

CHANGE ASSESSMENT INVENTORY
Peter Vaill and Eric Dent

Listed below are some general categories of importance to managerial leaders. You may or may not have noticed change in each category in recent years. For each category, please check the point on the scale that matches your own sense of the degree of change that has occurred. There are no objective answers for most of these items. What are sought are your subjective impressions. For your time horizon, pick a point in the past *at least three and no more than eight years ago*. Indicate here the number of years chosen: _____.

Categories of Change

1. Your budget

_____ Much looser	-3	_____ A little tighter	+1
_____ Somewhat looser	-2	_____ Somewhat tighter	+2
_____ A little looser	-1	_____ Much tighter	+3
_____ No change	0		

2. Professional employee qualifications

_____ Much lower	-3	_____ A little higher	+1
_____ Somewhat lower	-2	_____ Somewhat higher	+2
_____ A little lower	-1	_____ Much higher	+3
_____ No change	0		

3. Deadlines

_____ Much looser	-3	_____ A little tighter	+1
_____ Somewhat looser	-2	_____ Somewhat tighter	+2
_____ A little looser	-1	_____ Much tighter	+3
_____ No change	0		

4. Support from higher levels of management

_____ Much more	-3	_____ A little less	+1
_____ Somewhat more	-2	_____ Somewhat less	+2
_____ A little more	-1	_____ Much less	+3
_____ No change	0		

5. Government

_____ Much less complex	-3	_____ A little more complex	+1
_____ Somewhat less complex	-2	_____ Somewhat more complex	+2
_____ A little less complex-1	-1	_____ Much more complex	+3
_____ No change	0		

6. Unexpected interruptions

_____ Many fewer	-3	_____ A little more	+1
_____ Somewhat lower	-2	_____ Somewhat more	+2
_____ A little lower	-1	_____ Much more	+3
_____ No change	0		

7. Nonprofessional staff qualifications

_____ Much lower	-3	_____ A little higher	+1
_____ Somewhat lower	-2	_____ Somewhat higher	+2
_____ A little lower	-1	_____ Much higher	+3
_____ No change	0		

8. Technological complexity

_____ Much lower	-3	_____ A little higher	+1
_____ Somewhat lower	-2	_____ Somewhat higher	+2
_____ A little lower	-1	_____ Much higher	+3
_____ No change	0		

9. Competition for resources

_____ Much less	-3	_____ A little greater	+1
_____ Somewhat less	-2	_____ Somewhat greater	+2

_____ A little less	-1	_____ Much greater	+3
_____ No change	0		

10. Rate things are changing

_____ Much slower	-3	_____ A little faster	+1
_____ Somewhat slower	-2	_____ Somewhat faster	+2
_____ A little slower	-1	_____ Much faster	+3
_____ No change	0		

11. Ambitiousness of objectives

_____ Much less	-3	_____ A little greater	+1
_____ Somewhat less	-2	_____ Somewhat greater	+2
_____ A little less	-1	_____ Much greater	+3
_____ No change	0		

12. Time spent in meetings

_____ Much less	-3	_____ A little more	+1
_____ Somewhat less	-2	_____ Somewhat more	+2
_____ A little less	-1	_____ Much more	+3
_____ No change	0		

13. Racial/ethnic/gender diversity at work

_____ Much less	-3	_____ A little more	+1
_____ Somewhat less	-2	_____ Somewhat more	+2
_____ A little less	-1	_____ Much more	+3
_____ No change	0		

14. Adequacy of information for decisions

_____ Much better	-3	_____ A little poorer	+1
_____ Somewhat better	-2	_____ Somewhat poorer	+2
_____ A little better	-1	_____ Much poorer	+3
_____ No change	0		

15. Frequency of forced changes in organization's plans

_____ Much less often	-3	_____ A little more often	+1
_____ Somewhat less often-2		_____ Somewhat more often	+2
_____ A little less often	-1	_____ Much more often	+3
_____ No change	0		

16. Changes in basic product or services

_____ Much less often	-3	_____ A little more often	+1
_____ Somewhat less often-2		_____ Somewhat more often	+2
_____ A little less often	-1	_____ Much more often	+3
_____ No change	0		

17. Amount of travel you do

_____ Much less	-3	_____ A little more	+1
_____ Somewhat less	-2	_____ Somewhat more	+2
_____ A little less	-1	_____ Much more	+3
_____ No change	0		

18. Time spent dealing with difficult people

_____ Much less	-3	_____ A little more	+1
_____ Somewhat less	-2	_____ Somewhat more	+2
_____ A little less	-1	_____ Much more	+3
_____ No change	0		

19. Frequency of novel, unprecedented problems

_____ Much less often	-3	_____ A little more often	+1
_____ Somewhat less often-2		_____ Somewhat more often	+2
_____ A little less often	-1	_____ Much more often	+3
_____ No change	0		

20. Likelihood of slowdown in rate of change

<input type="checkbox"/> Extremely likely	-3	<input type="checkbox"/> A little unlikely	+1
<input type="checkbox"/> Somewhat likely	-2	<input type="checkbox"/> Somewhat unlikely	+2
<input type="checkbox"/> A little likely	-1	<input type="checkbox"/> Extremely unlikely	+3
<input type="checkbox"/> No change	0		

21. Overall stressfulness of your job

<input type="checkbox"/> Much less	-3	<input type="checkbox"/> A little more	+1
<input type="checkbox"/> Somewhat less	-2	<input type="checkbox"/> Somewhat more	+2
<input type="checkbox"/> A little less	-1	<input type="checkbox"/> Much more	+3
<input type="checkbox"/> No change	0		

Scoring

Your score is the net of the positive and negative numbers you have checked.

Follow-Up Questions

1. This questionnaire is designed to measure the extent to which you feel your work environment is becoming more dynamic, changing, unpredictable, and perhaps turbulent. Are there other factors in your work environment that are contributing either to increasing *instability* or to increasing *stability*? Please mention them briefly, noting which factors are contributing to instability and which to stability.
2. Using the same time horizon as you did for the previous questions, on balance, what word or phrase would you use to describe your attitude in your job over that period?

Source: Vaill, Peter. 1996. Learning as a Way of Being, San Francisco: Jossey-Bass, pp. 195-199.