

The Sheep-Dip Survey

The following questions refer to a management training program you are either considering or about to implement. The results of the survey will predict the extent to which you can expect the training to contribute to both changes in individual behaviour, and a subsequent organizational change. If you are not sure of the absolutely correct answer, choose the response that you believe is closest. Place a checkmark beside the statement that represents your answer.

Note: The survey doesn't attempt to assess the technical quality of the training itself. We assume that the course content and training methods are sound and that participants will learn the desired competencies during the program.

1. Is the competency (skill or knowledge) on which the training focuses, an integral part of the organizational (or business unit) strategy? (e.g. mentioned in vision, values etc.)
 - Yes it is mentioned explicitly
 - No, but it supports elements of the strategy
 - No, it isn't related to the strategy

2. Does management talk about the need for more evidence of this competency when they address employees?
 - Yes, often
 - Sometimes
 - Rarely

3. If participants go back to work and practise the new competency, will it place an additional strain on their time?
 - No, it will take no extra time (or save time).
 - Yes, some time but not a lot
 - Yes, they will have to devote substantial time to this.

4. Are there currently in the organization, champions who strongly support the new competency?
 - Yes, lots
 - A few
 - Not many

5. Do managers, as part of their annual objectives, have specific objectives to encourage and use the new competency?
 - Most do
 - Some do
 - Few do

6. Is there a high profile effort in the organization to hire people who already possess this competency?

- Yes, very much so
- For some jobs
- No, not really
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7. Do employees realize that promotion decisions will take this competency into account? (“If you don’t demonstrate it, you won’t win promotion”.)

- Yes, it is well known
- A few employees are aware of it
- No, not really

8. Are there already pockets of success in the company? That is, work units that are recognized and praised for successfully demonstrating the new competency in their every day behaviour

- Yes, a lot
- One or two
- No

9. In general, will employees attending the workshops know why they are attending (i.e. to facilitate a change in their behaviour)?

- Yes, most will
- Some will
- Few will

10. Will participants themselves agree there is a need for more evidence of this competency?

- Yes, most will
- Some will
- Few will

11. Will participants and their managers be told before or during training that there will be a follow up to determine the extent to which participant behaviour has changed?

- Yes
- Some will
- No

12. To what extent will participants come to the session motivated to learn and to apply their learning?

- Most of them will
- Some of them will
- Few of them will

13. To what extent do participants believe they will be expected by their managers to use the new competency?

- Most of them do
- Some of them do
- Few of them do

14. Some competencies are readily trainable (listening, influencing negotiating, time management). Others have a greater innate component (intelligence, creativity, high energy). As far as you are aware is this a trainable competency?

- Yes, definitely
- To some extent
- I haven't thought about it

15. Is it obvious to participants that using the new competency will make their jobs easier?

- Yes, definitely
- It may, but participants don't realize it.
- It won't make jobs easier (perhaps more difficult)

16. How confident are you that the competencies will be modelled by the managers of participants, and that these managers will offer further coaching?

- Most will
- Some will
- Few will

17. Are there other high profile activities happening in the organization that support the introduction of the new competency? (e.g. recognition program, new business model)

- Yes
- Yes but they are low profile
- Not really

18. Must participants use the new competency in order to do their jobs? (if they don't have it, they literally can't do their jobs e.g. a new computer system).

- Yes
- No

See the scoring key on the following page.

Scoring Key

For all questions except Q18 give yourself 5 marks for each time you checked the first response, 3 each time you checked the second, and none if you checked the third.

In question eighteen if you responded yes, then your training program automatically gets a passing grade. If employees must use it to do their jobs then most will. If you responded No to Q18 you get no marks for that question.

Maximum Score is 85; Minimum Score is 0

If your score is **below 45** then don't implement the training until you have laid more effective groundwork. The training won't have a significant impact. If you have other reasons to offer the training (e.g. it has symbolic value, or is designed only to communicate rather than lead to change), then this survey doesn't apply

If your score is **46-60** you are on the way to laying the groundwork for successful training. There is much more you can do though. Consider doing a few things to raise your score before proceeding

If your score is **61-85**, then congratulations; you and your management team are serious about change, and are using training as an effective tool to facilitate the change process.