Getting to Culture
Strategies for Creating a Culture of Assessment

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culture

/ˈkʌltʃər/

POST PROCESS
REFLECTION

PRIMING THE CANVAS
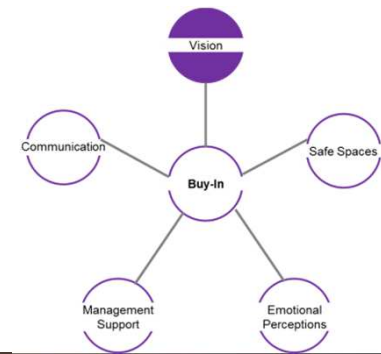
CHANGE READINESS

WHAT

HOW

WHY

GETTING TO CULTURE

Communication

Vision

Management Support

Buy-In

Safe Spaces

Emotional Perceptions

Change Readiness

Culture of Assessment
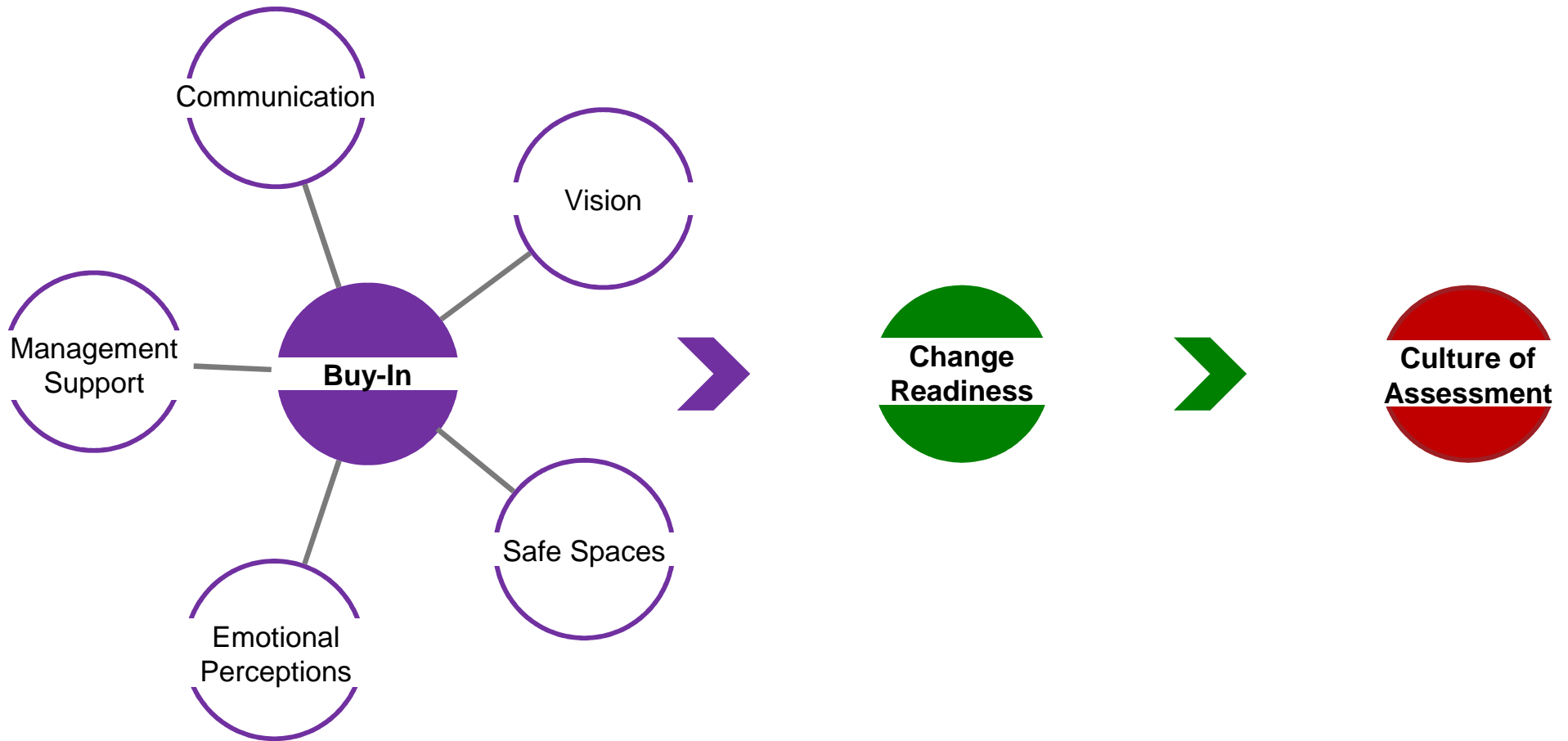
VISION

- **Action Plan**
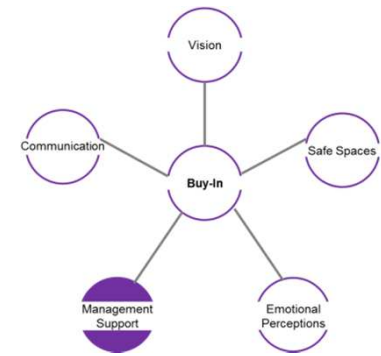- **Rationale**

COMMUNICATION
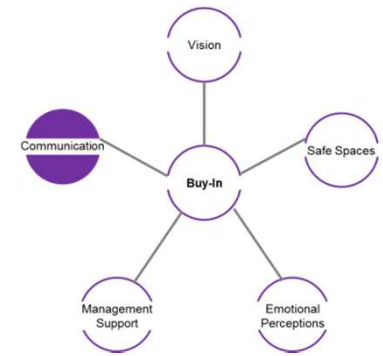
- **Transparency**
- **Credibility**
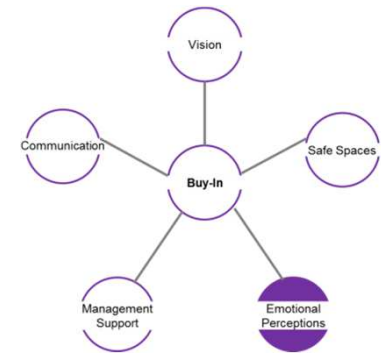- **Interactional Justice**
- **Listening**
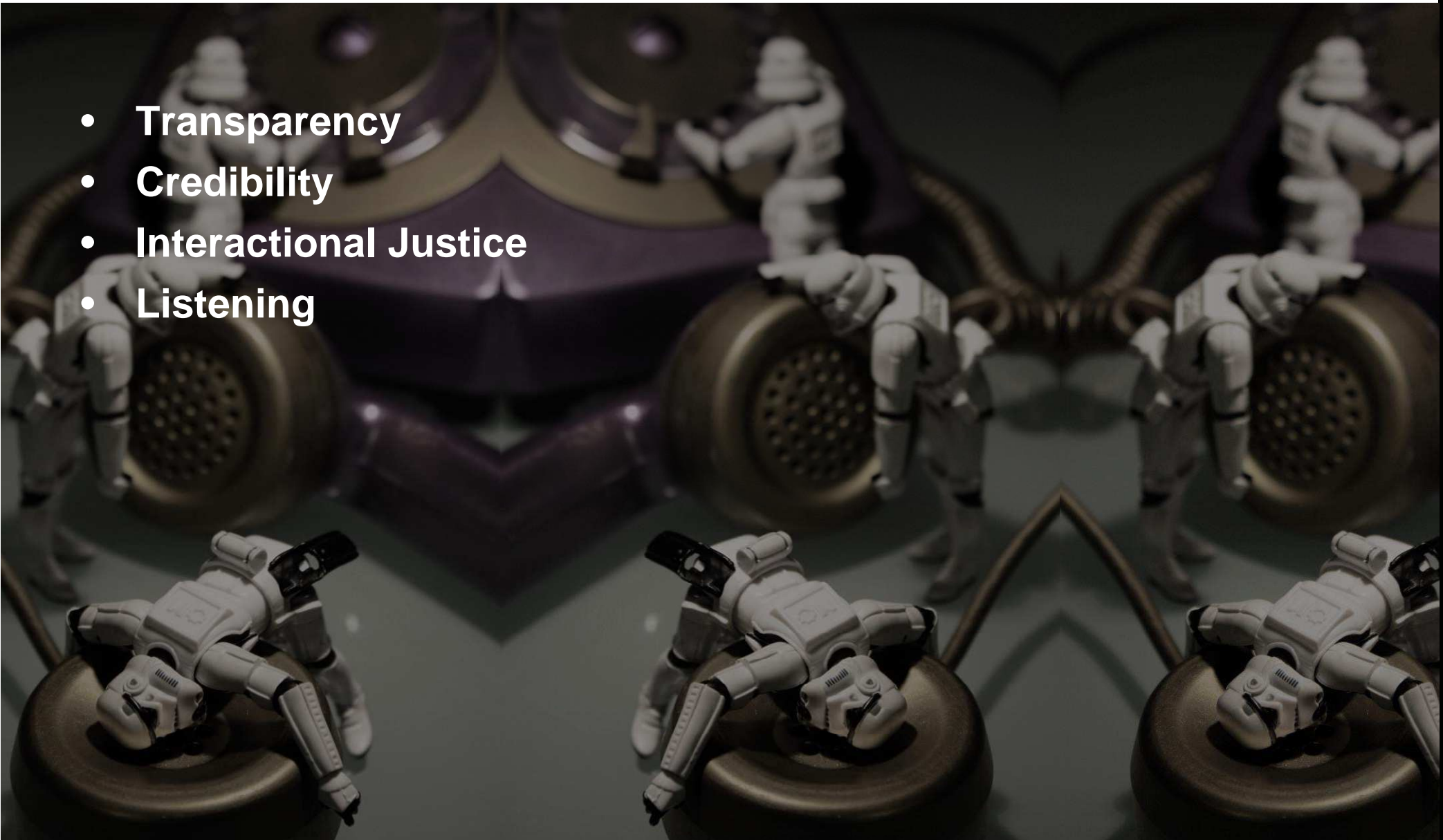
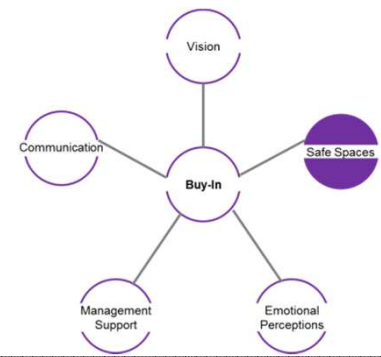# MANAGEMENT SUPPORT

- **Fosters transparency**
  - ^ idea generation
- **Permission to Engage**
- **Softens Risk**
- **C2C**

EMOTIONAL PERCEPTIONS

- **Personal Gain**
  - Affective Commitment to Change
  - Trust that Benefit
- **System Perceptions**
- **Trust**
- **Organizational Gain**

SAFE SPACES

LEADERSHIP DRIVEN

- Mitigates Risk
- Fosters Innovation
- Increases Ownership (and C2C)
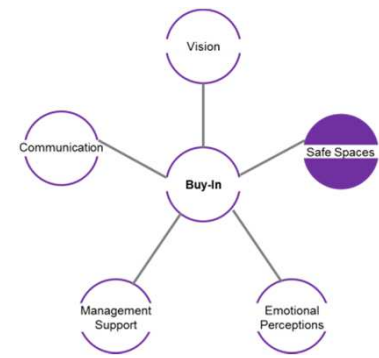
SAFE SPACES

PARTICIPATORY DECISION MAKING

- **Personal Gain**

- **Influence Change**

- **Access to Information**

- **New/Different Knowledge**

- **Procedural Justice & Autonomy**

SAFE SPACES
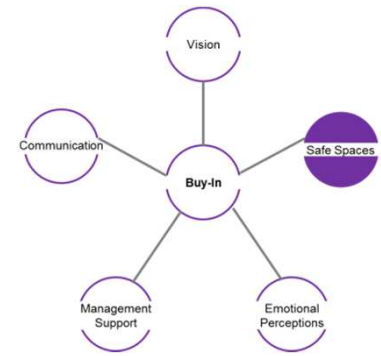
MOTIVATION TO SUBMIT

- System Efficiency
- Prior Implementation of Suggestions
- Autonomy

SAFE SPACES
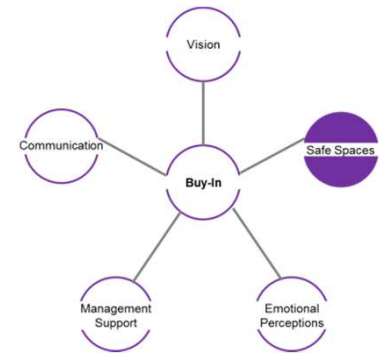
VALENCE OF SUGGESTION SYSTEMS

- Positive Feelings
- Perceived Benefit
  - Motivation
  - Interactional Justice

SAFE SPACES
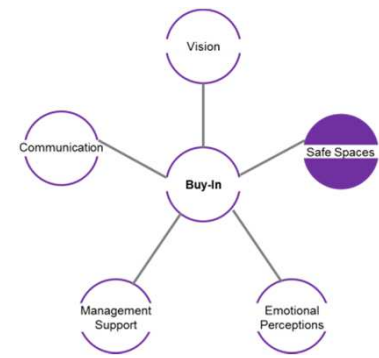
RESPONSIVE

- **Interactional Justice**
- **Trust that Heard**
- **Procedural Justice**

SAFE SPACES
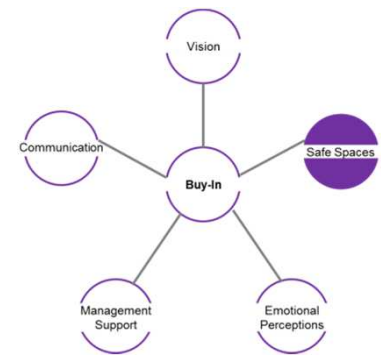
SYSTEM EFFICIENCY

- **Inhibitors**
- **Evaluating & Implementing**
- **Quantity > Quality**

WHAT WOULD BE DIFFERENT?

procedural

emotional perceptions

rationale

autonomy

trust that heard

efficient

plan

distributive

VSS

Buy-In

vision

transparency

credibility

belief

interactional

fairness

gain

participative safety

management support

ownership

responsive

communication

participatory
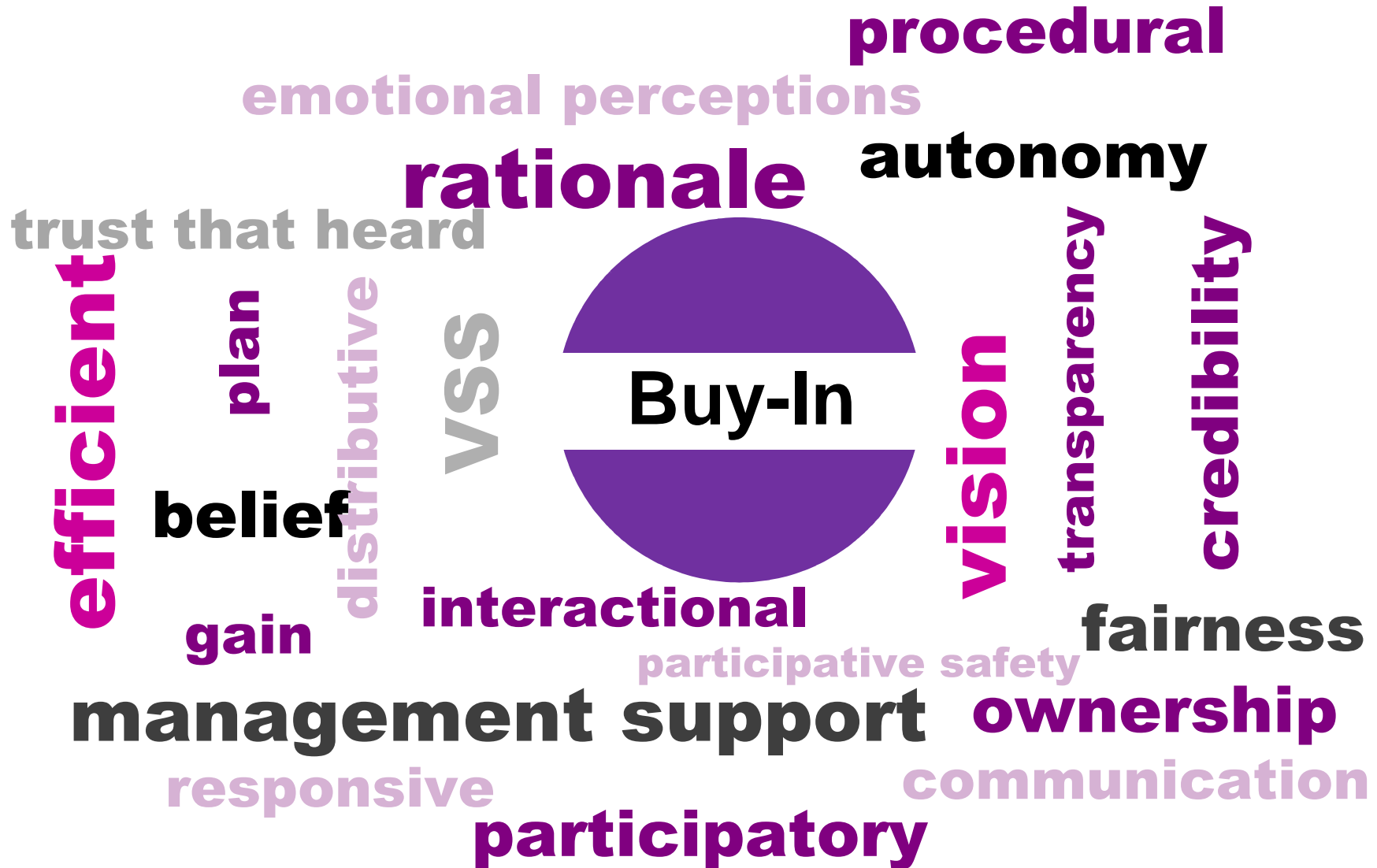
GETTING TO CULTURE
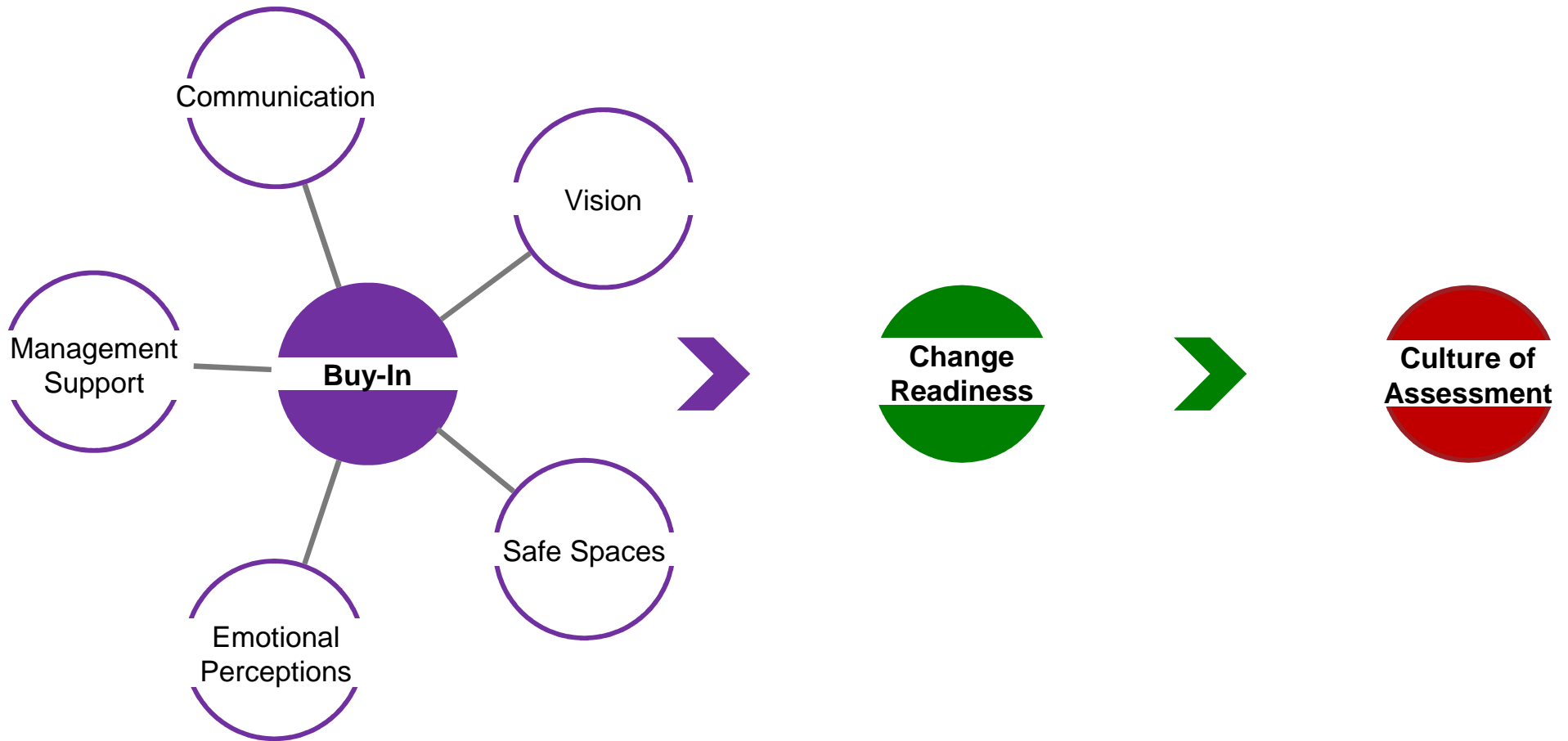
QUESTIONS

GLOSSARY

Change readiness
A "comprehensive attitude that is influenced simultaneously by the content (i.e., what is being changed), the process (i.e., how the change is being implemented), the context (i.e., circumstances under which the change is occurring), and the individuals (i.e. characteristics of those being asked to change) involved" (Holt, Armenakis, Feild, & Harris, 2007).

Culture of assessment
"A Culture of Assessment is an organizational environment in which decisions are based on facts, research, and analysis, and where services are planned and delivered in ways that maximize positive outcomes and impacts for customers and stakeholders. A Culture of Assessment exists in organizations where staff care to know what r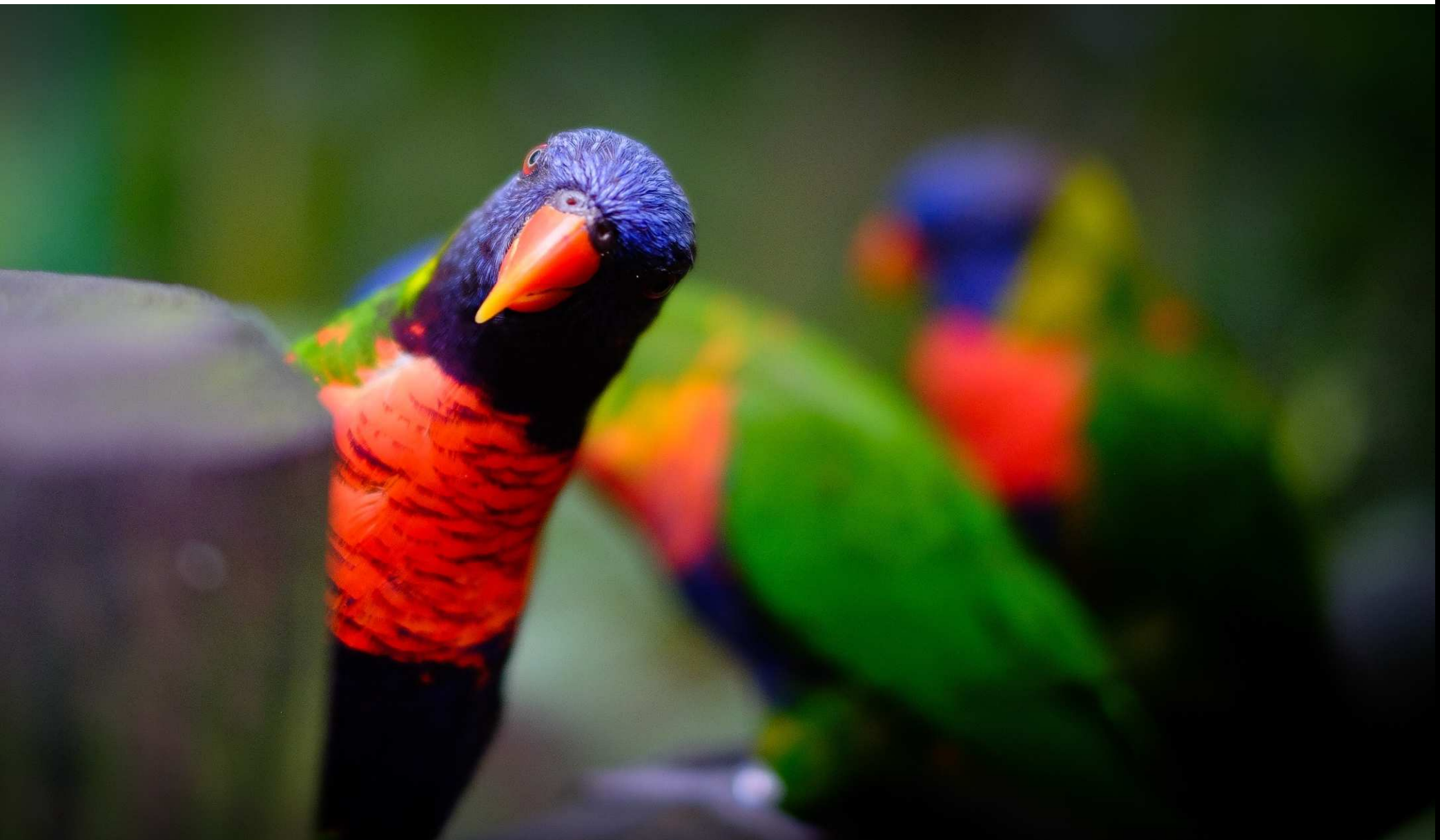esults they produce and how those results relate to customers' expectations. Organizational mission, values, structures, and systems support behavior that is performance and learning focused" (Lakos, Phipps, & Wilson, 2004).

Commitment to change (C2C)
A "force (mind-set) that binds an individual to a course of action deemed necessary for the successful implementation of a change initiative" (Herscovitch & Meyer, 2002, p. 475).

Affective commitment to change (AC2C)
Employees' desire to support change (Herscovitch & Meyer, 2002).

"Trust that Heard"
"An expectancy that the organization takes one's ideas and suggestions seriously" (Clegg, Unsworth, Epitropaki, & Parker, 2002, p. 410).

"Trust that Benefit"
"An expectancy that those managing the organization have one's interest at heart, and that one will share in the benefits of any changes" (Clegg et al., 2002, p. 410).

GLOSSARY (CONT'D)

Organizational Justice
Employee perceptions of fairness within an organization. Organizational justice is made up of three forms: procedural, distributive, and interactional (Bernerth, Armenakis, Feild, & Walker, 2007).

Interactional Justice
The relationship between communication between employees and those evaluating the suggestions—e.g. the responsiveness and the way in which the feedback is communicated. (Buech, Michel, & Sonntag, 2010).

Procedural Justice
Employees who contribute their opinions in the change process are more likely to view the change as fair (Bernerth et al., 2007).

Distributive Justice
The perception of benefits as being equally distributed across the organization; individual benefits as equal to another's benefits (Bernerth et al., 2007).

Flexible Curriculum
The vision and its action plan anticipate potential barriers along the way to achieving organizational change and provides a flexible action plan for confronting any challenges (Chrusciel & Field, 2006).

Valence of the Suggestion System (VSS)
Positive feelings towards the suggestion system, also comprising of views that the system is relevant and beneficial (Buech et al., 2010).

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