

# INVOLVE Toolkit

## Fair Process Leadership – Communication Diagnostic

This is a questionnaire to assess readiness of organizations, teams, and leaders to deploy fair process. Individuals and/or teams/organizations can take it to create collective. An initial benchmark score can then be re-tested over time to assess progress and calibrate expectations and perceptions.

Instructions: For each question – give a score between 1 and 10 where 1 is very poor and 10 is exceptional. Description of scoring is given in the next page. We recommend that the assessment be taken at various times in the process of implementing fair process in which leaders, teams, and organizations can recalibrate effective communication preparedness and performance over time.

| Question  | Individual/<br>Self | Team | Organization |
|---|---------------------|------|--------------|
| <b>1. Clarity of Goals and Objectives:</b> When I/we work with others is the context clearly specified, including the goals and objectives pursued?   |                     |      |              |
| <b>2. Shared Values:</b> Do I/we present myself or ourselves in a way that ensures we represent <b>respect, integrity, trust and inclusion at all times</b> ?   |                     |      |              |
| <b>3. Trusted and Available Leaders:</b> As a senior leader myself, am I, or are our <b>senior team or organization leaders, open, trustworthy and active listeners who are available</b> to people in the team or organization when I am/they are needed?  |                     |      |              |
| <b>4. Active Listening in an Inclusive Environment:</b> Do I/we show and clearly display effective interpersonal communication styles that <b>emphasize active listening, inclusion and awareness of individual differences</b> ? When I/we work with others is the <b>environment created open and participative</b> ? |                     |      |              |
| <b>5. Constructive Dialogue:</b> Do I/we demonstrate communication based upon <b>constructive dialogue and interaction</b> when we communicate with one another? That is, do I/we listen and ask more than we tell?   |                     |      |              |
| <b>6. Giving Time and Respect:</b> Do I/we always display <b>mutual respect and give time to others to express opinions and to fully explain decisions</b> ?  |                     |      |              |
| <b>7. Protocols and Procedures:</b> Do I/we use agreed and clear <b>protocols, procedures or rules of engagement</b> to support effective communication in my/our organizational groups or teams?   |                     |      |              |
| <b>8. Processes:</b> Do I/we use <b>structured and clearly understood processes</b> to ensure I/we generate ideas, plan for informing others of my/our decisions, and debrief on progress in a timely and relevant way?   |                     |      |              |
| <b>9. Systems:</b> Do I/we have the <b>communication systems and technologies</b> at hand that are easily accessible by all who need to know information in a timely way?   |                     |      |              |
| <b>10. Evaluation:</b> Do I/we <b>use open and transparent evaluation information processes and systems as well as make rewards</b> for individuals and teams based on objective measures and agreed business approaches or outcomes?   |                     |      |              |
| Segment Total X/100   |                     |      |              |
| Add three segment columns above and divide by 3 – total is out of 100 – to give an overall result integrating self, team and organization.  |                     |      |              |

## Scoring

*These scores are standardised indicative band ranges based on field use to date for validity rather than absolute prescriptive measure. However, as a team or organization uses the diagnostic these may be reliably calibrated over time for the respective population.*

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| Score %    | Fair Process Leadership:<br>Effective Communication Preparedness and Performance   |
|------------|--|
| 80 to 100% | <b>Strong</b><br>Individuals, teams and organization are highly oriented towards implementing fair process leadership in communication practice. There is demonstrable evidence of open, inclusive and clear communication culture and practices reflected in behaviours and values. Core principle is to <b>INVOLVE with Deep Engagement</b> .  |
| 60 to 80%  | <b>Moderate to Strong</b><br>Individuals, teams, and organization are well positioned to implement fair process leadership in practice. There is demonstrable evidence of open, inclusive and clear communication culture and practices emerging as capabilities. Implementing fair process would reinforce these approaches. Core principle is <b>Emerging Engagement with potential to INVOLVE</b> .   |
| 30 to 60%  | <b>Low to Moderate</b><br>Individuals, teams and organization will find difficulty implementing fair process leadership in practice. Substantial effort in building open, inclusive and clear communication culture and practices should be built as leadership and management capabilities. However, implementing aspects of fair process leadership (especially at team level) may be a beneficial catalyst to building these capabilities in tandem. Core principle is <b>Inconsistent Consultation</b> . |
| 0 to 30%   | <b>Very Low</b><br>Individuals, teams, and organization will find considerable difficulty implementing fair process leadership in practice. Fundamental work in building open, inclusive and clear communication would be a precursor to implementing fair process leadership. Core principle is <b>Direct Compliance</b> rather than deep and authentic Engagement.   |

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Source: Ian C. Woodward, Elizabeth A. More, Ludo Van der Heyden (2016)  
“Involve” – The Foundation for Fair Process Leadership Communication,  
INSEAD Working Paper Series 2016/17/OBH/TOM/EFE