

Meridian Perspectives

Readiness Quotient™ FAQ

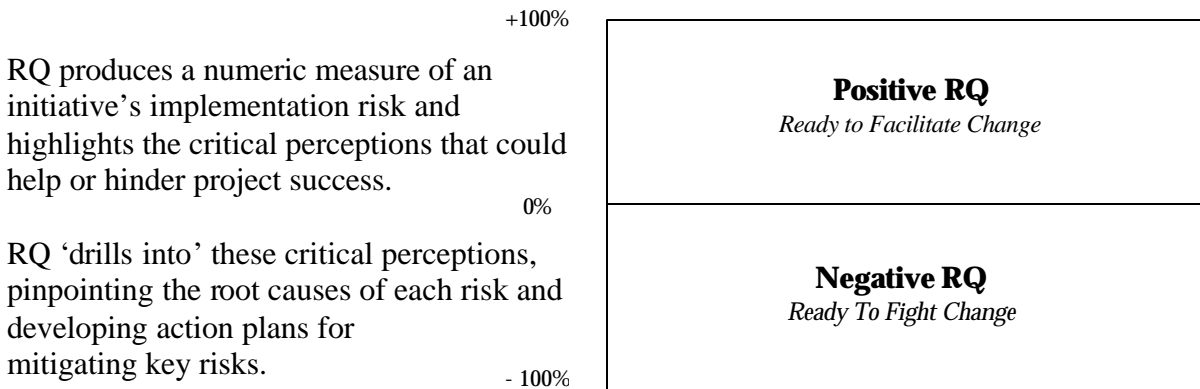
Frequently Asked Questions, Meridian's Readiness Quotient

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Meridian's Readiness Quotient (RQ) is a proprietary measurement system that is used to manage **implementation risk** during changes in an organization's strategies, organizational structures, systems, and processes.

Implementation risk is the sum of all human factors that keep an organization from achieving its change goals as planned, on time, and at cost.



This 'root cause to action' loop differentiates Meridian's RQ program from other survey-based assessment tools. No other program offers a shorter-cycle between insight and action.

Since 1995 our Readiness Quotient has been used to accelerate the implementation of new strategies, organizational structures, enterprise technologies, and business processes. Over 20,000 people have participated in Readiness Quotient sessions worldwide since its inception.

What is RQ?

Meridian's Readiness Quotient (RQ) is a tool that helps you measure and manage implementation risk. Implementation risk is the sum of all human factors that keep an organization from achieving its change goals as planned, on time, and at cost.

How is RQ different from other readiness surveys?

#1. RQ is based on a proprietary model that calibrates the perceived credibility, organizational impact, and personal impact of a change initiative. This model produces a better measure of the true risks threatening your initiative.

#2. RQ is a real-time exercise. Data collection is automated, using electronic, hand-held voting devices. RQ results are generated on-the-fly using proprietary software.

#3. RQ is far more actionable than other readiness surveys. Our moderators 'drill into' critical perceptions, pinpoint root causes, and develop action plans during each RQ session. No other program offers a shorter-cycle between insight and action.

How is RQ implemented?

The Readiness Quotient is implemented by conducting RQ sessions across the impacted organization. A trained moderator leads groups comprising 5 to 50 people (12 is the norm) through a protocol that contains 20 to 30 very pointed questions about the perceived credibility, organizational impact, and individual impact of the change initiative. Session participants anonymously respond to each question using Meridian's electronic voting devices.

RQ results are then calculated using a proprietary algorithm that produces an objective, numeric measure of the initiative's implementation risk and highlights the project's Building Blocks and Stumbling Blocks. The moderator then 'drills into' these critical perceptions, pinpointing the root causes of each implementation risk and developing action plans for mitigating these risks.

How are RQ scores calculated?

RQ is calculated using a proprietary software package developed by Meridian Consulting. Its design is rooted in multiattribute consumer preference models and is informed by an understanding of both consumer and organizational behavior.

What is a good RQ score?

The RQ scoreboard ranges from +100 (Total Support) to -100 (Total Rebellion). In practice there is no ideal RQ score. What is most important: (1) the dispersion of scores observed within an organization at any point in time; and (2) the direction and magnitude of observed changes in RQ scores over time.

What are Building and Stumbling Blocks?

Simply stated, Building Blocks and Stumbling Blocks are the critical perceptions that warrant attention. Building Blocks are the positive perceptions that significantly contribute to project support. Stumbling Blocks are the negative perceptions that significantly undermine project support. Our RQ software automatically identifies both Building and Stumbling Blocks.

How does RQ lead to action?

We've learned that the most effective way to truly understand the beliefs, concerns, perceptions, and misperceptions that can sink your initiative is to conduct root cause analysis of the Stumbling Blocks identified by our RQ instrument. This root cause analysis makes clear what really undermines support for your program, calibrates the degree to which each concern undermines your program, and identifies the actions you could take to alleviate these problems.

What determines which questions go into an RQ question set?

Clients choose from over 70 potential questions contained in Meridian's Questionnaire Development Template. Although question sets are client specific, there are a number of core questions that are included in every question set, ensuring comparability across clients and over time.

What is the ideal number of RQ questions?

The average number of questions asked during an RQ session is 30. In practice question sets range from 15 to 45 questions. Any less than 15 and the integrity of the model may be jeopardized. Any more than 45 and the administration of RQ becomes unwieldy.

Who participates in an RQ session?

Samples of individual contributors, supervisory, and managerial personnel participate in RQ sessions. Samples are segregated to ensure anonymity and to encourage frank responses. Meridian calculates sample sizes using both statistical software and our experience-based judgment. Many clients choose to go beyond this minimum number, however, in order to engage as many people as possible in the RQ process. This strategy of engagement is typical in large-scale change initiatives where early buy-in is important.

Is RQ reliable? Valid?

RQ questions and scales are carefully worded and constructed; RQ sessions are led by trained moderators using written guidelines; and RQ data are reviewed and cleaned before each calculation. These steps ensure that RQ sessions are executed consistently, producing *reliable* results each time.

Meridian's research has shown that high-RQ teams (i.e. those with scores > +40) are associated with the best and most successful change management practices, while low RQ teams (i.e. those with scores < -20) correlate with poor change management practices. This form of *convergent validity*, based on field experience, indicates that RQ is an effective test of change readiness. RQ has also been thoroughly evaluated on theoretical grounds, and as a result incorporates key change management constructs in our RQ model. This form of *content validity* is more subjective, but an important conceptual supplement to our practical experience.

A Note About Meridian Consulting LLC

Meridian Consulting helps organizations create and accelerate the implementation of new strategies, structures, systems, and processes. Meridian created and is the leader in the practice of implementation risk management. We developed the change management program that SAP, the world's leading ERP software developer, has chosen as the global standard for SAP's customers around the world.