

Agency Culture and Capacity Characterization Instrument

The purpose of this Agency Culture and Capacity Characterization instrument is to help a team decide whether their agency or work unit (i.e. referent) is ready to undertake the more comprehensive Agency Self-Assessment tool and conduct a workshop to improve alignment with Wildlife Governance Principles. It uses opposing pairs of characteristics related to agency culture and some of the 8 stages of process change from "Leading Change" by John Kotter. Results are qualitative, not quantitative and are intended for use with a set of diagnostic questions to frame a discussion about readiness.

This instrument should take approximately 10 minutes to complete.

What level of your agency will you use for the referent? (in the following question you'll see the text [referent]. Think of the answer you put here as a substitute for that text)

Your referent: _____

Instructions: Using the 5-point scale provided, please indicate where on the continuum you would place [referent] with respect to each characteristic.

Agency Culture

Embraces change, encourages and facilitates improvement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Resists change; entrenched; tethered to past
Fair and equitable with all stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Biased toward and privileges particular special interests
Values diverse perspectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Reluctance to consider new perspectives
Responsive to broad stakeholder concerns and interests	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Indifferent to broad stakeholder concerns and interests
Innovative, inventive, forward thinking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Risk-averse, unimaginative, in a rut
Flexible, adaptable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Inflexible, rigid

Vision for the Future

Anticipates future conditions, proactive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Unprepared, reactionary
Has communicated a vision for the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Has no articulated vision for the future
Strives to have the greatest impact for the greatest number of people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Satisfied with the current impact of the program
Aspires to provide benefits for diverse stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Satisfied with limiting benefits to traditional stakeholders

Sense of Urgency

Has an established awareness and understanding of public trust thinking and good governance concepts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Has no awareness or understanding of public trust thinking and good governance concepts
Has an understanding of the need for improvement and the implications of striving for change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Has little understanding or acknowledgement of the need for improvement and change
Desires expanded funding base	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Content with traditional funding base

Guiding Coalition

Agency leaders have endorsed improving understanding of public trust thinking and good governance and assessing agency traits and practices relative to these ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Agency leaders have not endorsed improving understanding of public trust thinking and good governance and assessing agency traits and practices
Leaders are <u>willing</u> to commit support and resources to improve understanding of and agency alignment with public trust thinking and good governance norms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Leaders are <u>unwilling</u> to commit support and resources to improve understanding of and agency alignment with public trust thinking and good governance norms
Leaders have a strong level of commitment to improving alignment with public trust thinking and good governance norms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Leaders not committed to improving alignment with public trust thinking and good governance norms

Empowering Broad-based Action

Fosters collaboration and information sharing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Works in silos, limited communication
Leaders encourage development of new ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Leaders discourage new ideas
A critical mass of staff is ready to explore ways to improve understanding of and agency alignment with public trust thinking and good governance norms	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Insufficient number of staff ready to explore ways to improve understanding of and agency alignment with public trust thinking and good governance norms
Expertise, staff time, and funding are available for an endeavor to improve understanding of and agency alignment with public trust thinking and good governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	No expertise, staff time, or funding are available to improve understanding of and agency alignment with public trust thinking and good governance
Has a recent history of being reflective and adopting new behaviors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Has no recent history or precedent within the agency for being reflective or adopting new behaviors
Staff <u>have time</u> to think critically about their program's obligations to provide benefits for all people, now and in the future	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Staff <u>do not have time</u> to think critically about their program's obligations to provide benefits for all people, now and in the future

Institutionalizing New Approaches

Collaborates with diverse partners	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Works in isolation
Open and transparent decision making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Decisions made behind closed doors, secretive
Accommodating and flexible in regards to process and policy changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Neither accommodating nor flexible in regards to process and policy changes
Actively acquires new knowledge	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Satisfied with dated knowledge and research
Searches for long-term solutions to systemic problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Looks for quick-fixes rather than search for long-term solutions to systemic problems
Has a great deal of choice/discretion in the types of programs offered	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Has little choice/discretion in the types of programs offered