

## **Readiness Questions by Readiness Category**

### **1. Alignment**

- Are you or other stakeholders too busy to conduct a readiness assessment?
- What is your 'gut feeling' about the project?
- What was the decision making process that has brought the project to where it is?
- What is the level of transparency (politics, clarity of objectives, availability of information) compared to previous engagements in the organization?
- What is the rationale to move ahead with the project and is it aligned with the organizational objectives to do so?
- Do stakeholders and team members know what is expected of them?
- Is there a clear understanding of what has to be done and why? Was a gap analysis performed?

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### **2. The Change**

- How willing are the users and key stakeholders to accept the change that the project represents?
- Is there buy-in by key stakeholders and senior management?
- Are there simmering points (these are areas of friction that may be potentially explosive)?
- Can you identify leaders within your organization who can help promote your project?
- How can you neutralize resistance?
- What level of authority does the PM have?
- Is technology and infrastructure in place to support the project results?
- Is there capacity to handle the project work and implementation? (Think about skills, resources, capacity, scalability, integration, capability drivers.)

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### **3. Organization's Priorities and Culture**

- What other major initiatives are going to take place in the organization at the same time?
- How effective is your organization in setting priorities? Are they clearly communicated?
- Are resources going to be shared with other initiatives?
- How is the culture in the organization? Is it an area for concern?
- How will the project interact with other initiatives?
- Will the project results integrate with current operational processes?
- How committed is the organization (i.e. financial investment, time commitment, decision making) to supporting the project objectives?
- Is there a project charter in place?
- Do you have access to the business case and those who put it together?
- Is there a support mechanism to collect and analyze data, produce performance reports, and manage other tasks that would otherwise be 'resource hungry'?
- Are there escalation procedures?

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### **4. Leadership**

- Is it clear who is ultimately responsible for the initiative?
- If it is more than one stakeholder, are they all aligned with each other?
- Do you have a direct line of communication with them?
- Do you understand their success criteria?
- Is there an agreed upon measure of success?  
How is success being measured?
- What is their risk tolerance level?
- What is their communication style?
- What is the commitment level from key decision-makers?
- Do you understand the way resources, money and priorities are set and allocated?
- What is the process and its turnaround time for reviews, decisions and approvals?

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**5. Track Record**

- Were similar initiatives successful in the past?
- In case they were not, is it clear what happened?
- Has your organization learned from unsuccessful past projects?
- Is there a lessons learned process in place or a post implementation review? Are they impactful?

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### **6. Success, Objectives and Quality**

- Is there anything that may be standing in the way to achieving success (resource issues, dependencies, leadership, and technical capacity)?
- Are there any dependencies on other projects (e.g. departments, external initiatives)?
- Are contracts and commitments signed and ready to go?
- Is there alignment between the expectation for progress and where we are in relation to this initiative?
- Are there expectations for timelines and budget? Who has set them? Do they appear realistic? Is there an understanding of the trade-offs? How flexible are the trade-offs?
- Has budget been allocated? Is it specific and dedicated?
- Do you have a reading of your organization's motivation to improve quality?
- How customer-focused are your team and organization?
- Is there a data collection process in place?
- Is there a mechanism for team collaboration to develop performance indicators and a plan to test them?
- Are there guidelines to ensure reporting consistency?

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### **7. Resources and the Team**

- Who is going to be involved in the project (on the team, across organizational boundaries and externally)?
- Can they work with each other?
- Can you measure your team's morale?
- What is your team dynamic and conflict style?
- How ready are your resources from a technical knowledge perspective?
- Can you evaluate the availability of resources?
- Do you have the full range of resources available and allocated to the project?
- Is there a communication plan and team charter in place

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### 8. Risks

- Are there any external threats or conditions that appear to work against the project? Are they significant?
- Think about the following external factors: market, economy, politics, regulators, competition and trends.
- Is it the right time to execute the project or would it be better to wait?
- Are there any organizational looming issues or problems we might not be aware of?
- Is there a risk approach in place?
- Are there any categories of risk we should be concerned about?
- Is the organization consistent in its risk management approach?
- Is there a change control mechanism in place?