Getting to Culture
Strategies for Creating a Culture of Assessment

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cultural
POST PROCESS REFLECTION
PRIMING THE CANVAS
CHANGE READINESS

WHAT

HOW

WHY
GETTING TO CULTURE

Buy-In → Change Readiness → Culture of Assessment

- Communication
- Vision
- Safe Spaces
- Emotional Perceptions
- Management Support
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?
GETTING TO CULTURE

- Communication
- Vision
- Safe Spaces
- Emotional Perceptions
- Management Support
- Buy-In
- Change Readiness
- Culture of Assessment
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 results 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).
**Organizational Justice**
Employee perceptions of fairness within an organization. Organizational justice is made up of three forms: procedural, distributive, and interactional (Bernerth, Armenakis, Field, & 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).
REFERENCES


