

Organization since 1982.¹⁰² In England, peer review accreditation programs have evolved as external voluntary mechanisms that also provide organizational development of health care providers.¹⁰³ Ombudsperson and peer review programs serve as popular mechanisms not only for solving disputes among stakeholders, but also for integrating the interests of diverse stakeholders.

We conclude this chapter by summarizing a "Readiness Checklist" organizations can use to determine whether or not their executives and professionals use a values-based stakeholder management approach to create and sustain integrity in the organization. If not, they may review their vision, mission, values statements as well as their ethics and codes of conduct. You may consider applying the checklist to your organization or institution.

Is the Organization Ready to Implement a Values-Based Stakeholder Approach? A Readiness Checklist

A values-based stakeholder readiness checklist can inform and educate (even interest and mobilize) top level leaders to evaluate the ethics of their business practices and relationships. The following readiness checklist is an example that can be modified and used as a preliminary questionnaire for this purpose:

1. Do the top leaders believe that key stakeholder and stockholder relationship building is important to the company's financial and bottom-line success?
2. What percentage of the CEO's activities is spent in building new and sustaining existing relationships with key stakeholders?
3. Can employees identify the organization's key stakeholders?
4. What percentage of employee activities is spent in building productive stakeholder relationships?
5. Do the organization's vision, mission, and value statements identify stakeholder collaboration and service? If so, do leaders and employees "walk the talk" of these statements?
6. Does the corporate culture value and support participation and open and shared decision making and collaboration across structures and functions?
7. Does the corporate culture treat its employees fairly, openly, and with trust and respect? Are policies employee-friendly? Are training programs on diversity, ethics, and professional development available and used by employees?
8. Is there collaboration and open communication across the organization? Are openness, collaboration, and innovation rewarded?
9. Is there a defined process for employees to report complaints and illegal or unethical company practices without risking their jobs or facing retribution?
10. Does the strategy of the company encourage or discourage stakeholder respect and fair treatment? Is the strategy oriented toward the long or short term?

11. Does the structure of the company facilitate or hinder information sharing and shared problem solving?
12. Are the systems aligned along a common purpose or are they separate and isolated?
13. Do senior managers and employees know what customers want, and does the organization meet customer needs and expectations?

If answers to these questions are mostly affirmative, the internal organization most likely reflects ethical leadership, culture, and practices. If responses are mostly negative, legal and ethical problems may be imminent.