

Readiness Diagnostic Questions and Potential Actions

Agency Culture

- How do leaders and staff of your [referent] respond to change? Do they embrace or resist it, encourage improvement, or are they tied to traditional ways of working?
- How responsive is your [referent] to interests other than traditional stakeholders? Does it welcome new interests or shut them out?
- How risk tolerant is your [referent]? How willing are leaders and staff to try new approaches even if they are not sure of the outcome?

Vision for the Future

- To what extent have leaders of your [referent] articulated a vision for the future consistent with the Wildlife Governance Principles (WGPs)?
- To what extent is that vision shared among staff in your [referent]?
- If your [referent] has a Vision Statement, Mission Statement, or strategic plan, to what extent are those consistent with the Wildlife Governance Principles?

Sense of Urgency

- To what extent do leaders of your [referent] perceive an urgent need for changes and improvement in governance?
- To what extent does staff of your [referent] perceive an urgent need for changes and improvement in governance?
- To what extent does limited agency funding contribute to the sense of urgency for change?
- Are there others (e.g. Commissioners, Governor's office) who need to be supportive of change, and do they share a sense of urgency?

Guiding Coalition

- Who among the leaders of your [referent] are committed to making or enabling changes to improve alignment with Wildlife Governance Principles?
- Who are the informal "opinion leaders" in your [referent] that could serve as part of a guiding coalition?
- How much time is it realistic for members of a guiding coalition to commit to improving governance?

Empowering Broad-based Action

- To what extent is staff able to work across organizational boundaries?
- How much flexibility do managers and supervisors have to re-assign tasks and hold staff accountable for working in new ways?
- Are resources such as expertise, staff time to adapt, and funding (if needed) available to apply to a change effort?

- To what extent are [*referent*] leaders willing and able to commit their support and agency resources to implementing change?
- Are there examples of agency adoption of new behaviors that can be used as reference cases to guide change efforts?

Institutionalizing New Approaches

- How does the agency respond to process and policy changes? Is it accommodating and flexible in this respect?
- How much discretion does your [*referent*] have to change the way it operates?
- What does prior experience tell you about how effective your [*referent*] is in institutionalizing changes

Potential Actions to Address Agency Culture and Capacity

- Ad hoc sharing of papers and other information regarding need to change strategically
- Reading/discussion groups, specifically focusing on WGs and background papers
- Invited speakers or seminars focusing on WGs, Public Trust Thinking (PTT), Good Governance (GG), and Public Trust Doctrine (PTD)
- Webinars focusing on WGs, PTT, GG, and PTD
- Workshop using the WGs Alignment tool (i.e., Public Trust Practices (PTP) training)
- Professional meetings where information is exchanged regarding change experiences of State Wildlife Agencies
- Facebook and other social media focusing on WGs, PTT, GG, and PTD
- PTP site <https://blogs.cornell.edu/publictrustpractice/> and agency websites providing links this
- Interaction with other agencies or workgroups familiar with the concepts
- Bottom up (e.g., local staff knowledge being shared)
- Newsletters (e.g., stories specific to organizational transformation/SWA change)
- Mandates (i.e., “we will adopt these behaviors, and here’s why”)
- Interaction with states that have used the Agency Self-Assessment tool (FL, MI, MT, NY)
- Promotion by someone “important” or a celebrity
- Popular articles in the mainstream media and outdoor magazines
- Use WGs as criteria for agency program and administrative reviews by the Wildlife Management Institute and the Wildlife Society