

Implementation Readiness Checklist

A structured diagnostic to assess your organization's readiness across the five evidence-based failure modes – before investing in culture interventions.

How to Use This Checklist

Rate each item honestly (0 = Not in place, 1 = Partially, 2 = Established). Complete independently with 2-3 leaders, then compare – discrepancies reveal the most actionable insights. A score below 7/10 in any section indicates that failure mode is likely active.

Rating	Meaning	Action
0 – Not in place	This element is absent or unknown	Immediate gap – address before investing
1 – Partially	Some elements exist but inconsistent	Prioritize in next quarter
2 – Established	Consistently in place and functioning	Maintain and optimize

FAILURE MODE OF Systems vs. Individual Focus

The largest study to date (N=46,336) found individual-focused interventions produced no significant improvement. Only organizational-level interventions showed consistent positive effects.

#	Assessment Item	0	1	2
1	Our culture/wellbeing budget allocates more to organizational changes (job design, scheduling, management practices) than to individual programs (apps, coaching, resilience training).			
2	We have modified at least one structural work process (scheduling, reporting, decision-making) in the past 12 months based on employee input.			
3	When employees report stress, our first response is to examine working conditions – not to offer personal coping resources.			
4	Our wellness offerings address root causes (workload, autonomy, manager behavior) rather than symptoms (stress management, meditation).			
5	We can identify which teams have the highest structural risk factors (span of control, pace of change, resource constraints).			

Section Score: ___ / 10 **Threshold:** 7/10 (70%) minimum for this failure mode to be managed

FAILURE MODE 02 Implementation Fidelity

Interventions delivered with less than 70% of planned elements produce null effects regardless of design quality. Most organizations invest heavily in design while underinvesting in execution infrastructure.

#	Assessment Item	0	1	2
1	Our last major change initiative was delivered with at least 70% of the planned elements intact (not diluted during rollout).			
2	We have a named implementation owner – not just a project sponsor – for culture and wellbeing initiatives.			
3	We track implementation fidelity metrics (delivery completeness, participation rates, quality indicators) not just outcome metrics.			
4	When initiatives underperform, we first audit execution quality before concluding the approach doesn't work.			
5	Managers receive specific implementation guidance (not just a communication deck) when rolling out new initiatives.			

Section Score: ___ / 10 **Threshold:** 7/10 (70%) minimum for this failure mode to be managed

FAILURE MODE 03 **Ambivalence vs. Resistance**

60-80% of employees occupy an ambivalent middle ground during change. Treating hesitation as hostility converts persuadable employees into active opponents.

#	Assessment Item	0	1	2
1	We distinguish between employees who are undecided about change and those who are actively opposed.			
2	Our change communication acknowledges trade-offs and uncertainties honestly rather than only selling benefits.			
3	Employees have structured opportunities to shape how changes are implemented (not just provide feedback after decisions are made).			
4	We actively engage the ambivalent middle rather than focusing energy on converting vocal resisters or rewarding early adopters.			
5	Our managers are trained to respond to hesitation with curiosity rather than escalating pressure.			

Section Score: ___ / 10 **Threshold:** 7/10 (70%) minimum for this failure mode to be managed

FAILURE MODE 04 Measurement Level

Only 3.6% of published studies measure psychological safety at the team level – the unit at which the construct is theoretically defined. Most engagement surveys measure the wrong thing.

#	Assessment Item	0	1	2
1	Our engagement or culture survey results are reported at the team level (not just department or organization averages).			
2	We validate that team members share a common perception before aggregating scores (ICC validation or equivalent).			
3	We can identify specific teams with low psychological safety – not just an organizational average.			
4	Our measurement distinguishes between individual job satisfaction and team-level shared perceptions about interpersonal risk.			
5	Survey results are used to target specific teams for intervention rather than applying one-size-fits-all programs.			

Section Score: ___ / 10 Threshold: 7/10 (70%) minimum for this failure mode to be managed

FAILURE MODE 05 Implementation-Adaptation Balance

Excessive standardization ignores contextual differences. Excessive adaptation dilutes effectiveness below measurable thresholds. The evidence supports structured flexibility.

#	Assessment Item	0	1	2
1	Our culture initiatives have a defined core methodology that remains constant across teams and locations.			
2	We allow local adaptation in delivery methods while protecting the essential elements that drive impact.			
3	Provincial and industry context (e.g., LSS tier, industry risk zone) informs intervention intensity, not just a national template.			
4	We have criteria for deciding which elements of an intervention can be adapted and which cannot.			
5	Post-initiative reviews evaluate both outcomes and whether the core methodology was maintained during adaptation.			

Section Score: ___ / 10 **Threshold:** 7/10 (70%) minimum for this failure mode to be managed

Readiness Summary

Failure Mode	Score	/ 10	Status
01 – Systems vs. Individual Focus		/ 10	
02 – Implementation Fidelity		/ 10	
03 – Ambivalence vs. Resistance		/ 10	
04 – Measurement Level		/ 10	
05 – Implementation-Adaptation Balance		/ 10	
TOTAL		/ 50	

Total Score	Interpretation	Recommended Action
40-50	Strong readiness	Proceed with intervention design; maintain monitoring
30-39	Moderate readiness	Address gaps in lowest-scoring sections before major investment
20-29	Significant gaps	Foundation work needed; prioritize measurement and fidelity infrastructure
Below 20	Not intervention-ready	Invest in diagnostic clarity first; rushing to action will produce null results

Next Steps

- Compare ratings across 2-3 leaders independently – discrepancies reveal blind spots
- Focus first on sections scoring below 7/10 – these represent active failure modes
- Take the A.R.T. Assessment for a deeper diagnostic: cultureiqlabs.com/assessment
- Book a discovery call to discuss your results: cultureiqlabs.com/book