Change Readiness Assessment Template

A practical tool for evaluating whether your organization is prepared for AI adoption, commercialization, operational redesign, grant-funded growth, or another major transition.

Use this template before launching a major change initiative. It helps teams identify readiness gaps across leadership, stakeholder alignment, workflows, technology, staffing, risk, funding, and performance measurement.

Template Snapshot

Best used for	Startup growth, SBIR/STTR milestone planning, technology commercialization, AI adoption, process redesign, team scaling, and operational improvement.
Recommended format	Complete the assessment with leadership and key stakeholders. Discuss evidence behind each score rather than scoring by opinion alone.
Output	A readiness scorecard, prioritized gap list, and initial action plan for a more successful change initiative.

Prepared by ScienceDocs

ScienceDocs supports scientific startups, research teams, and innovation-driven organizations with change management consulting, commercialization support, AI engineering, optimization engineering, and grant strategy.

How to Use This Assessment

This template is designed to be completed before a major organizational transition begins. It can also be used during implementation to identify adoption problems, resource gaps, or communication issues that may be slowing progress.

Score each prompt from 1 to 5. When possible, base the score on evidence: documented plans, named owners, approved budgets, defined workflows, meeting records, staff feedback, training materials, risk registers, or performance metrics. If the answer is unknown, treat that as a readiness gap rather than assuming readiness exists.

Scoring Scale

Score	Meaning	Suggested interpretation
1	Not ready	Major gaps exist; proceed only after basic readiness issues are addressed.
2	Early or unclear	The topic has been discussed, but ownership, evidence, or planning is weak.
3	Partially ready	Some planning exists, but the organization has important gaps to close.
4	Mostly ready	The organization is prepared in this area, with limited refinement needed.
5	Strongly ready	Evidence, ownership, communication, and implementation practices are strong.

Readiness Bands

Average score	Readiness band	Recommended action
4.2 - 5.0	Strong readiness	Proceed with implementation planning while monitoring adoption and risk.
3.2 - 4.1	Moderate readiness	Proceed carefully; resolve priority gaps before major rollout.
2.0 - 3.1	At-risk readiness	Pause and strengthen leadership, workflows, communication, or resources.
1.0 - 1.9	Low readiness	Do not launch as planned; redesign the change effort and address critical gaps.

Practical tip: the most useful conversation is often not the final score. It is the discussion about why a score was assigned and what would need to be true for the organization to move one level higher.

Summary Scorecard

After completing the assessment sections, record the category totals and averages below. Use the scorecard to identify the strongest readiness areas and the gaps that should be addressed before implementation.

Readiness area	Total score	Average	Readiness band	Priority?
Leadership And Governance Readiness	____ / 25	____ / 5	_____	Yes / No
Stakeholder Alignment And Communication	____ / 25	____ / 5	_____	Yes / No
Workflow And Process Readiness	____ / 25	____ / 5	_____	Yes / No
Technology, Data, And Ai Readiness	____ / 25	____ / 5	_____	Yes / No
Team Capacity, Training, And Culture	____ / 25	____ / 5	_____	Yes / No
Risk, Compliance, And Funding Alignment	____ / 25	____ / 5	_____	Yes / No
Commercialization And Market Transition Readiness	____ / 25	____ / 5	_____	Yes / No
Metrics, Adoption Tracking, And Continuous Improvement	____ / 25	____ / 5	_____	Yes / No
Overall readiness	**____ / 200**	**____ / 5**	_____	**Top 3 gaps**

Overall Readiness Notes

_____

_____

_____

_____

_____

Suggested method: select no more than three priority readiness gaps for immediate action. Trying to fix every gap at once can slow progress and reduce accountability.

1. Leadership And Governance Readiness

Assessment prompt	Score (1-5)	Notes, evidence, or concern
Leadership can explain the business, scientific, or operational case for the change in clear and consistent terms.		
A decision owner or executive sponsor is identified and available to support the change.		
Governance roles, meeting cadence, decision rights, and escalation paths are defined.		
The change is connected to specific strategic, funding, commercialization, or operational goals.		
Leaders are prepared to remove barriers, make trade-offs, and reinforce priorities during implementation.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

2. Stakeholder Alignment And Communication

Assessment prompt	Score (1-5)	Notes, evidence, or concern
Key internal and external stakeholders have been identified, including staff, partners, funders, investors, customers, or advisors.		
Stakeholder concerns, incentives, potential resistance, and information needs are understood.		
A communication plan defines messages, channels, timing, and owners for each stakeholder group.		
Affected team members understand how the change may affect roles, workflows, quality expectations, or decision-making.		
External updates can be prepared for funders, investors, strategic partners, customers, or university collaborators as needed.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

3. Workflow And Process Readiness

Assessment prompt	Score (1-5)	Notes, evidence, or concern
Current workflows have been mapped before introducing a new tool, process, operating model, or commercialization plan.		
Bottlenecks, duplicate work, handoff problems, and decision delays have been identified.		
A future-state workflow has been drafted and reviewed with the people who will use or manage it.		
Standard operating procedures, documentation, or training materials are planned for affected processes.		
The process can scale beyond informal, founder-led, or one-person-dependent execution.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

4. Technology, Data, And AI Readiness

Assessment prompt	Score (1-5)	Notes, evidence, or concern
The organization has a clear use case for any technology, automation, or AI adoption effort.		
Data sources required for the change are available, reliable, secure, and appropriately governed.		
Technology ownership, integration needs, security requirements, and support responsibilities are understood.		
Team members understand how AI or automation will be used responsibly and where human review remains necessary.		
The technical implementation is connected to measurable business, operational, research, or commercialization value.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

5. Team Capacity, Training, And Culture

Assessment prompt	Score (1-5)	Notes, evidence, or concern
The team has enough time, attention, and capacity to support the transition without jeopardizing critical work.		
Roles and responsibilities are clear for the current stage of growth or implementation.		
Training needs have been identified for affected staff, leaders, users, partners, or advisors.		
The culture supports feedback, experimentation, adaptation, and constructive discussion of what is not working.		
Critical knowledge is documented and shareable rather than held by a single individual or informal channel.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

6. Risk, Compliance, And Funding Alignment

Assessment prompt	Score (1-5)	Notes, evidence, or concern
Major operational, financial, compliance, data, reputational, and implementation risks have been identified.		
Grant, contract, regulatory, reporting, or customer obligations are understood and reflected in the change plan.		
The change supports the organization's funding strategy, grant milestones, investor expectations, or revenue pathway.		
Budget, staffing, timeline, and resource assumptions are realistic for the size and complexity of the change.		
Risk mitigation actions, contingency plans, and escalation steps are documented.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

7. Commercialization And Market Transition Readiness

Assessment prompt	Score (1-5)	Notes, evidence, or concern
Customer, market, user, or partner needs are connected to the change initiative.		
Technical milestones align with commercialization, market-readiness, or customer adoption goals.		
The organization understands which capabilities must mature as it moves from research activity to growth.		
Partners, advisors, customers, or other external stakeholders have been engaged where appropriate.		
The transition from scientific progress to operational execution is clearly described and understood.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

8. Metrics, Adoption Tracking, And Continuous Improvement

Assessment prompt	Score (1-5)	Notes, evidence, or concern
Success metrics are defined before implementation begins.		
Adoption will be tracked across users, teams, workflows, stakeholders, or external partners.		
Feedback loops are planned to identify problems and improve implementation over time.		
Leadership will review performance results and make decisions based on evidence.		
Post-implementation follow-up is planned so the change does not end at launch.		
Category total and average	____ / 25 Avg ____	Priority gaps or next step: _____

Prioritized Gap Action Plan

Use this worksheet to convert assessment results into a practical action plan. Focus on gaps that could prevent the change from succeeding, create avoidable risk, delay commercialization, weaken AI adoption, or disrupt grant-funded work.

Readiness gap	Why it matters	First action	Owner	Target date
1.				
2.				
3.				
4.				
5.				

30/60/90-Day Readiness Plan

Timeframe	Suggested focus	Internal notes
0 - 30 days	Clarify priorities, confirm owners, address critical readiness gaps, and communicate the plan.	
31 - 60 days	Develop or revise workflows, governance, training, documentation, and risk controls.	
61 - 90 days	Track adoption, measure results, refine implementation, and prepare for the next phase.	

Discussion Questions

- Which readiness gaps are most likely to slow adoption or create confusion?
- Which gaps could affect funding milestones, customers, partners, compliance, or commercialization?
- What can be fixed quickly, and what requires leadership decision-making or additional resources?
- Who owns the next step for each priority gap?
- What evidence will show that readiness has improved?

Using the Results

A change readiness assessment should not be treated as a one-time paperwork exercise. It is a practical planning tool that helps leaders decide whether an organization is ready to move forward, what must be strengthened first, and how to reduce avoidable friction during implementation.

For startups and research-driven organizations, readiness is often tied to commercialization, funding, operational scaling, technical implementation, AI adoption, and team structure. A readiness gap in one area can affect many others. For example, weak documentation can create training problems; unclear stakeholder communication can slow adoption; poor data readiness can weaken AI implementation; and misaligned funding milestones can disrupt technical or market progress.

ScienceDocs can help your team interpret the results of this assessment and convert readiness findings into a clear implementation plan. Support may include change management consulting, workflow mapping, stakeholder communication planning, AI adoption planning, commercialization strategy, optimization engineering, and grant-funded growth support.

Ready to understand whether your organization is prepared for its next major transition? Contact ScienceDocs to discuss a Change Readiness Assessment or Change Management Consulting engagement.

Suggested Follow-Up Services

- Change Management Consulting
- AI Engineering Services
- Optimization Engineering Services
- Technology Commercialization Support
- SBIR/STTR Grant Writing Support

ScienceDocs | Change Management Consulting

Use this document as a downloadable resource, internal planning worksheet, or pre-consultation assessment tool.