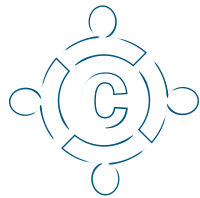


ASSESSING YOUR VIRTUAL READINESS

Where is your organization?

The first step in any transformation is recognizing where you are in the present. The following Virtual Readiness Assessment is designed to help you determine your organization's preparedness for long-term virtual work by focusing on five areas of influence:



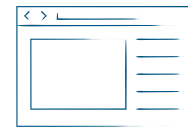
CULTURE

Culture is a collection of mindsets and behaviors that both leaders and employees demonstrate. This collection supports the way work is done and reflects company values. How does your culture show up in a virtual environment?



LEADERSHIP SUPPORT

Leadership Support is the way leaders influence their team, create space for learning, and lead by example. How do your leaders' actions demonstrate adaptability in a virtual environment? Do their actions inspire and empower innovation and high performance?



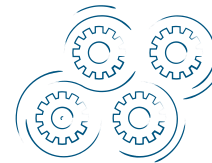
TECHNOLOGY

Technology includes employees' access to and comfort with using virtual tools. What kinds of devices, software, bandwidth, and system access do workers need? How confident do employees feel using these tools? How are you prioritizing technology investments to support virtual work?



WAYS OF WORKING

Ways of Working are organizational norms that emerge through patterns of routine, ritual, and rhythm. Consider how ways of working govern presentations, discussions, and other activities. What are the spoken and unspoken rules about roles, pace of work, and decision-making in your virtual environment?



CHANGE CAPACITY

Change Capacity is your organization's ability to see the need for change and readily embrace the transformation process. How willing are you to adopt something new to support employees in a virtual environment?

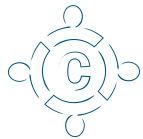
By gauging your organization's readiness for a long-term virtual strategy, you will be able to:

- Identify cultural elements that need attention.
- Align leadership to effectively support your workforce.
- Prioritize technology investments to empower your teams.
- Make necessary adjustments to enable new ways of working.
- Ultimately lead your organization on a successful journey.

Let's get started!

USING THE VIRTUAL READINESS ASSESSMENT:

- These prompts are designed to help identify potential obstacles for a virtual environment and areas of non-readiness.
- This assessment assumes the same weight for each area of influence.
- There are two steps to completing this assessment. First, determine which segment of the enterprise will be the focus of your assessment—organization, department, or team. Second, read each statement and rank your response as **high (5), medium (3), or low (1)**.
- We encourage you to compare results with colleagues in your organization. You may choose the same or different segment within the enterprise.



AREA OF INFLUENCE: CULTURE

Ranking: **1** **3** **5**
(LOW) (MEDIUM) (HIGH)

We view accountability as more than “people at desks.” It is evident by quality of relationships and work outcomes.

Our culture is built on trust; therefore, we are vulnerable and transparent with each other.

We value diverse opinions and employees are encouraged to speak freely, yet respectfully.

I often use the terms progressive, flexible, and forward-thinking to describe my company.

We see information as a source of power. Those with information hold the power.

We see mishaps as learning opportunities and sometimes a source of humor.

Total: _____



AREA OF INFLUENCE: LEADERSHIP SUPPORT

Ranking: **1** (LOW) **3** (MEDIUM) **5** (HIGH)

Our leaders are influential and model the right way to have collaborative conversations.

Our leaders are supportive of a virtual work environment and encourage a “tailored-to-fit” approach.

Our leaders believe virtual methods of engagement may be as effective as face-to-face interactions to maximize performance.

Our leaders are also coaches, providing us space to learn from challenges throughout our projects.

Our leaders are aligned to a common objective and “will make it happen” if we need their support with technology challenges.

Our leaders champion the flexibility and autonomy required to get the work done.

Total: _____



AREA OF INFLUENCE: TECHNOLOGY

Ranking: **1** (LOW) **3** (MEDIUM) **5** (HIGH)

Employees have computers and any hardware they need to perform their roles effectively when working remotely, especially from home.

Employees have access to an Internet provider that offers appropriate connection, upload, and download speeds without significant delays when working from home.

Employees have appropriate, speedy, and secure access to assets, corporate systems, and company resources 24/7/365 when connecting remotely.

Employees have access to and sufficient licensing for software and subscriptions to cloud-based applications that support virtual collaboration, team meetings, and working remotely.

Employees are provided with access to learning systems, assets, job aids, and other performance support when they are remote, and specifically when they are learning from home.

Employees have well-defined policies and procedures for using technology, as well as access to technical support systems and professionals.

Total: _____



AREA OF INFLUENCE: WAYS OF WORKING

Ranking: **1** (LOW) **3** (MEDIUM) **5** (HIGH)

We have various effective communication channels that serve specific purposes and are leveraged within the flow of work (and do not rely on a water cooler).

We have defined work processes, activities that support those processes, and defined roles for who are responsible to perform these tasks.

We respect the rhythms and routines of the individual, teams, and how they support the organization.

We are comfortable with working independently, working collaboratively, and working “individually together” to support activities.

We have clear visibility into our teams’ calendars, meeting notes, and how to quickly get up to speed on any project team asynchronously.

We are an open book. We have information easily accessible and the architecture in place to keep information current.

Total: _____



AREA OF INFLUENCE: CHANGE CAPACITY

Ranking: **1** (LOW) **3** (MEDIUM) **5** (HIGH)

We are currently experiencing or recently experienced significant change to our organizational structure, work processes, or information systems.

We have an urgent need for a virtual solution to improve performance, collaboration, and efficiency throughout the organization.

I would use the term “adaptive” to describe our workforce. We are receptive to new ways of working and communicating that increase engagement and build community.

Past change projects that impacted our ways of working were successful and well managed.

We have dedicated communications and training teams to support and enable change initiatives.

We understand the benefits of virtual solutions and are willing to adopt new technology, mindsets, and ways of working to achieve success.

Total: _____

ANALYZING YOUR RESULTS:

	Interpreting Your Score		
	6-10 You appear to be at the beginning of the journey. Stay the course by continuing to monitor and gather data.	11-20 You appear to be well on your way. Keep it up by developing alliances and communicating frequently.	21-30 You appear to be in the home stretch. Continue to reinforce your foundation in all areas of influence.
AREAS OF INFLUENCE:			
CULTURE	Conduct an organization-wide cultural analysis to understand how behaviors exhibited in your organization are aligned to business objectives.	Reinvigorate those cultural attributes that support a virtual workplace by mobilizing culture ambassadors.	Support ongoing efforts to boost desired virtual mindsets and behaviors across the organization.
LEADERSHIP SUPPORT	Spend time talking to leaders to understand their mindsets toward fostering connection, exploration, and autonomy in a virtual environment.	Celebrate successful work-from-home routines to demonstrate trust, recognize creativity, and foster learning among teams.	Champion new ways of working by aligning leaders and redefining leadership routines and rhythms to achieve success.
TECHNOLOGY	Get off to a good start with the right technology by conducting a technology ecosystem analysis to prioritize your starting point.	Go slow with the rollout of new features and be willing to reassess if a feature is not effective or is simply not used.	Listen and empower your user community to “try new features” within purpose-driven guardrails to build confidence.
WAYS OF WORKING	Look for ways to foster transparency in work, activities, routines, collaboration, calendars, and information among your team.	Be willing to let go of “how we always worked” to reimagine how collaboration and asynchronous work can create similar or better outputs.	Work actively with your team to fine-tune work habits (spoken and unspoken) and build new rhythms and routines.
CHANGE CAPACITY	Conduct an analysis to understand your organization’s change capacity and the impact of new ways of working on core business scenarios.	Develop alliances and solicit their input to understand internal and external factors that may impact absorption of key messaging.	Establish communications, training, resources, and programs to sustain adoption and realization of perceived benefits and value.

Want more insights for interpreting your results?