

Sharing Culture Assessment Workbook

Welcome,

This workbook gives you an opportunity to raise your self-awareness in relation to sharing sensitive information. By sensitive, we mean information which carries an element of risk to you as a person but could benefit another. It is based on a model for sharing which came from some recent research conducted among a number of sharing forums in the UK.

The assessment part of this workbook contains a number of statements where you choose the ones which most closely fit your viewpoint. This assessment should take no longer than 10 minutes to complete, and at the end, you can analyse your results and see a visual representation. Studying your viewpoints in this way and understanding the model may help you make better judgements in the four main elements of sharing:

- **Trust** in the person with whom you are sharing;
- **Value** of the information you are sharing;
- **Effort** you need to expend to share;
- **Reward** you would expect from sharing.

The assessment provided by this workbook is not intended for use as a recruitment or selection tool but can be kept personal to the user to ensure confidentiality.

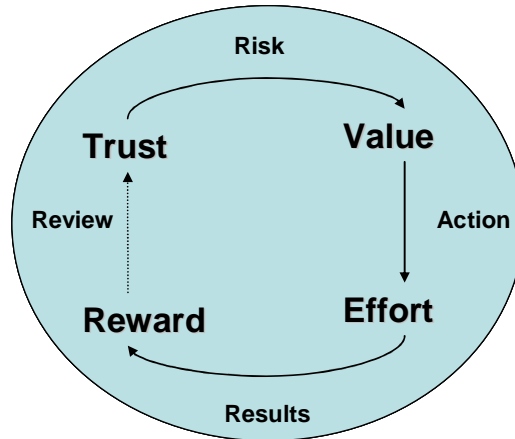
There are 4 parts to this workbook:

1. The **Sharing Model** on page 2 describes how the four main elements of sharing (Trust, Value, Effort and Reward) relate to each other and should be read first to help you understand the context of the statements.
2. The **Assessment** on page 3 contains 16 sets of statements where you have to choose one of the three in each set (a, b or c) – choose the one which most closely fits your viewpoint.
3. **Analysis Table** on Page 6 provides a means to enter your results (a, b or c) and calculate a score for each of the beliefs. There are two beliefs for each of the main elements and are described in the sharing model.
4. **Result Graph and interpretation** on page 7 allows you to plot your score on a diagram to get a visual representation of your results. That way you can easily see the strength of your beliefs. It is best if you print this page and enter your results on paper. Alternatively, you can also complete the rest of the workbook directly into this word document.

Sharing Culture Assessment Workbook

2. Sharing Model

People choose their actions depending on their beliefs about the possible outcome and these beliefs draw from previous experiences. In other words, there is a feedback loop that motivates or demotivates us. This results sheet reflects upon the sort of influences that might be involved in a feedback loop for those sharing information.



The prime enabler to sharing information, especially sensitive information, is that you **Trust** the person with whom you are sharing the information, such that there are no unintended consequences in sharing. Once you have established trust, then it is important that you believe whatever you share has a **Value**, as without value it can have no benefit. With these two enablers in place then the **Effort** required to share the information is justified. Finally, it is reasonable to expect some sort of **Reward** resulting from this effort. This, in turn, will reinforce the trust, validate the value, justify the effort and provide the motivation to continue round this loop for further reward. If there is no reward, or a negative reward, then this will undermine the trust and value and potentially de-motivate future actions.

There are various judgements which support each of the four elements of sharing. For example, when linking the **Trust** element to the **Value** element the person will be assessing the **Risk** and making a judgement on how much to share. It is likely the more you trust someone the more you will share information which has higher value. After the person has assessed the risk and determined the value, then they will make a judgement on what **Action** to take to expend effort, and these actions could depend on the trust and the value. When linking the **Effort** element to the **Reward** element they will expect **Results** and make a judgement on the reward expectation of the content and format these results. Finally, when the reward is realised, then a **Review** process will take place which looks at the reward and considers what that reward means to the individual .

The way people make judgements on Risk, Action, Results and Review will differ depending on the person and their experiences. These can all be described by a set of eight beliefs:

- I know how to get the information to the right people
- I know that my information is important
- I know that I am empowered to share
- I know I can control what happens with what I share
- I know that what I share will help others
- I know others will reciprocate
- I know others will act with my interests at heart
- I know I am trustworthy

Sharing Culture Assessment Workbook

1. Assessment

Please write a, b or c in the second column corresponding to the statement which most closely fits your viewpoint. The 16 statement sets are not in any particular order.

1. ___ a. I always know exactly what is appropriate information to share and with whom I should share it.
 b. I have a rough idea of the needs of others in the sharing community and I know them well enough to check the odd detail with them.
 c. I am not sure what information to give to whom.

2. ___ a. Trust is vitally important in a community. I am confident that others will act in good faith because we all gain from sharing in the long term.
 b. I try to be professional and share where possible, but it takes a long time to build trust.
 c. Others might use my information against me and my organisation/company – so they have much to gain and I have much to lose.

3. ___ a. Those I share with are competent and professional and will make the most of the information I provide.
 b. While they really understand the issues, those I can share with might not have the authority in their organisation to use the information effectively.
 c. There is no point in sharing with others who can't influence their organisation to use the information I provide.

4. ___ a. I notice how others have handled shared, sensitive information. It helps me judge how trustworthy they are.
 b. I am steadily forming views on who is worthy of my trust as I go along. It is important so I am conscious of thinking this through and I have some initial assessments of people.
 c. I am relatively new here and I don't know enough about them all yet - I need to work with them so I get to know what they are like.

5. ___ a. I have authority and can influence my organisation on sharing issues and they trust my judgement. I keep them fully briefed.
 b. I have clearly defined boundaries for sharing beyond which I need to consult my organisation's key people..
 c. I have no clear remit to share information.

6. ___ a. There is no point in being within a sharing environment if you don't share. That is what I do whenever possible, using the available techniques to make sharing safer and more effective.
 b. Our objective is to all share what we can. I, and the rest of the community, take that seriously, so we genuinely try to. But I have to balance what is, and what is not, acceptable.
 c. I know it is our objective to share information, but there are a number of factors that encourage me not to.

Sharing Culture Assessment Workbook

7. _____
- I judge the risk of sharing my information and selectively anonymise to reduce the risk of identification. Yet I always try to indicate the importance or reliability of its source, as that can help my colleagues influence their organisations to make the required changes.
 - I only share in a vague way so that it can't be traced back to my organisation or to individuals.
 - I don't share anything of value in order to protect my organisation and key individuals.
8. _____
- I know when I can share, but just as importantly, when to keep quiet. Often that is just as much about who I am talking to as to the content of the information. I can, when I need to, limit the content to suit the audience.
 - With some people, I am sad to say, I would be uneasy sharing, so I just keep quiet.
 - I am in a sharing community so I guess I need to share it all with everyone.
9. _____
- I am respected locally in the community for my knowledge and insights. People know they can trust what I say and that I will do what I promise.
 - I know my area and contribute where I can. I have an acceptable knowledge of the issues and am establishing a good reputation for professionalism .
 - People have a limited perception of how knowledgeable I am. I still need to prove myself in the sharing community.
10. _____
- I can judge situations and the impact of my actions confidently, drawing from the knowledge of those involved and what is going on in order to predict the range of outcomes.
 - As I get to know more and see sharing in action, I am learning about my options and when each option might be a suitable choice.
 - Sometimes I feel unsure about all the difficult aspects that need judging to make the right decision about sharing or not.
11. _____
- I can confidently predict what information will be of value to those in my community.
 - If another organisation and its systems are rather like mine, then I can usually predict the importance or value of my information.
 - It is difficult to be really sure that information will be of value in another context.
12. _____
- Whenever I share information I ensure I get feedback on what was useful and an idea of the benefit. That way, I learn not only about the usefulness of information but about the people I share with.
 - I find I don't get much feedback from others on what happened once they got the information I shared. If I knew, I would be able to help more effectively in the future.
 - Once I have shared information the demands of my job pull me back to other things, which limits the feedback I get.

Sharing Culture Assessment Workbook

13. ____
- a. I am confident I know the value of my information because I have experience of the needs of others in my community and I have a strong understanding of the technical aspects.
 - b. I have seen how the information I share has been used to improve understanding and processes. I am aware that as my experience grows I will build a richer understanding of the value of the information I share.
 - c. I am not totally confident I know the value of my information because I am still new to this job and/or I have, as yet, little experience or no personal involvement of what information is useful to others.
14. ____
- a. I have noticed that I always get back more than I give.
 - b. Having something to share is unpredictable but when they do have something the others will share and so I share selectively in return.
 - c. Reciprocal sharing from others? It might happen or it might not, sadly!
15. ____
- a. There are agreed rules and classifications for information that is being shared. I use these with confidence.
 - b. We classify information and have to hope people will respect the associated rules.
 - c. I am not sure how to limit or control the use of any information that I might share.
16. ____
- a. I am innovative with new ideas and solutions with a depth and breadth of knowledge which I want to pass on to others.
 - b. My knowledge took time and effort to acquire, so I hope to save others repeating the work.
 - c. I am just doing my demanding job, as are many others, so I am not sure I can offer anything extra just at the moment.

Sharing Culture Assessment Workbook

3. Analysis Table

The following table allows you to review how you answered the questions and understand how these beliefs might relate to your current viewpoint.

Step 1. Copy your answers (a,b,c) in to the column labelled 'Answer'.

Step 2. Give your answer a value: a gets 3 points, b gets 2 points and c gets 1 point. Record these values in the 'Value' column.

Question	Answer	Value
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		
13.		
14.		
15.		
16.		

Step 3. For each of the beliefs add up the values as shown by the equations to the right.

TRUST

I know others will act with my interests at heart.

Add the values for Q. 2 + Q.4 = _____

I know I can control what happens with what I share.

Add the values for Q. 7 + Q.15 = _____

VALUE

I know that my information is important.

Add the values for Q. 11 + Q.13 = _____

I know that what I share will help others.

Add the values for Q. 3 + Q.16 = _____

EFFORT

I know how to get the information to the right people.

Add the values for Q.1 + Q.12 = _____

I know I am empowered.

Add the values for Q.5 + Q.9 = _____

REWARD

I know others will reciprocate.

Add the values for Q.6 + Q.14 = _____

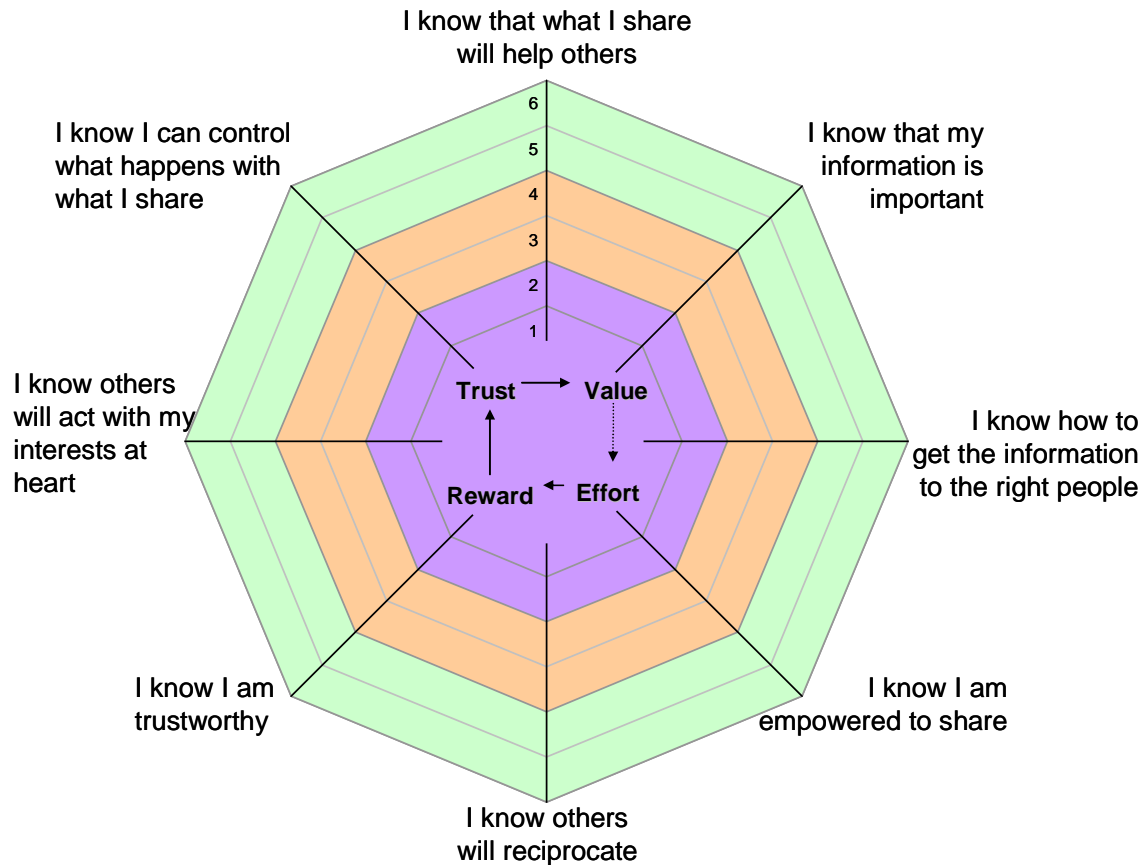
I know I am trustworthy.

Add the values for Q.8 + Q.10 = _____

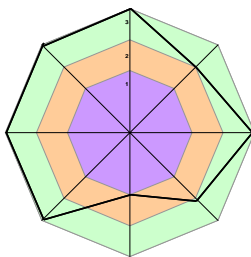
Sharing Culture Assessment Workbook

4. Result Graph and interpretation

Plot your final numbers on to the diagram below to get a visual representation of the results. A score of six indicates that the belief is strong for you while low scores indicate areas where that belief is not as strong.



For example:



The feedback loop that motivates people when sharing information (as described in the model on page 2) can be blocked or can even redirect our motivation. Have a look at where the loop might be working in favour of sharing and consider the impact of where this is not happening.

Take a moment and consider what this might mean in terms of your objectives in both your organisational role as well as your role as a member of the sharing community. Reflection on the questions associated with low scores may be useful.