SPI Supportive and Cohesive Culture Meeting 2

Division of Student Affairs
Friday, September 12, 2014
• Opening and Team Builder
• Vision, Strategy, Aspirational Future State
• Our Scope and Deliverable
• Situational Leadership Model
• Comfort and Risk Zones
• Our Culture Change Process
• Work Streams and Selection Process
• Team Roles and Structure
• Next Steps: Timeline and Mapping Our Work
• Feedback for Today’s Meeting
Team Builder

Why did I come to this organization?

Why do I stay?
Vision (Results)

Create an unparalleled, out of the classroom student experience.

Strategy

Student Affairs attracts, develops, and advances the best talent in the world by 2025.
Aspirational Future State

Foster a 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 in service of our students.
Our Scope

With a focus on students and embracing a “culture of care” in Student Affairs…

● **Define what the desired cultural attributes** are including characteristics, behaviors & actions that managers & staff are expected to embody & against which they can be assessed.

● **Define a cohesive and permeable definition** of culture everyone can understand & support.

● **Define employee lifecycle practices** based on cultural fit which promote cultural attributes.
Our Deliverable

Devise a plan to define the culture, support initiatives, and methods to sustain using best practice approaches by January 2015.

- **Pros**: High institutional ownership, high probability of successful implementation
- **Cons**: Requires time
Situational Leadership

**Tell:** Scope, timeline, milestones, vision (non-negotiable)

**Show:** Structure, process

**Coach:** Frameworks/best practices on how

**Co-create:** L&D will support project teams as consultants
Comfort/Risk Zone

"The biggest risk is not taking any risk... in a world that is changing really quickly, the only strategy that is guaranteed to fail is not taking risks."

Mark Zuckerberg
Addicted2Success.com
Culture Change Process

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
Team Deconstruct

Devise a plan to:

● Understand staffs’ current experiences, beliefs, behaviors related to our current culture and their effectiveness in achieving results.
● Decide what is working and what is not working.
● Describe the context of our work?
Team Reconstruct

Devise a plan to:

- Define a cohesive & permeable definition of culture everyone can understand & support.
- Define what the desired cultural attributes are including experience, beliefs, & actions that managers & staff are expected to embody & against which they can be assessed.
- Determine the highest priority results for Student Affairs in the next 10 years?
- Determine the 5-10 year context of our work in Student Affairs?
Team Selection Process

Find your Passion - 2 minutes
- Go find your team - Deconstruct or Reconstruct

Group Time - 10 minutes
- Discuss what is your individual passion and how you will be an activist on this team
Que es La Flama *Eterna*?

- What have been your greatest professional accomplishments? What are you really good at?

- What tasks & activities that come most naturally to you?

- What are you doing at work when you feel most fulfilled and authentic?
Team Roles and Structure

Before the next meeting, as a team decide on your roles/structure:

- Rotating leader (2 weeks) - provide schedule
- Rotating meeting facilitator (2 weeks) - provide schedule
- Meeting timekeeper
- Meeting notetaker (electronic - stored google drive)
- Logistics coordinator
- Agenda item planner
- Active participants
Alignment Team

Team Deconstruct Project Leader

SAL&D Alignment, Support, Coordination

Team Reconstruct Project Leader

Berkeley University of California
Next Steps

- Map out milestones/timeline and deliverables for teams to January 2015
- Identify metrics and targets
- Identify staff resources
- Funding model/budget
- Trade-offs
- Risks/constraints
Feedback

• What worked well today?

• What could be improved for future?