between us and most other departments.

C7. Are people in the other departments aware of the structure, objectives, policies, and programs of your department?

- Yes, most are aware.
 Yes, some are aware.
 Yes, the senior members of the other department are aware.
 No, most people in other departments are not aware.
 No.

C8. When you make a request to the IT department...

- The request is filled almost immediately.
 The request is filled in a reasonable time frame.
 The request is filled after considerable time has lapsed.
 The request is filled after the requestor follows up numerous times.
 The request will not be filled unless it is followed up by a person in authority.

C9. How would you rate the connection between people in your department?

1
Unified team

2
Team

3
Equal mix of smaller
teams and
individuals

4
Mostly individuals
working
independently

5
Rugged individualists

C10. In general, how do different departments communicate, coordinate and collaborate with each other?

- There is resistance to any form of sharing.
- Traditionally there has been little informal or formal contact between members of the different departments.
- Representatives from different departments that do training come together regularly by being a member of a cross organizational task force or project group.
- There is an informal network that is proficient at sharing information and collaborating.

C11. How often do people from your department transfer to other departments or vice versa?

- Very often. It is common for an employee to move between departments.
- Often. There are several employees currently working in the new areas.
- Sometimes. There are a few employees who moved from one department to another.
- Rarely. Career paths generally don't involve moving between departments.

C12. Are you aware of the structure, objectives, policies, and programs of many other departments in the organization?

- Yes, I could describe them to you.
- Yes, I could look them up easily.
- The senior members of our department are aware of these but below that level we are not really aware of them.
- No.

Alignment

D1. The organization's priorities seem to shift...

- Almost every other day.
- Too often.
- Regularly.
- In perfect accordance with the changing needs of the external environment.

D2. Which of the following rewards are provided for a job well done?

- Team is taken out for a meal or other event.
- Team receives bonuses, tee-shirts or other items showing appreciation.
- Team is praised publicly.
- Team is praised privately.
- Individuals are praised publicly.
- Individuals are praised privately.
- Individuals receive bonuses, promotions, or in-kind items such as plaques.
- No rewards are provided.

D3. The connection between the stated goals of the organization and the follow through on implementing them is..

- Very strong. When a goal is articulated it is most likely to be implemented thoroughly.
- Strong. When a goal is articulated, it is usually implemented.
- Selective. Some goals seem to become reality whereas others fall by the wayside.
- Weak. Many articulated goals are not implemented as envisioned.
- Very Weak. Most goals never come to fruition.

D4. How would you rate your department's ability to stay focused on specific goals?

- | | | | | |
|---------------------------|--------------------------|--------------------------|----------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Shift Focus
Constantly | Shift Focus often | Average | Remain somewhat
focused | Remain Very Focused |

D5. Have you been a participant in any of the following events?

- | | Attended | Planned | Not
Planned |
|---|--------------------------|--------------------------|--------------------------|
| a. Meeting with your supervisor in which you determined how you can contribute to the eLearning initiative. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b. Meeting in which senior management disseminated goals and strategy for eLearning initiative. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c. A Business Process analysis to help the eLearning architecture team better understand our processes and where eLearning can facilitate and improve them. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

D6. When you complete a major step that brings you closer to accomplishing an organizational goal, what is the response?

- Well rewarded with tangible benefits such as bonuses, promotions, or other in-kind items.
- Public Acknowledgement by my supervisor or the project owner.
- Thanked privately by my supervisor or the project owner.
- Nothing.
- Given more work to do.

D7. Think back to the last two or three major organizational initiatives. What is their status as of today?

- There is little activity focused on them, as the priorities have shifted.
- They are still active.
- They remain a high priority, several of my tasks are focused on them.
- They were thoroughly implemented, and are now being thoroughly evaluated.

D8. What is the typical process major initiatives undergo?

- Senior management discusses, makes it a priority, planning takes place, thorough implementation, thorough evaluation
- Senior management discusses, makes it a priority, planning takes place, seems to fizzle before implementation

- Senior management discusses, makes it a priority, spotty planning takes place, some get some implementation activities directed at them
- Senior management discusses, makes it a priority, planning takes place, begins with enthusiastic implementation which is soon replaced by other priorities or less enthusiastic implementation

Capability

F1. How often do you hear feedback from external sources such as customers, members of other organizations, vendors or recognized leaders?

- Never.
- Rarely, maybe once per two or three years.
- Annually, once per year.
- Frequently. More than one time per year.

F2. Which best characterizes the organization's knowledge communication environment?

- Most information is provided on a need-to-know basis only.
- "Siloed". People seem to keep information within their close circle of people they regularly interact with.
- Overload. So much information is communicated and available without being carefully cataloged and disseminated, it feels very overwhelming.
- Free flowing. Just the right amount of information is shared and disseminated.
- Uninhibited. There are few rules or hierarchies dictating the information sharing policies, so it seems to spread naturally in the right pace and amount.

F3. When people in your organization do get feedback, be it unsolicited or solicited, what is the typical response?

- Appreciation and Action. People quickly convert the feedback into action items to improve the organization.
- Appreciation but no action. People express gratitude and discuss the feedback, but it rarely gets converted into concrete actions.
- Ambivalence. People are sometimes receptive to feedback, other times less so.
- Defensiveness and Denial. People ignore or dismiss most negative feedback.

F4. Which of the following are regularly available to you? (Select all that apply).

- Brown bag lunches or colloquia that provide exposure to information or people you might not typically encounter.
- Seminars or classes conducted by members of other organizations enabling you to learn about those divisions or people.
- A newsletter containing tangible significant information that helps you increase your job skills.
- A knowledge management database or other system for you to access information and expertise from others
- An intranet or portal containing job skill-enhancing information.
- Email communications from high level members of the organization keeping you informed of developments and changes.

F5. At what rate does your organization seem to change its processes and procedures in response to external environmental changes?

- Very Quickly.
- Fast.
- Speed depends upon the change that needs to be made.
- Slowly.
- Very Slowly.

Culture

F1. All other factors being equal, which of the following candidates is most likely to be hired into your organization?
(Select only one)

- Person 1: Has more experience than the other candidates.
- Person 2: Fits better into the organization
- Person 3: Obeys rules and respects authority more than the other candidates.
- Person 4: Is more creative and innovative than the other candidates.
- Person 5: Has a better track record of pursuing lifelong learning than the other candidates.

F2. If a mistake is made in your organization, which of the following typically occurs?

- Reprimanding or criticism either covertly to others or in public
- Praise for being willing to take a risk
- Being given less desirable or less demanding work tasks.
- A positive, sincere discussion focusing on lessons learned
- Supervisor helps correct the problem without judgment or negative repercussions

F3. Have you taken any assessments to discover your learning style?

- Yes.
- No.
- No, but it is scheduled within the next few weeks or months.

F4. Feedback is...

- informal, given on an as-needed basis
- available whenever an employee wants it in the form of self-assessment instruments, 360 appraisals, and/or meetings with mentors, coaches or career development professionals
- regularly given through recurring, frequently held, meetings with supervisors and others
- highly structured, occurring primarily during the annual performance appraisal

F5. When a significant change has occurred in your group—i.e. a management change, a conversion to new computer systems—how did people typically react?

- Most people embraced the change almost immediately.
- After reasonable time passed, people appreciated the value of switching to the new way.
- There was considerable resistance that hindered the adoption process.
- Many give lip service to the new way but in reality it is business as usual.

F6. Evaluating a program or initiative is...

- done often but not a formal part of the process
- built into every single project plan at the start
- a goal but not a reality yet
- rarely done
- unrealistic. It is self-evident when a program is successful and when it is not.

F7. Think back to the last meeting you attended where your supervisor and coworkers were present. How did the supervisor respond when questions were asked that presented alternate ideas or methods?

- Don't Know. Generally only the supervisor asks questions.
- Don't know. People other than the supervisor only ask questions about logistics and facts.
- The question was ignored.
- The question was dismissed in a superficial, politically correct way.
- The asker was praised and a lively discussion involving all attendees ensued.
- The supervisor pursued the perspective and a productive discussion between the two ensued.

F8. Which of the following statements is most descriptive of your organization?

- "Everyone loves to say we are a progressive "learning organization" but in reality there is a rigid hierarchical structure, resistance to change, and little support for innovation."
- "We are slowly transforming into a genuine learning organization but there are several barriers still to overcome."
- "We are close to being a learning organization with most of the barriers behind us."
- "We are a true learning organization with a collaborative flat structure, people who are not afraid to take risks, and a long history of providing tangible rewards to those who question methods and challenge assumptions."

F9. When you do a task outside the scope of your job responsibilities, what is the typical response?

- "As long as it doesn't interfere with his or her ability to get her job done right."
- I was praised and given tangible rewards (i.e. increased salary, bonus, promotion).
- I was reprimanded.
- Most likely it would go unnoticed.

F10. Learning new technologies on a regular basis is...

- Expected of all of us
- Rewarded with tangible benefits or public praise
- new for most people
- not yet expected of most people

F11. All other factors being equal, which of the following employees is most likely to be fired or reprimanded?

- An employee who is unwilling to do things the new way.
- An employee who questions authority and challenges assumptions in public.
- An employee who is frequently making mistakes because s/he is constantly trying new things.
- An employee who focuses on doing his or her job well but does not take on additional assignments or responsibilities.

Communication

1. Which of the following styles is the most accurate way to characterize senior leaders in the organization?

- Authoritative. Expect their orders and requests to be filled without any question or discussion.
- Directive. Will listen to some people, but in general makes decisions with only minimal input.
- Participative. Expects employees to take an equal hand in making decisions and deciding direction.
- Facilitative. Seeks input from many but is the ultimate decision maker.

2. Which of the following best characterizes senior management's attitude towards eLearning?

-
- Very enthusiastic Enthusiastic Ambivalent Uninterested Very uninterested.

3. How would you characterize the attitude of the majority of Information Technology employees to this eLearning initiative?

- They have been involved in the planning and design of the program and are eager to see it adopted.
- They were involved in the planning and design and are not yet comfortable with the initiative.
- They were a driving force lobbying for it and are now actively involved in moving the initiative forward
- They do not have any involvement as of yet.
- They are not comfortable with the initiative.
- There has been resistance from the IT employees.

4. For each of the following activities, indicate your desired level of involvement:

	Participated	Would like to participate	Would not like to participate
a. Creation of white papers or other educational materials to help increase awareness of and understanding of eLearning initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. A trial to test or evaluate products or services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Training to use any eLearning products that have already been purchased.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Focus groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Strategy sessions to determine goals, objectives, and project plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Problem solving sessions held by stakeholders to contribute to the discovery/forecasting of any possible roadblocks or barriers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Act as a champion helping to develop and communicate the benefits and goals of the new learning processes and technology	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

You have now completed the Individual Readiness Assessment Instrument. Please click the submit button below to have your responses anonymously transmitted to the architecture team. Thank you for your support.

[Button allowing person to submit responses]

[Print button] Print a copy of your responses and the feedback

[Save a copy of your responses and the feedback to your hard disk]

[Email a copy of your responses and the feedback to an email address you designate.]}