GETTING TO CULTURE
Strategies for Getting to Culture of Assessment

CULTURE
OF
ASSESSMENT

VISION

Action Plan
Procedural guide with flexible curriculum
Anticipates issues beforehand
Game plan for overcoming issues
Needs to resonate to be accepted
Cohesive belief that it will bring progress

Rationale
Anticipated benefits to organization
Benefits to employees
Commits others to course of action
Builds credibility, competency, and trust

COMMUNICATION

Patient Listening
Uncovers relationships & org structure
Sensitivity to those affected by process
Gives info needed to manage change

Transparency
Helps others see rationale
Allows informed feedback & engagement
2-way transfer of org info

Credibility
Internalizing belief in creating culture
Bolstered by communication and showing

SAFE SPACES

Leadership Driven
Nurtures perceptions of fairness
Increases ownership
Fosters innovation
Mitigates risk

Participatory Decision-Making
Increases access to information
Adds different/new knowledge
Opportunity to influence increases:
• Perception of being heard
• Perceptions of fairness
• Acceptance of process
• Desire to support change

Motivation to Contribute
Needs easy way to give ideas
Autonomy increases likelihood
Implementation of prior ideas

Valence
Positive feelings about space
Perceived benefit in participating

Responsive
Ideas/suggestions are taken seriously
Feeds perceptions of fairness

Efficient
Ease of submission
Low feedback wait times
Plan for idea evaluation & implementation

MANAGEMENT
SUPPORT

Transparency
Increases idea generation

Permission to Engage
Signals to step out of traditional roles

Softens Risk
Encourages feedback

Commitment to Change
Guides perceptions of process
Binds others to action plan

EMOTIONAL
PERCEPTIONS

Organizational Benefits
Long-term payoff ➔ Short-term costs

Personal Gain
Inclination to support process
Org has best interests at heart
Perceptions of fairness & justice
Motivates to be part of critical mass

Valence
Positive feelings about relevance & benefit

Trust
Belief in vision
All make same effort & get same outcomes