

Future Readiness Score(TM)

Is Your Organisation Ready for What Comes Next?

A diagnostic tool for assessing organisational readiness for disruption, transformation, and emerging opportunities. Scores five dimensions to identify capability gaps before they become strategic liabilities.

Purpose

The Future Readiness Score(TM) helps leadership teams decide whether their organisation can absorb disruption, execute transformation and exploit emerging opportunity. Scoring strategic clarity, digital capability, talent pipeline, adaptive culture and ecosystem position, it converts vague anxiety about readiness into specific capability gaps that can be prioritised before they become strategic liabilities.

Components

1. Strategic Clarity

Clear vision with aligned strategic priorities

2. Digital Capability

Technology infrastructure and digital literacy

3. Talent Pipeline

Skills development and succession planning

4. Adaptive Culture

Willingness to learn, experiment, and change

5. Ecosystem Position

Network strength and market positioning

How to use it

Run the assessment annually or before launching a major transformation. For each of the five dimensions, gather evidence rather than opinion: strategic clarity is tested by whether middle management can state priorities consistently; digital capability by the condition of core systems and data, not the innovation lab; talent pipeline by succession depth and scarce-skill coverage; adaptive culture by what happened to recent experiments that failed; ecosystem position by the strength of supplier, partner and regulator relationships. Score each dimension on a defined scale, have the executive team score independently before discussing, and investigate large divergences. Identify the two weakest dimensions, assign owners and funded actions, and set a re-measurement date. The score's value lies in the gap analysis and the conversation it forces, not in the number itself.

Worked example

PIA's investigation of the NHS National Programme for IT shows an organisation failing this assessment before committing to a GBP 12-billion-scale programme. Launched in 2002, NPfIT aimed to create electronic patient records across England. Strategic clarity was partial: the political vision was strong, but clinical and operational priorities were never consistently aligned. Digital capability across NHS trusts was highly uneven, with legacy systems and variable infrastructure. The talent pipeline was thin - the programme depended heavily on external suppliers, and subsequent parliamentary and National Audit Office reporting documented shortages of in-house expertise. Adaptive culture was weak: the programme was imposed top-down with

limited clinical engagement, and local concerns were overridden rather than absorbed. Ecosystem position proved fragile as major suppliers exited and contracts were renegotiated or terminated. The programme was dismantled in 2011. Most of what it attempted failed to deliver as intended - an outcome a readiness score would have flagged.

Limitations

Readiness scores are self-reported and therefore vulnerable to optimism and political pressure inside the assessing organisation; independent facilitation mitigates but does not eliminate this. The five dimensions are broad and can mask critical detail, such as a single fragile legacy system. The score also says nothing about timing - an organisation can be broadly ready yet still fail through poor sequencing or external shocks.

Relationship to PMOS

The intention is for PMOS to host the Future Readiness Score(TM) as a baseline organisational assessment, with transformation projects in the system linked back to the readiness gaps they are meant to close. This linkage is a design goal for PMOS, which remains in development and is not yet available.

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This document is the canonical reference version of the framework.