

**EXHIBIT 2
BEFORE-AND-AFTER BALANCED SCORECARD,
IN PARTICIPANTS' OWN WORDS**

Before	After
Lack of communication.	Improved communication and better interactions among the divisions and offices.
No specific and measurable goals and objectives.	Developed somewhat measurable goals and objectives.
No knowledge of strategic plan.	Increased awareness of strategic plan.
Top-level management making decisions with partial information.	Started including all affected departments and offices when crucial decisions need to be made.
Discussions of issues were always through proper channels.	More of an open door policy now, but I don't think it's like that in every area.
No open forum to express ideas.	SPI serves as a place to have ideas heard. [A software program in place (Ventana) provides anonymity, and facilitators bring groups together to address particular issues using this program.]
Management used best-judgment practices on staff, budget, and planning commitments.	Management uses employee input to decide on policy planning activities.
Decision-making practices varied from one part of IDOT to another.	There is a more unified approach in decisions now.
Decisions made by a few.	More staff are involved in the decision process.
Decisions made without enough research.	More review is done of what we want to change and why.
Management would often attempt to determine how best to resolve issues without soliciting input from the users; or not address the issues at all.	We have already conducted brainstorming sessions as a result of the strategic planning process involving employees who actually are responsible for doing the work [and] who can give a firsthand perspective to the issues.