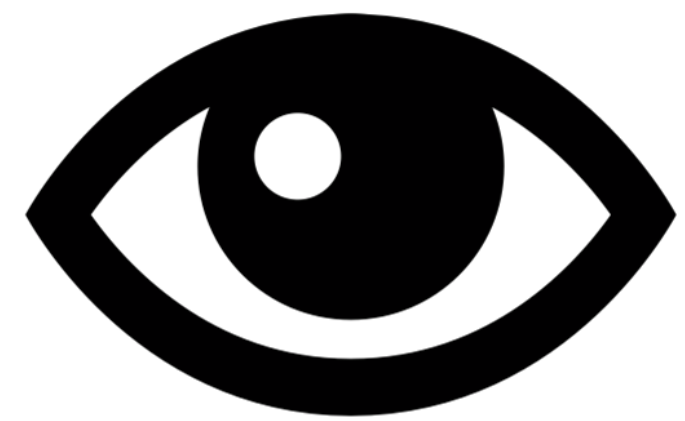


**VISION**



**Action Plan**

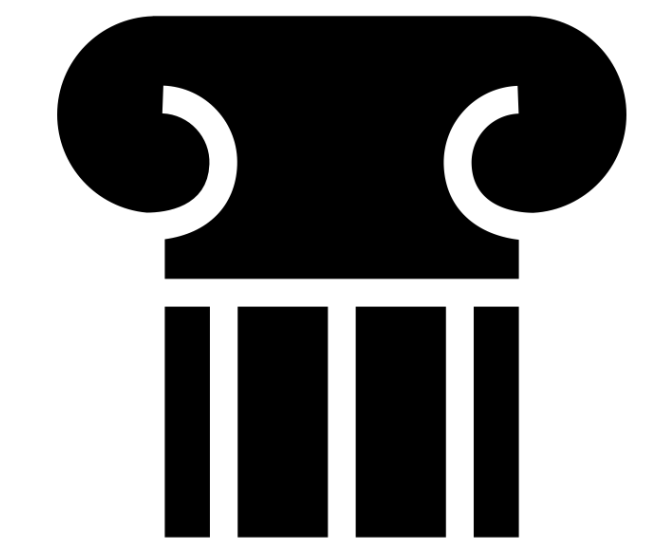
Procedural guide with flexible curriculum  
Anticipates issues beforehand  
Game plan for overcoming issues  
Needs to resonate to be accepted  
Cohesive belief that it will bring progress

**Rationale**

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

**CULTURE OF ASSESSMENT**

**MANAGEMENT SUPPORT**



**Transparency**

Increases idea generation

**Permission to Engage**

Signals to step out of traditional roles

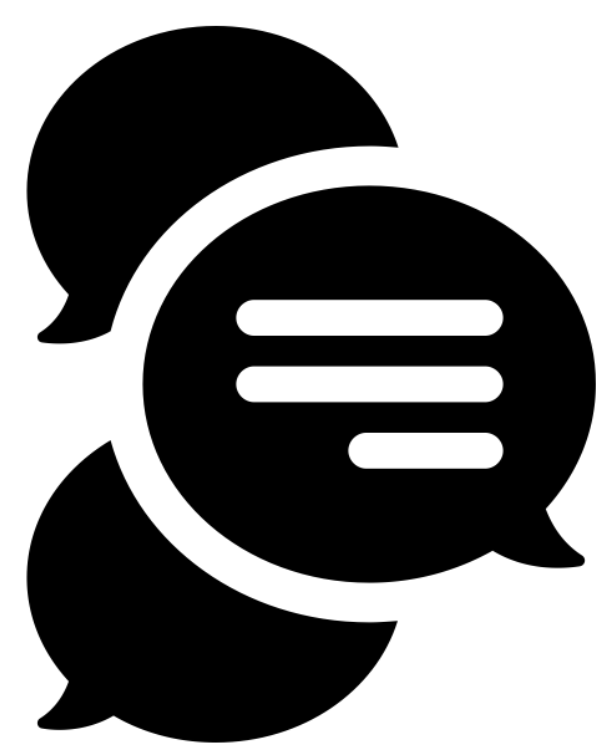
**Softens Risk**

Encourages feedback

**↑ Commitment to Change**

Guides perceptions of process  
Binds others to action plan

**COMMUNICATION**



**Patient Listening**

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

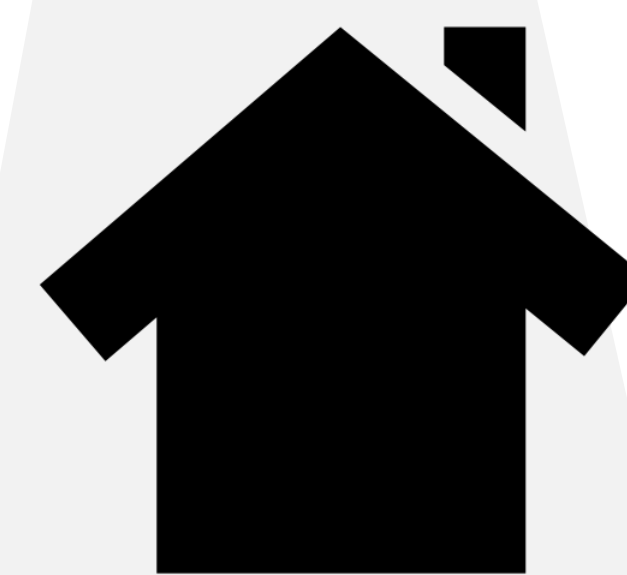
**Transparency**

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

**Motivation to Contribute**

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

**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

**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

**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