Journey of Culture of Collaboration & Innovation

Our WG Mission: *How can UCR become a more Collaborative & Innovative Environment?*

Learning How to Collaborate:

Collaborate-what comes to mind?
 Work Together
 Silos; Paste together pieces
Define: *Brainstorm;*
 Create & Share possible Solutions;
 Synergy/Innovation;
 Cross-Functional teams;
 Breakdown Silos

What was our journey?

- Eager; Enthusiastic; Lots of Ideas; Wanting to make a difference;
- Various levels of staffing; vast experiences; strong personalities

What is easy? No!

- Busy (with day jobs); not all were able to attend all meetings.
- Product of our UCR culture:
    o Low Trust
    o Waiting for leader to emerge-3
    o Constraints: Cost Constraints; Minimized; De-valued; Not Consulted; Why it wouldn't work; Blocked; Exhausted.

Learning to Think Big:

- **Threw out constraints**
- **Sr. Leadership empowered us to think freely; to brainstorm without constraints.**

Breaking Past Current Conditions:

- Used Positive, Confronting Communication to Remove Assumptions
- Looked for leadership in unexpected places;
- Restructured the group in a way that allowed people to share work when it became overwhelming.
- Distributed authority rather than hoarding it: we each became leaders.
- We Built Relationships with 1:1; Side-Discussions; Came to Understanding that we're on the same team, different styles – learn to compliment, not fear.
- Created a Culture of Care; Started with Our selves; Impacted our Circle of Influence

Current collaboration conditions at UCR

WORDAL SLIDE WITH MINI-VAN:

Last year our campus said our current conditions were…

- Lack of standardized business practices
- Lack of employee empowerment & training
- Inconsistent operational processes
- Do as I say, no questions asked
- **It was likened to a Mini Van: 1 leader – many subordinates along on the ride.**
- **Non-collaborative environment**
- **Information hoarders**
- **UCR uses positional-leadership**
- **Hierarchical, Controlled Communication**
- **Result: Difficulty prioritizing and holding a timeline; creating change.**

Recommendations for improved collaboration at UCR: Purchase *Prosci* Change Management

In the words of Lou Gerstner, the man who revived IBM, **"You can't simply give a couple of speeches or write a new credo for the company and declare that a new culture has taken hold. You can't mandate it, can't engineer it. What you can do is create the conditions for transformation, provide incentives."**

How do we transform UCR into a culture of Collaboration & Innovated Partnerships?

★ *We researched Prosci's Change Management Toolkit:*

- There are several change management models.
- Prosci was selected since other UC campuses have already begun using Prosci, and it's a highly recommended industry standard.

Culture has Visible and Invisible parts.

- The visible parts are the doing aspects of Policies & Procedures. Methods & Techniques.
- Hidden parts of culture involve
- Thinking (norms, roles, etc) &
- Feeling (values, attitudes, assumptions, expectations). The hidden parts must be addressed first in order for the visible doing parts to change.

Prosci's ADKAR is a framework for understanding change at an individual level. It is an acronym that represents 5 milestones for change to be successful

AWARENESS: What is/isn't working; Options; Communicate problem; Focus on important reasons to change – (WIFM). The risk of not changing.

DESIRE   Benefits of adoption; Identify risks; Build Momentum & Motivation; Address fears.

KNOWLEDGE   Learn skills, processes, tools; think as a team; share information; set reasonable targets.

ABILITY   Governance Framework; Train on basics; Start Small; Do not do it by stealth; Use Change Managers, Project Managers & Teams.

REINFORCEMENT   Engage a Coach; Identify champions; Share experiences; Learn from early mistakes. Sustain the change with processes for ongoing accountability. Recognition and Reward programs established.

When the ADKAR elements are achieved,

- Employees become engaged and energized.
- Change is adopted faster.
- Employees contribute ideas and seek out new ways to support the change.
- Employees have the knowledge and ability to implement the change such that the business goals are realized or exceeded.
- Employees celebrate success. Flexibility and adaptability become part of the organization's value system; a more change-capable organization results

Other Recommendations for improved UCR collaboration:
Professional Development

Instill, Enable & Encourage collaboration by building trust, and investing in UCR's most valuable asset: PEOPLE. YOU!
We believe we need to:
- **Create opportunities for all employees to feel empowered and valued.**
- **Enable dialog across all levels of the organization**
- **Develop individuals as collaborative leaders**

Training & Skills Building:
- *Team building exercises. Build Trust, learn to work together, break silos*
- *Job shadowing that will help enable people grow in areas they are interested in*
- *Mentorship and Mentee opportunities to allow facilitate sharing the wisdom and experience with others*
- *Communication techniques*
- *Leadership development*

Evaluations & Rewards:
- *Measurable evaluations*
- *Followed with Immediate and Measurable Growth Plan*
  - *career growth = opportunities*

- *Rewards & Incentives*
  - *appropriate and add-value*
Examples: comp time, free classes, spot awards

Maximize Professional & Leadership Development through360 reviews

360's Review Explained
Allow collect feedback from employee's immediate work circle. How they are seen by others. It looks for patterns, and help see blind spots.
- Assist in identifying professional development plan

Recommendation doesn't end with 360 reviews, but start there. Purpose is to take action:
- Active training to begin within 30-60 days.
- Follow up assessment to address improvements after training.

Peer Reviews
Project based, Department based.
What could we have done better?

Other Recommendations for improved UCR collaboration:

Online Repositories & Collaborative Spaces

Instill, Enable & Encourage collaboration with collaborative spaces: Both Virtual and Physical
Virtual spaces to:
- **Give everyone a voice**
- **Facilitate brainstorming, and crowdsourcing.**

Online Repositories – manage resources:
- *Ideas & Solutions*
    - *Identify areas of suggested improvement*
    - *Put forward ideas*
    - *Vote for ideas and solutions*
    - *Projects to launch from here*
- *Link-Up People/Skill Repository*
    - *User generated, skill search*
    - *Job Shadowing, Mentoring*
    - *Special skills*
    - *Recommendations by others/Peer Comments*
    - *Enable dialogue across campus*

3-Types of Collaborate Resources:
- *Informational:*
    - *Knowledge/Skills can be recorded & passed on.*
- *Social:*
    - *One's awareness, access & position in a network. Helps others to collaborate.*
- *Personal:*

Physical Meeting Spaces & Forums
- Host small and large group meetings across campus encouraging collaboration
- Think outside the box, use existing spaces, HUB, the Barn etc.
- Outdoor Spaces, add tables and benches to existing areas
- Walking Meetings – record talks
- Also encourage campus physical master plan to keep collaborative spaces in mind

Closing:
These are the recommendations from our workgroup for developing an environment that cultivates, practices & promotes Collaborative Interaction & Innovative Partnerships which will enhance UCR's culture; thus transform UCR to our goal of preeminence:
Superiority, greatness, distinction and excellence.

Next up, Streamlining Processes