SPI Supportive and Cohesive Culture Kick-Off

Division of Student Affairs
Wednesday, September 10, 2014
• Opening Comments - why culture matters?
• Video
• Our Approach
• Scope and Deliverables
• Next Step
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?
What is the Common Denominator?
Our Approach

Our perspectives and framework has been informed by articles/books we have read…
Our Approach

and by consultants we have talked to:

- Sam Kaner, *Community at Work* - activists/dialogue groups
- Kia Afcari & Liz Elliott, *L+OD & Operating Principles*
- Cathy Early, *Blessing White* - define guiding principles
- Deloitte Consulting, culture definition
- Haas School of Business - best practices
- Chip Steele, *A Great Place to Work* — culture is behaviors, not stuff
Approach to Team
Loosen the Scarf

SCARF Model of Social Threats and Rewards

© David Rock

Berkeley
UNIVERSITY OF CALIFORNIA
Project Team

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- Don MacGregor, RSSP Grounds
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- Emily Liu - SA Finance
- Kristine Y. Lee - OUA
- Nicole (MaryHelen) Blake - OUA
- Rita d’Escoto - FASO
- Rod Santos - OR
- Shawn Smith - SAIT
- Monica Reynoso - IAP
Activate Reward and Unleash Creativity & Innovation

The SCARF model captures the common factors that can activate a reward or threat response in social situations:

- **Status** - your relative importance to others
- **Certainty** - your ability to predict the future
- **Autonomy** - your sense of control over events
- **Relatedness** - your sense of safety with others
- **Fairness** - your perception of fair exchanges between people
Guiding Principles

“...the social structure of how we come together determines the real, human outcome of the event” Dick Axelrod - Terms of Engagement

1. Widen the Circle of Involvement
2. Connect People to Each Other and Ideas
3. Create Communities for Action
4. Promote Fairness
Principle 1  Widen the Circle

The Conference Model
Engagement Strategy
● engage the critical mass
● co-create cultural definitions
● build relationships
● achieve strategic alignment

Dick Axelrod- Terms of Engagement
Principle 2
Connect People to Each Other and Ideas

Dialogue Groups
- connect people through shared experience of working on something they care about
- build relationships through conversation
- use stories to discover the way things are and to elicit dreams

“All living is meeting, not meetings”

Michael Gecan - Going Public

Sam Kaner - Community at Work
Identify Activists

Sam Kaner - Community at Work Consulting Services

FIND SOMETHING YOU’RE PASSIONATE ABOUT AND KEEP TREMENDOUSLY INTERESTED IN IT.

[ JULIA CHILD ]
Test Kitchen from “Brilliant Ink”

Create conditions where community thrives

- cook up new ideas to reconstruct the attributes of a “culture of care”
- each cook-off has a theme or “secret ingredient” such as transparency
- pitch ideas to the group and vote
Fairness Guidelines

1. Minimize privileges associated with roles and titles
2. Every voice counts decision making process
3. Include everyone and exempt no one
4. Take experts off the pedestal- everyone contributes
5. Always ask...are the proposed initiatives fair? How will they impact people?
Defining Culture

Experiences, beliefs, and actions, working together, amount to culture. The culture generates results, which reinforce the culture and are part of the culture -

Connors & Smith (2002)
Journey to the Emerald City
Context Matters

Strong Cultures = Excellent Performance

*Only cultures that can help organizations anticipate and adapt to environmental change will be associated with superior performance over long periods of time.*

Kotter & Heskett, 1992
Process for Culture Change
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
Mapping our Work  Connors & Smith (2002)

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Scope

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

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

• Define a cohesive and permeable definition of culture everyone can understand and support.

• Define employee lifecycle practices based on cultural fit which promote cultural attributes.
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.
Proposal A

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
Proposal B

Define the current and future culture using best practice approaches by January 2015.

- **Pros**: High institutional ownership, high probability of successful implementation

- **Cons**: Definition only
Proposal C

Define the current and future culture using existing cultural models and tools from external consultant by January 2015.

- **Pros**: Quick culture definition, initiatives, and methods to sustain

- **Cons**: Low institutional ownership and context, low probability of successful implementation, high expense
Proposal Summary

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

**B:** Define the current and future culture using best practice approaches by Jan. 2015.

**C:** Define the current and future culture, support initiatives, and methods to sustain using existing cultural models and tools from external consultant by Jan. 2015.
Next Steps

- Design Sept. 12th team meeting based on shared direction
- Brainstorm work streams: deconstruct/reconstruct/sustain
- Connect leader and team member passion to work stream
- Map out milestones/timeline and deliverables to Jan. 2015
- Identify metrics and targets
- Identify staff resources
- Funding model/budget
- Trade-offs
- Risks/constraints