

BACKGROUND

- As stated in “Collaborative Leadership Model – University of California, Riverside,” the complexity of the 21st century calls for a collaborative leadership model that will bring together all constituents – faculty, students, staff and community.
- At the summation meeting for the Organizational Excellence Initiative, employees surveyed indicated that a culture of collaboration & innovation is highly desired.

ROOT CAUSE ANALYSIS

Excerpt from the “Collaborative Leadership Model – University of California, Riverside” analysis on a workgroup survey responses identifying the obstacles to leadership at UCR.

Institutional Obstacles	Poor Strategy/Vision	Over Regulation	Emotional Obstacles	Lack of Coaching
“Environment not appropriate”	“Lack of understanding the institution”	“Overvaluing status quo, rules and compliance”	“Ennui- not enough positive energy for contributing new ideas”	“Ignoring (and thereby rewarding) poor performance of others”
“Systems do not encourage creativity/ innovation”	“Conscious or unconscious bias about who can/should lead”	“Excessive protocols and rules”	“Feeling disenfranchised”	“Lack of constructive/honest feedback on how one can improve as a leader can stunt/slow down the leadership development of emerging leaders”
“Systems that favor independent action”	“Narrowly defined notions of leadership”	“Strict definition of roles and job descriptions”	“Lack of self-efficacy/belief in of the one’s competency to lead can also inhibit one from taking action”	
“Having too many institutional agendas or obligations, the effort is dispersed”	“Misalignment of individual and organization goals and/or incentives (financial, status, emotional, cultural)”	“Satisfaction with status quo”	“Fear of change”	
“Competition for resources and status allows for sub-optimization of the best interest of the whole”		“Institutional inflexibility (institutional requirements and barriers that prevent change and ultimately wear people down”	“Prioritizing self over the welfare of others”	
“Silo process and operations”				

TARGET CONDITIONS (GOALS)

To create a collaborative culture in which behaviors encourage innovation and collaboration at every level of UCR.

- Encourage and demonstrate engagement and visible support from leadership at every level of the organization.
- Create opportunities for all employees to feel empowered and valued.
- Encourage a culture of questioning of the status quo to promote continuous improvement.
- Enable dialogue across all levels of the organization.
- Enhance communications to effectively reach all staff, faculty and students.

Develop all individuals as collaborative leaders to strengthen UCR’s position to achieve excellence.

RECOMMENDATIONS & START DATES

- Change management training: Procii – Enroll 1st tier in July - September 2016. Enroll/train 2nd tier October - December 2016. *Tiers to be confirmed.
- Talent acquisition and management: July – September 2016
 - Employee training/skills building
 - Team building
 - Job shadowing
 - Mentorship/mentorship opportunities
 - New staff orientation
 - Evaluations and Rewards
 - 360’s: October - December 2016 and ongoing
 - Peer reviews: December 2016 and ongoing
 - Periodic surveys: 3rd and 1st quarter semi-annual
- Campus-wide repository for ideas, suggestions and improvements July – September 2016
 - Ex. UCnext.org
- Collaborative spaces and forums: Ongoing
 - Host small and large group meetings across campus encouraging collaboration
 - Design a collaborative space facility

*Tiers:

1. Vice Chancellors and selected change agents
2. Functional Directors and selected change agents
3. Campus training by the first 2 tiers

CURRENT CONDITIONS



