

Fair Process

Engagement:

“involving individuals in decisions that affect them by asking for their input and allowing them to refute the merit of one another’s ideas.”

Explanation:

“Everyone involved and affected should understand why final decisions are made as they are. This creates a powerful feedback loop that enhances learning.”

Expectation Clarity:

“Once decisions are made, new rules are clearly stated, so that individuals understand the new standards and penalties** for failure.”

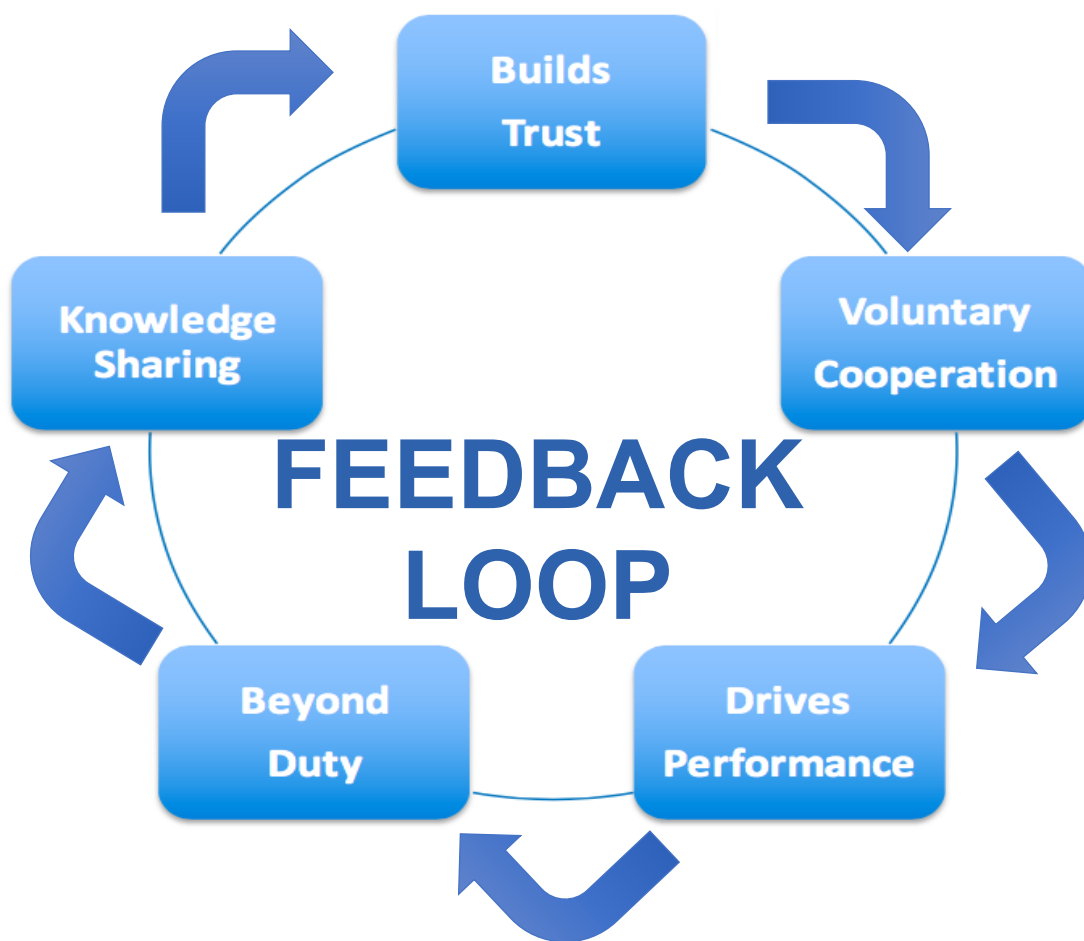
** Consequences...or Supports??

What Fair Process is NOT

- Decision by consensus
- Does not set out to achieve harmony
- Does not set out to win people’s support through compromises that accommodate every individual’s opinions or interests
- Democracy in your system
- Leaders forfeiting their responsibility to make decisions, establish policies and procedures

W. Chan Kim & Renee Mauburgne, Harvard Business Review,
January 2003

Fair Process: What It Achieves



When Fair Process is used, individuals are much more likely to trust that even if they make mistakes or fail, that they won't be penalized. This yields voluntary cooperation and drives performance. When people find that "*it works*," this in turn supports people going '*above and beyond*' the original expectations. Knowledge is then shared and higher quality outcomes are achieved.