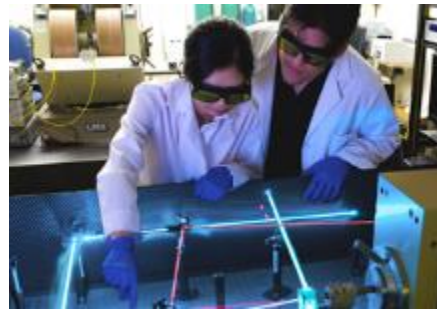
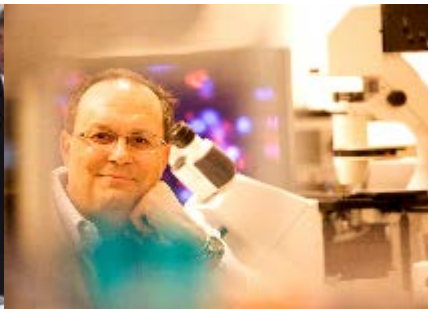




Organizational Excellence Seminar 5 Output

June 2015



Why we conducted Seminar 5?

We wanted to engage the campus to declare their preference, develop campus ownership and drive personal engagement to create the tactical capacity or the ability to execute on this declaration.

“ABILITY TO EXECUTE” COMPONENTS

Infrastructure/Office (Centralized, Hybrid, Decentralized) PMO, OE, CM

Governance and overall accountability structure

Resources – People, Budget, Time, Space

☑ Methodologies /Processes/ Tools/ Techniques

- What outcomes inspire us the most?
- What 3 outcomes are most important to you?

☑ Skill set

- What professional and leadership development skills are needed to execute on the outcome?

☑ Communication

- How can we inspire the campus?

Activities

1 Outcomes Activity

Purpose: The outcomes activity is to understand campus preference and affinities around outcomes. These two variables will be evaluated using the following two polls.

1. *Affinity Poll:* This poll was designed to gauge participants overall affinity to outcomes.
2. *Personal Preference Poll:* This poll provided everyone a chance to vote for their top three items.

2 Assessment Activity

Purpose: The assessment activity was designed to understand the needs for successfully executing on the outcomes.

3 Inspiration Activity

Purpose: The inspiration activity was to elicit ideas from the audience on how we can successfully engage the campus for OE ownership.

Outcomes

- Culture of Collaboration and Innovation

Develop Environment and practices that promote interaction and creation of partnerships to promote and achieve change and transformations

- Culture of Continuous Improvement

Develop a learning culture; create a cycle of feedback that repeatedly inspires people to reflect on what is working and what can be done differently to get better results

- Empower Bottom-up Change

Enable people at the source of the change to make decisions around their work

- Organization Simplification

Use clear language in policies, processes, and practices. Remove barriers/obstacles that don't add value to the ultimate outcome

- Process Standardization

Create and adopt the best way of doing things across the campus. This helps to maximize compatibility, interoperability, safety, repeatability, and quality

- Professional & Leadership Development

Develop our skills and identify our aptitudes so that the right person does the right job.

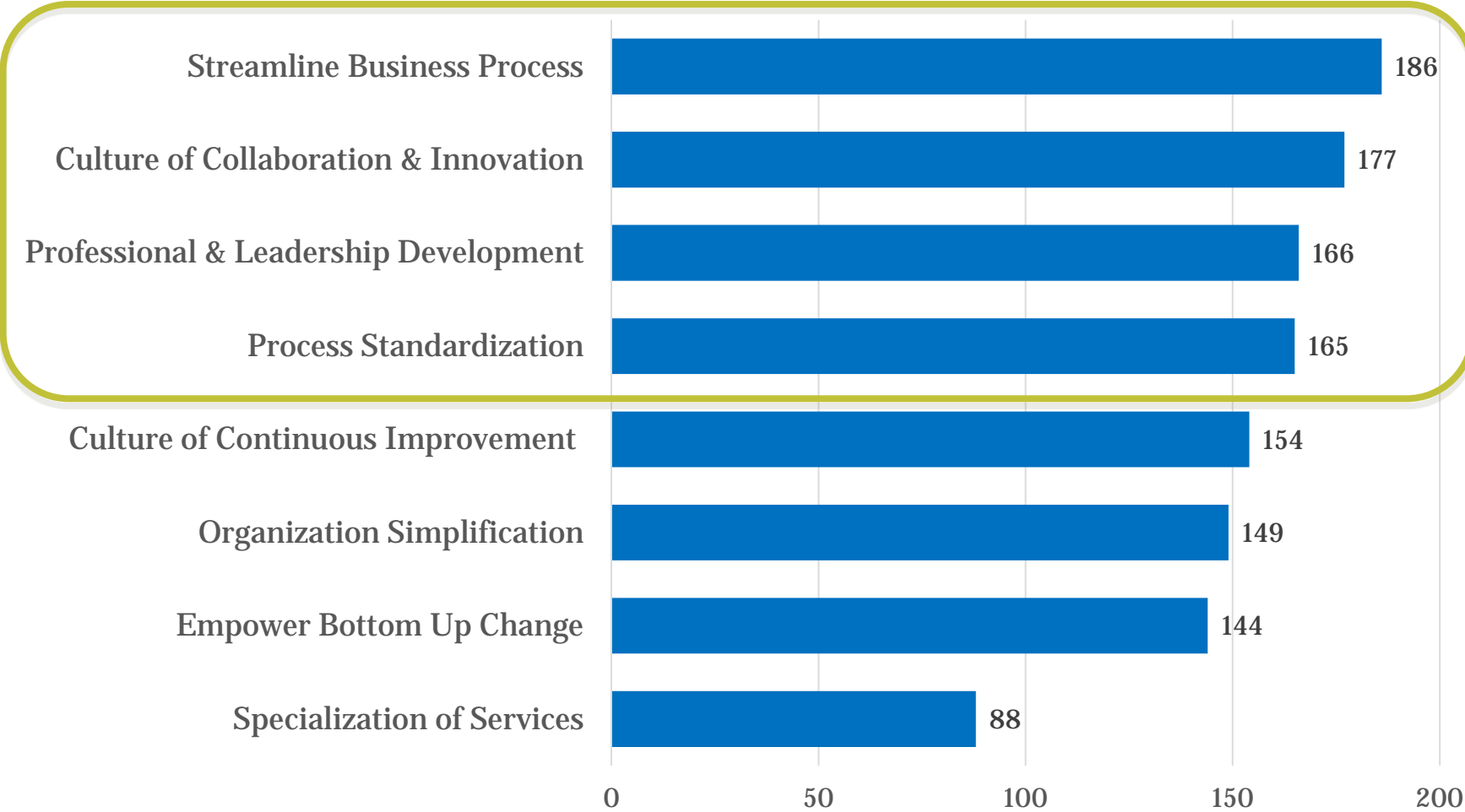
- Specialization of Services

Identify identical processes across campus; convert them into a specialized offering to becoming more effective

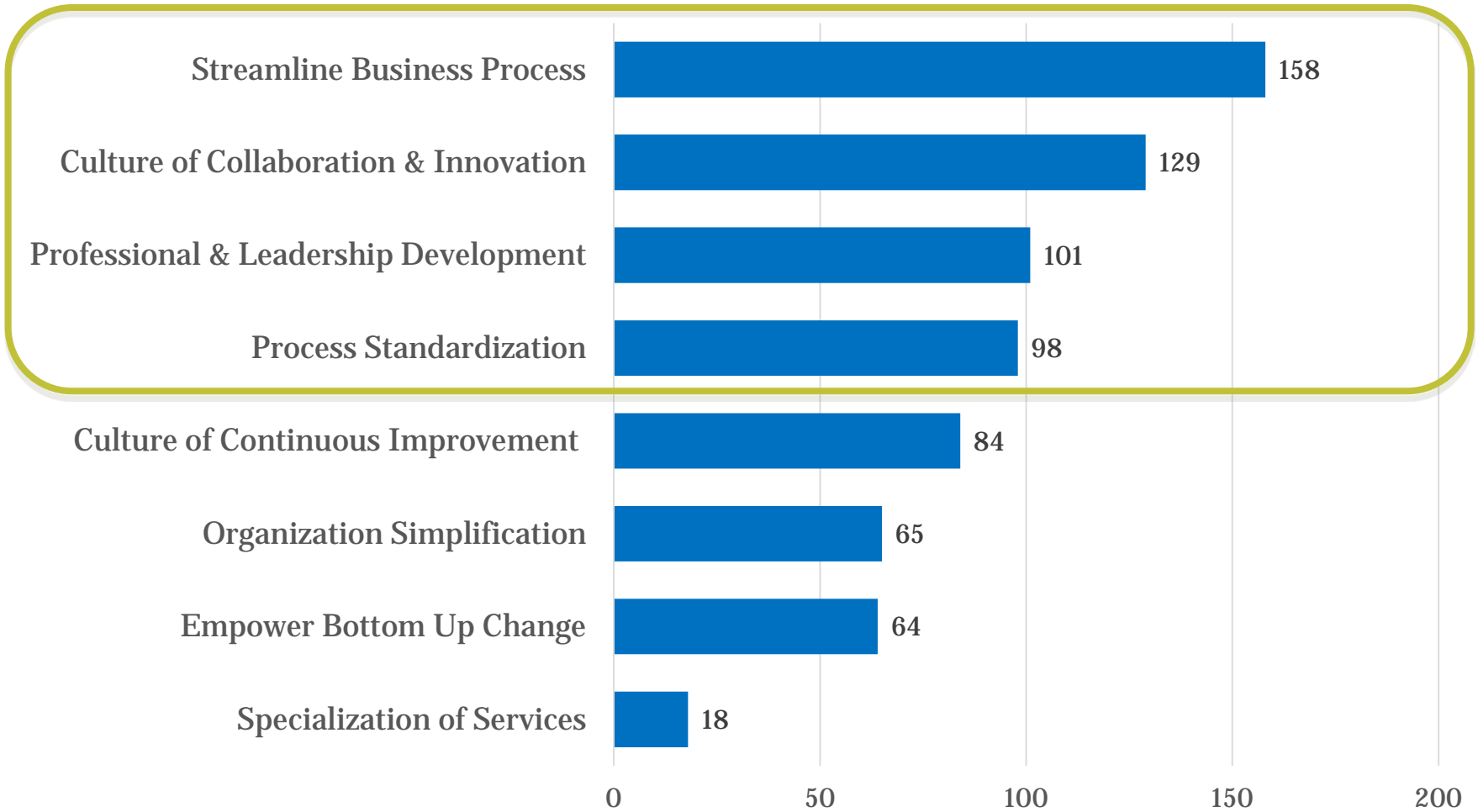
- Streamline Business Process

To make a business, process, activity, etc. simpler and more effective by analyzing its components to eliminate inefficiencies and wastes

Affinity Poll Survey Results



Preference Poll Survey Results



Workshop Activities

2

Assessment Activity

Purpose: Assessing the campus need

What is needed to achieve these outcomes?

	Outcome 1	Outcome 2	Outcome 3
Me			
Supervisors			
Department Heads			
Executives			

Compilations of the Assessment Activity

Outcome #1: Streamline Business Processes

Self	Supervisor	Department Head	Executive
Communicate clearly with the rest of the team members to express concerns	Collaborate with staff members to set expectations and goals	Engage communication with supervisors familiar with work	Be responsible and accountable for yourself and others
Build relationships with people you don't normally know and work with	Empower staff members by giving them more responsibility	Create interactions between departments to develop teams	Communicate with the team and empower them
Be willing to learn about new processes, information, and changes	Be less risk averse and more open to new changes	Identify resources needed to streamline	Create culture of questioning the status quo
Be familiar with the different processes of the job and the organization	Encourage new ideas	Cost analysis for expected outcome	Champion the change(s)
Look for inefficiencies and find new solutions to help eliminate those inefficiencies	Remove unnecessary steps in processes to create efficiency	Remove unnecessary steps in processes to create efficiency	Determine the acceptable level of risk and ROI of projects
Know the "sacred cows" and get rid of them	Know the "sacred cows" and get rid of them	Know the "sacred cows" and get rid of them	Know the "sacred cows" and get rid of them

Compilations of the Assessments Activity

Outcome #2: Culture of Collaboration and Innovation

Self	Supervisor	Department Head	Executive
Allow those who do the work to be involved	Engage and empower stakeholders, students, and colleagues	Encourage executing new ideas and reward for innovation	Don't punish units that are actively improving
Engage and empower stakeholders, students, and colleagues	Encourage executing new ideas and reward for innovation	Develop ways to share ideas	Be visible around campus and be Involved in various activities outside home unit
Work with other departments where helpful	Develop ways to share ideas	Participate, be seen at campus activities	Communicate and encourage dialogue between staff members
Be a leader and mentor/guide those who need help	Look for opportunities for cross-training	Serve on committees	Engage department support
Be open to receive feedback	Eliminate micro-managing and establish more work groups for collaboration	Support for supervisors & individuals	Encourage executing new ideas and reward for innovation
Be curious	Be open to give/receive constructive criticism		Develop trust

Compilations of the Assessments Activity

Outcome #3: Professional & Leadership Development

Self	Supervisor	Department Head	Executive
Work with campus to support its efforts	Know EEs strengths & areas of development	Understand succession planning	Funding of resources and time support
Continue to be active even off campus	Funding and time support for continuing education.	Know EE strengths	Communicate priorities
Identify your own strengths and areas of development	Ask for people's views of selves	Support all employees to help come to agreement and change	Listen to suggestions
Attend training seminars to improve on areas of development	Ask what people need	Funding of resources and time support	
Seek feedback from evaluations polls and surveys	Conduct training/professional development opportunities for staff	Identify strengths and areas of development	
Be curious		Identify how/who/what faculty professional growth	

Workshop Activities

3 Inspiration Activity

Purpose: How do we inspire the campus?

Compilations of Inspirations Activity

How Do We Inspire the Rest of the Campus?

- Communicate results, news, updates, activities, and ways the campus can be involved
- Conduct surveys to see if the entire campus is on the same page
- Pay attention to informal communication such as social media
- Emphasize and share the wins of other institutions
- Recognize and reward staff who are promoting positive change
- Staff Assembly Awards should focus only on improvements
- Leverage continuous improvement to inspire other improvements
- Create a safe environment for staff to share their concerns
- Development of *Innovation of the Week* to communicate about our efforts and impact
- Adopt a change management process that acknowledges we are trying to change
- Continue formal sessions; more coverage of change management
- Balance the amount appropriate staff and resource spending
- Address rumors and manage fear
- Provide guidance on how to implement changes
- Conduct evaluations with transparent feedback and feedback explanation

Thank you!

for your dedication and effort
towards making UCR a
preeminent research
university.