Achieving an institutional culture of openness, transparency, honesty and sense of ownership requires…

INTELLECTUAL CORE

Courage	Openness	Reflection	Empathy
Stepping outside comfort zone	Patience and suspension of judgment	The filter by which you view the facts	Looking at conclusions reflectively
Challenging personal beliefs, thoughts, perspectives and experiences	All beliefs, thoughts, perspectives and experiences are worthy of exploration and analysis	Analyzing your past experiences, opinions and prejudgments about the world	Ask yourself: "Could someone else with the exact same set of inputs reach a completely different conclusion?"
Proactive exploration of differences (rather than reactive)	Giving up on 'right' and 'wrong' answers	Interrogating underlying assumptions	Maintaining awareness of the validity of the lens of others
Accepting the possibility of negative emotions, fear, anger, or frustration	Accepting the uncertainty that openness can create (new ideas)	Entertaining the counterfactual or taking a moment to argue the opposite	Knowing that you may have found A right answer, not THE right answer
Giving up the idea that your personal lens is THE lens	Keeping preference for others with a similar mindset in check	Have I included as many perspectives as possible? Which did I filter out? Why?	Circling back to colleagues to encourage the process