SPI Supportive and Cohesive Culture Kick-Off

Division of Student Affairs
Tuesday, September 2, 2014
Agenda

• Welcome & Overview
• Introductions of Team Members
• Recap of SPI: A Look Back
• Staff Strategic Narrative of SPI
• Work Activities and Deliverables
• Closing of Kick-Off
• Next Steps
Opening Comments

Lance Page
Director, SA Learning & Development
Why Culture Matters

Culture eats strategy for breakfast!

European Business Review - May 20, 2012 • Sean Culey
http://www.europeanbusinessreview.com/?p=2817
Why Culture Matters

“Culture isn’t defined by nice sounding values and mission statements posted on the wall or website – it is defined by the behaviors and principles being practiced every day, from the Boardroom to the shop-floor.”

European Business Review - May 20, 2012 • Sean Culey
http://www.europeanbusinessreview.com/?p=2817
Do valued employees make business more successful?
Introductions

How have you experienced honesty, transparency, or trust that helped build a cohesive culture in a former or current team?

- Name, department, position
- You will introduce your partner to large group
Dream Big Goal

Student Affairs attracts, develops, and advances the best talent in the world by 2025.
Recap of SPI to Date

• Overall Project
• Supportive and Cohesive Culture Initiative Group
OUR PROJECT APPROACH

OBJECTIVE: SET DIRECTION

PREPARE TO LAUNCH

UNDERSTAND OUR STAKEHOLDER NEEDS

PERFORM GAP ANALYSIS

DESIGN PORTFOLIO OF INITIATIVES

DEPLOY INITIATIVES

DESTINY

DEFINE APPROACH

DATA COLLECTION

DATA ANALYSIS

DESIGN STRATEGIES

OBJECTIVE: SET DIRECTION

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DEPLOY INITIATIVES

OUR PROJECT APPROACH

FRAMING QUESTION:

Where do we want to be in 10-30 years?

What is our process, approach and plan to accomplish both student and staff strategic planning?

What are the challenges and opportunities to enhance the student and staff experience?

Where should we focus our efforts based on our findings? Where are we starting from and how big are the gaps?

What initiatives should we deploy to address our critical priorities and gaps?

Where will we execute our strategic plan and measure our progress?

KEY ACTIVITIES:

- Define long term vision and goals for student and staff
- Define high level planning process and phases
- Define planning steps and activities
- Define how/when to involve key stakeholders from project team and sponsors
- Define timeline for both student and staff plans
- Collect student data: focus groups
- Collect staff data: focus groups
- Collect internal data: Collect external data including benchmark and partner input
- Synthesize findings
- Define future state
- Conduct current state assessment
- Perform gap analysis
- Define critical issues
- Assess available resources
- Set strategic priorities
- Define goals and outcomes
- Design portfolio of Initiatives
- Define initiatives
- Estimate costs
- Create implementation plan
- Define resourcing requirements
- Define measurement process
- Assemble strategic plan

PROJECT MANAGEMENT AND COMMUNICATIONS

- Tools and resources
- Project team coordination
- Tracking and reporting
- Divisional updates
- Sponsor updates
- Partner updates

Berkeley
UNIVERSITY OF CALIFORNIA
DATA ANALYSIS: Decision Making

Pre-Retreat Cabinet Voting
• Narrowed 12 initiatives to 8
• 4 of the 8 initiatives were clear choices

Retreat Passion Pitches
• Narrowed 4 initiatives to 2
• Retreat ended with 6 initiatives (3 student, 3 staff)

SPI Priorities / Initiatives
STUDENTS
1. Belonging / Community
2. Career Services
3. Integrated Learning

STAFF
1. Cohesive / Supportive Culture
2. Systems & Technology
3. Professional Development
Stakeholder Data

300 staff members
524 staff members

Staff expressed a need for:

• connection to the people, leaders and core purpose
• collaboration, wellness, creativity and care of each other
• clear understanding they are a part of larger vision
• open communication
• community/networking events
Proposal Review
from Work Group on Culture

It is clear that the staff environment and culture of work matter critically to the success of an unparalleled student experience.

An ideal future state will foster a high performing and cohesive culture based on shared purpose and values.
With Great Responsibility Comes...

Establishing World-Class Management Practices

- Culture woven through all layers of the division.
- Management practices focused on consistency and accountability for all supervisors and managers.
- All managers and supervisors responsible for spending 50% of their time focused on the development, advancement, coaching, & engagement.
iMatter: Taking Care of Business (and Each Other)

Foster sense of community: pride, ownership, connection, and purpose

• Create consistent opportunities & recognition for all staff.
• All employees - at ALL levels - will be hired and retained primarily based on culture fit. Talent and competency will already be a given.
Strategic Narrative

What is compelling and necessary to do great work from your reading of the strategic narrative?
Definition of Culture

• Deloitte
  – Culture is a system of values beliefs and behaviors that influence how work gets done within and organization.

• Kotter & Heskett (1992) Corporate Culture and Performance
  – Culture represents the behavior patterns or style of an organization that new employees are automatically encouraged to follow by their fellow employees

• Connors & Smith (2002) Journey to the Emerald City
  – Experiences, beliefs and actions, working together, amount to culture. The culture generates results, which reinforce the culture and are part of the culture
Process for Culture Change
Perspectives on Culture - Connors & Smith (2002)

1. **Deconstruct the culture** - Awareness of current culture

2. **Reconstruct the culture** - Consideration of future and current environment

3. **Sustain the culture** - Experiences developed to foster and reinforce desired beliefs, monitoring culture
Organizational Culture Model

Results

Behavior

Beliefs

Experience

R. Connors & T. Smith, The Journey to the Emerald City, Creating a Culture of Accountability, 1999
## Mapping our Work

Connors & Smith (2002)

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Aspirational Future State

Foster high potential and cohesive culture based on shared purpose and values in which staff feel a deeper and more engaging sense of connection to the people, leaders, and ultimately core purpose and values of their work in Student Affairs and the University overall.
Our Deliverable

To recommended staff initiatives and priorities that will lead us to this aspirational state over time
How we will work...

Engagement Principles and Key Practices

SCARF Model
1. Discuss the Engagement Principles or Scarf Model and design/prepare a “creative and engaging” 5 minute presentation to teach back to the larger group. Explain how you will apply them in our work. (15 minutes)

2. Present to the group (5 minutes)
Closing Activity

• Why did I come to this organization?

• Why do I stay?
Feedback

- What worked well today?
- What could be improved for future?
Initiative Development

• Next meeting
• Brainstorm work streams in: Deconstruct and Reconstruct
  – Sustain will come later
• Connect leader and team member passion to work stream
• Map out timeline and deliverables to January 2015 deadline
Perspectives on Culture
Kotter & Heskett, 1992

• Strong organizational culture is associated with excellent performance. (Ch. 2, pp15)

• Culture is good only if it fits its context. (Ch. 3, pp28)

• Only cultures that can help organizations anticipate and adapt to environmental change will be associated with superior performance over long periods of time (Ch. 4, pp44)