

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:
 - Low Trust
 - Waiting for leader to emerge-3
 - 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 through 360 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