STRATEGY PLANNING THROUGH IMPLEMENTATION

WACUBO BMI 2024

Ruth A. Johnston, Ph.D
Vice President, NACUBO Consulting
RAJ Consulting
425.922.9049

RAJ CONSULTING

GROUND RULES

- Be on time, come prepared, and end on time
- Stay with agenda unless team decides to deviate or move on; keep on the subject and current issue
- Give permission to question and be questioned
- Help include others, share the floor, and allow for all voices
- Free yourself of distractions (phones, e-mail)
- Minimize paper – go green
- If a member misses a meeting, take responsibility to catch up
- Have open, free communications
- Maintain a safe environment
- Assume best intent, don't take things personally
- Ask for clarity when needed
- Be positive – change is hard
- Celebrate success
- 80% is good enough!

AGENDA

- Session One: Strategy Planning Overview

- Session Two: SWOT, Mission, Vision, Values and Strategy Mapping

- Session Three: Action Planning, Lean Process Improvement, and Demonstrating Knowledge

- Session Four: Leading Change and Course Summary

CASE STUDY WORK AND TEAMS

- In teams, you will complete work assignments and report out at last session

  – SWOT analysis

  – Strategy map (mission, vision, values, strategic goals)

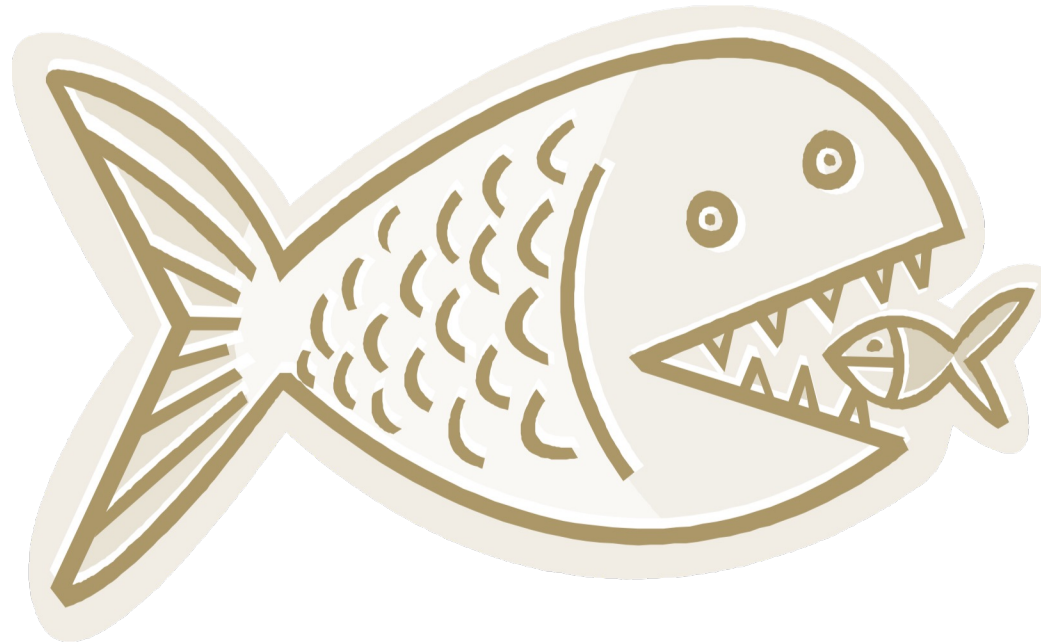 – Activity Scope related to one strategic goal

  – Presentation

Session one: Strategic Planning Overview

BUT FIRST, WHAT ABOUT CULTURE?

- Culture can eat strategy for lunch, but without strategy you cannot change the culture!

Peter Drucker

WHAT IS STRATEGIC PLANNING?

"Strategic planning is the process by which the guiding members of an organization envision its future and develop the necessary procedures and operations to achieve that future."

- J. William Pfeiffer, Leonard D. Goodstein, and Timothy Nolan of University Associates, Inc.

CONTINUUM

Each of these components needs the other two in order to make an impact in an organization

| STRATEGY | → | PLANNING | → | EXECUTION |
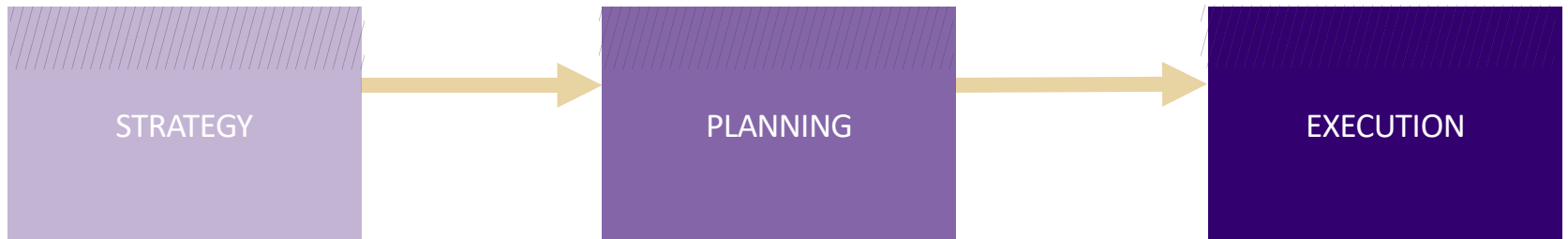
ENGAGE, ENVISION AND TRANSFORM

- Strategic planning is aimed at engaging with work groups to envision the future and manage the inevitable changes caused by economic conditions, leadership, student, patient, or organizational needs and technology. It assists organizations to help shape the future, rather than to simply prepare for or adapt to the future. It also looks very carefully at current performance and allows for analysis of the gaps between the present and the envisioned future.

- Because all levels of staff and faculty are to be included in this process, all tasks and positions are open to evaluation. The Applied Strategic Planning Model looks at the values held and articulated by the organization and fits those values into the mission of the organization and the plans that are made. Decisions are made more easily and are consistent with predetermined goals, values and missions.

- Another goal of strategic planning is to transform the strategic plan into individual plans and actions and to reward behavior accordingly.

ASSUMPTIONS AROUND STRATEGIC PLANNING

- The process of planning is as important, as the product.

- It can be painful.

- It requires changing the culture of the organization.

- It is a crafting process.

- It develops the form and function of the organization.

- An organizational development tool designed to influence the future, to anticipate and respond appropriately to changing times, to increase productivity and to develop consensus and commitment.

- Strategic planning is about shaping change.

STRATEGIC PLANNING FEATURES

- Strategic decision making means its leaders are active rather than passive about their position in history.

- Strategic planning looks outward and is focused on keeping the organization in step with the changing environment.

- Strategy making is competitive, recognizing that organizations are subject to economic market conditions and to increasingly strong competition.

- Strategic planning concentrates on decisions, not on documented plans, analyses, forecasts and goals.

- Strategic planning is people acting decisively (and roughly in concert) to carry out a strategy they have helped devise.

- Strategy making is a blend of rational and economic analysis, political maneuvering and psychological interplay. It is therefore participatory and highly tolerant of controversy.

- Strategic planning concentrates on the fate of the organization above everything else.

10 PRINCIPLES OF STRATEGY THROUGH EXECUTION

1. **Aim High** – lead, communicate, set lofty goals, demonstrate courage and commitment
2. **Build on Your Strengths** – what makes us distinctive?
3. **Be Ambidextrous** – must be able to manage strategy planning and execution equally well
4. **Clarify Everyone's Strategic Role** – and expect action in alignment
5. **Align Structures to Strategy** – reorganize if needed, collect metrics
6. **Transcend Functional Barriers** – don't allow for silos, working independently, create cross functional teams

10 PRINCIPLES, CONTINUED

7. Become Fully Digital

8. **Keep It Simple**, Sometimes

9. **Shape Your Value Chain** – engage your partners

10. **Cultivate Collective Mastery** – support, encourage, be flexible

"Fit For Growth"

BENEFITS OF STRATEGIC PLANNING

- Increased effectiveness

- Increased efficiency

- Improved understanding and better learning

- Better decision making

John Bryson and Farnum Alston

STRATEGIC PLANNING MODEL
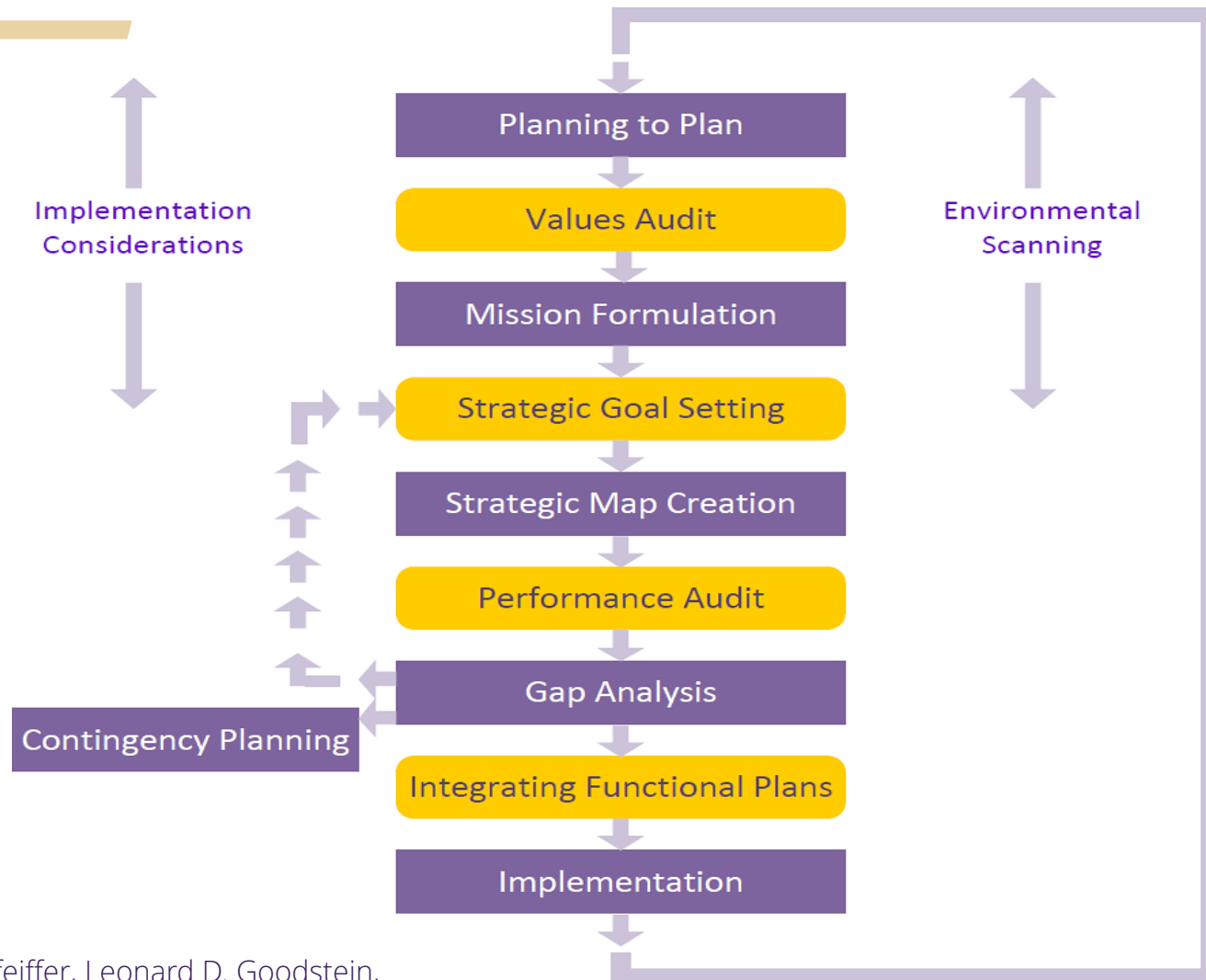
J. William Pfeiffer, Leonard D. Goodstein,
and Timothy Nolan of University Associates, Inc.

PHASE OF PLANNING: PLANNING TO PLAN

- Usually done in conjunction with the top-level management in the organization, school or institution, this phase includes decisions on who will be involved in the process, how long it will take, who will perform certain tasks or roles, and other similar logistical issues.

- Outcomes:
  - Identification of the planners and their roles (usually no more than 12)
  - Understanding and support for planners to reallocate their responsibilities in order to participate
  - Awareness of the strategic planning model and the established time frame (for ex., 3–10 days in planning meetings over 9–12 months)
  - Determination of organizational assistance needed to enhance the planning effort

ORGANIZATIONAL SUPPORT FOR STRATEGIC PLANNING

Instructions

This instrument will help you and your fellow participants examine the strength of support in you organization for effective strategic planning. Sixteen conditions which foster effective strategic planning are listed below. Consider to what extent each condition is present in your organization and state your feelings by circling the number that best corresponds to your opinion. Add all of the circled numbers and write the total in the box provided.

		Not Very Present	Some-what Present	Mostly Present	Almost Completely present
1.	Clarity of responsibilities between operation units	0	1	2	3
2.	Successful history with planning and implementation	0	1	2	3
3.	Prior skills in planning	0	1	2	3
4.	Effective communication and feedback systems	0	1	2	3
5.	Rewards for long-term thinking and action	0	1	2	3
6.	Available information on the organization's business activities	0	2	4	6
7.	Available information on the organization's business environment	0	2	4	6
8.	Sufficient time and attention given to planning tasks	0	2	4	6
9.	Good relations between segments of the organization	0	2	4	6
10.	Desire among managers to do strategic planning	0	2	4	6
11.	Financial and political stability	0	3	6	9
12.	Willingness to take calculated risks	0	3	6	9
13.	Demonstrated creativity	0	3	6	9
14.	Demonstrated flexibility and adaptiveness to change	0	3	6	9
15.	Skill at group process and interpersonal relations	0	3	6	9
16.	Commitment of the senior leader to planning	0	3	7	10

Total Score (100 possible)

PHASES OF PLANNING: VALUES AUDIT

- This phase includes two parts:

  - A discussion of core values the organization wants to embrace and how those values are articulated or presented to the staff and constituencies. This is a very important section of the strategic planning process because the values held and espoused directly affect what will or will not be accomplished within the work unit.

- Outcomes:

  - Agreement on shared organizational values

  - Statement of organizational values

  - Understanding of organizational culture and operating philosophies

PHASES OF PLANNING: MISSION AND VISION

- The group reviews or writes a mission statement that clearly defines answers to three questions and defines the most important element: 1) what function is performed, 2) for whom and 3) how. Identifying the answers to these questions is often fairly easy; writing the mission statement to the group's satisfaction is most difficult. This should articulate the purpose of the organization and often doesn't change much.

- The group then writes a vision statement, a stretch into the future, of what it wants to achieve or be known for in the future. Sometimes groups combine mission and vision, for a visionary mission.

- Outcomes:

  - Identification of organization's primary mission and what makes it distinctive
  - Understanding of who the organization is primarily serving
  - Understanding of how the organization does its work
  - Agreed upon mission statement (clear, brief, realistic, reflective of values, energizing)
  - Agreement to a vision statement

PHASES OF PLANNING: STRATEGIC GOAL SETTING

- This phase envisions the future, and defines goals and directions in the context of the functions it wants to perform. It looks at how to measure success, how to achieve it and how these elements fit within the mission of the unit. Decision making criteria is also determined in this phase.

- Outcomes:

  - Understanding of planners' orientation to creativity and risk

  - Identification of critical success measures

  - Understanding of primary functions/program areas

  - Understanding of the kind of culture needed to support the plan

BIG HAIRY AUDACIOUS GOALS (BHAG)

- "A true BHAG is clear and compelling, serves as unifying focal point of effort, and acts as a clear catalyst for [team spirit](). It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines."

  — *Collins and Porras, [Built to Last: Successful Habits of Visionary Companies]()*

- [Martin Luther King: I Have a Dream: https://www.youtube.com/watch?v=3vDWWy4CMhE]()
- [JF Kennedy: Why we go to the moon: https://www.youtube.com/watch?v=_RaRC6YuYCQ]()

PHASES OF PLANNING: PERFORMANCE AUDIT

- This audit analyzes the current or recent performance of the organization. Discussion of internal strengths and weaknesses and external opportunities and threats is held. This phase looks at communication methods, how tasks get completed, how duties are allocated and assessment of productivity.

- Outcomes:

  - Determination of how the performance audit will be conducted

  - Understanding of strengths, weaknesses, opportunities and threats to the organization (SWOT)

  - Measurement of the current performance of the organization

PHASES OF PLANNING: GAP ANALYSIS

- The gap analysis is a comparison of the performance audit and the envisioned future. Plans are made to address any gaps.

- This phase can be disheartening to some if the gaps are large between current and desired performance.

- Outcomes:

  - Identification of the gaps between current performance and desired performance

  - Development of strategies to bridge the gaps, such as broadening the time frame, reducing the scope of the objective, reallocating resources to focus effort, or obtaining new resources

PHASES OF PLANNING: CONTINGENCY PLANNING

- This phase includes considerations of any opportunities or threats which may occur to jeopardize the strategic plan. Examples might include changing economic times, a decrease in enrollments, leadership shifts or the assignment of new divisions or functions. The planners will develop indicators and plans to deal with contingencies based on factors that could affect the organization.

- Outcomes:

    - Understanding of the most important and probable internal and external vulnerabilities of, and opportunities for, the organization

    - Understanding of the point at which to take action if the contingency comes true

    - Developing and integrating

PHASES OF PLANNING: ACTION PLANS

- This phase includes the development of the action plans and budgets (general-not overly detailed) by the units/teams. Plans may include impact to financial, human resources, operations, customer service and even marketing. The plans should ideally be completed before budget decisions are finalized so that they may be prioritized and incorporated. Plans are then checked against organizational values and the mission statement. This phase entails group agreement to work together, share resources and support each approved plan.

- Outcomes:

  - Consideration of appropriate organizational structure needed to make the plan successful

  - Identification of functions to submit supporting plan

  - Overall resource review (budgets, resources needed, etc.)

  - Understanding of predicted conflict between areas

PHASES OF PLANNING: IMPLEMENTATION

- The final phase involves taking the action plans and integrating them within the organization. Implementation is the step in the strategic plan when the plans become functional. A review of the process, plans to evaluate progress, and a reward system need to be incorporated in this phase as well. Finally, the plan should capture the commitment of the organization, be consistent with its values, beliefs and culture, and spur the unit into action.

- Outcomes:

  - Creation of a communications plan to reinforce the strategic plan with all impacted

  - Identification of any changes needed to support the plan, e.g., management structure, reward system and/or information systems

  - Identification of ongoing training and tools needed to manage strategically

LEADING THE EFFORT: YOUR ROLE

The leader/planner role varies depending of the leader's skills, abilities and interests, and those of the organization he or she is leading. However, Mintzberg identifies several key qualities of the planner:

1. Planners are crafters: they must have intimate knowledge of the area being studied and be flexible to shift as needed (think of a potter).

2. Planners see patterns in action and plan for the future with consideration from patterns from the past.

3. Planners understand that strategies need not be deliberate, they can emerge and form, as well as be formulated.

4. Planners manage strategy—they are involved, responsive, sensitive, encouraging, have individual vision and are continuous leaders.

5. Planners manage stability—they know the subject area, detect discontinuity, manage patterns and reconcile change and continuity.

LEADERSHIP CONSIDERATIONS

- Who should be involved with the effort?

- Who else outside the organization should I talk to?

- What changes are occurring in your organization, in the state, nation or globe that might influence your plan?

- How will you communicate about the planning effort and final plan?

- What is your role as coordinator of the effort: a visionary, a doer, a meeting leader, a member, etc?

STRUCTURAL ALTERNATIVES

- Do it alone and present to organization/guiding members

- Do it alone, ask for response and revise based on input

- Charter strategic planning team to lead effort

- Leader drafts plan for consideration

- Leader leads team based effort to draft plan

- Team prepares plan and presents to leader

- Find a consultant/facilitator to lead team through the effort

- Check with other leaders and institutions for their models

ROLE OF STRATEGIC PLANNING PROJECT MANAGER

- Serve as point of contact for the leader, sponsor and team members (resources, process, conflict management)

- Regularly connect the leaders/sponsors with each other to share information and learning

- Set clear expectations for teams, taking lead from sponsor

- Assure strategic alignment of activities toward achievement

- Provide feedback and communications to team leaders and members

- Collect information and metrics and report on team progress

- Assist teams to prepare for updates

- Identify and provide training as needed for individuals, teams or all involved

- Assist team over hurdles/barriers

Who is involved – you!

UW Bothell Strategic Planning Structure 2018 –2019 DRAFT

Exec. Sponsor: Chancellor

Chancellor's Leadership Council (CLC)

Decision Support: Institutional Planning & Budgeting; Institutional Research

Project Manager

limited - use UW strategic consulting or POD as needed

Consultant/ Facilitator(s)?

Whole Team

Steering (5)
Co-Chairs, Faculty & Staff, Students, Deans, VCs

Members (+8)
Reps from AA, PA, AER, GFO/GSO & ASUWB; Deans; School/Unit Administrators

Development process *(proposed)*
1. Team members gather input from stakeholders
2. Draft Map
3. Vet with stakeholders
4. Re-draft Map and request approval
5. Chancellor makes final approval

Team skills, etc. needed
- ✓ Ability to devote needed time
- ✓ Interest
- ✓ Will represent UWB, not self interest (group norm)
- ✓ Willing to come to consensus (80% good enough)
- ✓ Experience with planning
- ✓ Support from their leader
- ✓ Able to connect well with team and stakeholders

Steering Responsibilities
- Manage process
- Connect dots between varying activities
- Communicate with Chancellor, Campus, & Stakeholders

Planning Team Responsibilities
- Seek input from stakeholders
- Create the draft plan, including assessable goals (quantitative/ qualitative)
- Assess feedback
- Communicate with stakeholders

Winter 2018 Timeline
- Vet and finalize structure
- Determine length of plan
- Finalize timeline
- Create place for and populate data
- Create work charter including deliverables
- Create budget (consultants, any food, etc.)
- Determine "name"

Input Advice Comment Data

Stakeholders

Advisory Board	UWT
City of Bothell	CAD
Regents	Cabinet
Cascadia	GSO
Alumni	GFO
Faculty	Councils
Staff	Admin Council
Students	School Councils
UW	CACS
FYPP	

Draft: CLC, 1/31/18, update 6/1/18

PLANNING TO IMPLEMENTATION FLOW

BALANCED SCORECARD STRATEGY

Structure of the Scorecard:

- Strategy is an organization's plan to look forward

- Strategic goals are foundation for achieving strategy

- Quadrants:
  - Financial
  - Customer
  - Internal Process
  - Learning and Growth

- Initiatives/Activities are the key action steps needed to achieve the strategic goals

- Illustrates patterns to examine past performance

- Measures are chosen to track success

- Targets are the level of performance needed

GLOSSARY OF TERMS

- **Strategy Map** — one page visual representation of the mission, vision, values, strategic themes, and strategies. Normally a 3-5 year period. The map is dynamic and should illustrate how these goals in relation to each other will help achieve the mission, vision and values.

- **Mission** — the purpose of the organization (doesn't usually change).

- **Vision** — what the organization hopes to achieve (changes over time as vision is realized).

- **Value** — core beliefs of the organization, e.g. teamwork. A small set of 5-7 values people demonstrate in how they work. Some values may be those the organization wants to achieve and will work toward.

- **Strategic Theme** — a description of a set of strategies, e.g. customer focused, internal processes, assets, organizational capacity. See Balanced Scorecard Strategy slide on prior page. The themes can be named what makes sense to the organization.

- **Strategic Goals/Objectives** — future focused activity that will help drive the organization in meeting its mission and vision.

- **Actions/Initiatives** — not on the strategy map, but are activities or initiatives the organization will take in order to achieve the strategic goal. Often to-dos.

- **Activity Scope** — a one page visual (included later) that can be used to map out the actions needed to achieve a goal. Includes problem statement, activity's mission, objectives/set of to-do's, timeline, alignment with strategy, roles (sponsor, leader, facilitator, team members).
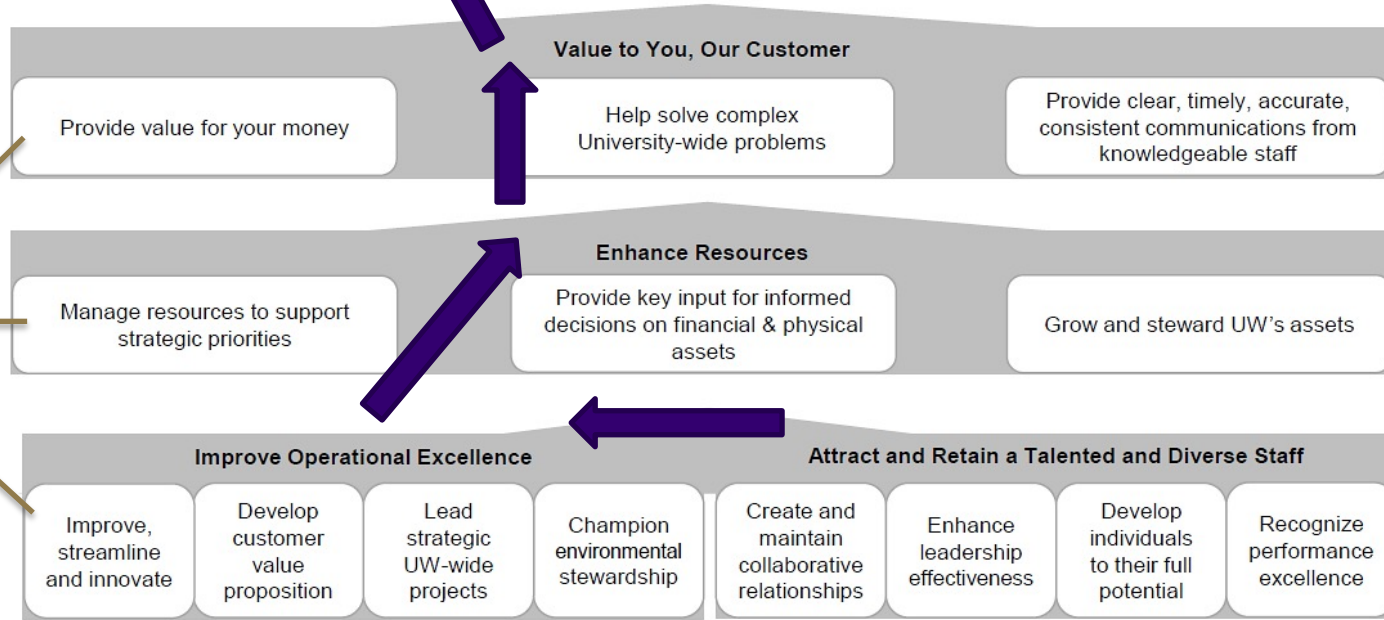
ANATOMY OF A STRATEGY MAP

Mission is what we do
(our business)

Vision is who we are
(what we aspire to be)

Mission
We help people who change the world

Vision
We are a global leader able to
deliver outstanding service anywhere, anytime

Values are our
beliefs

Values: Collaboration • Diversity • Excellence • Innovation • Integrity • Respect • Teamwork

Value to You, Our Customer

Provide value for your money

Help solve complex
University-wide problems

Provide clear, timely, accurate,
consistent communications from
knowledgeable staff

Strategic
goals/objectives
are **HOW** we
will achieve our
mission

Enhance Resources

Manage resources to support
strategic priorities

Provide key input for informed
decisions on financial & physical
assets

Grow and steward UW's assets

Improve Operational Excellence

Improve,
streamline
and innovate

Develop
customer
value
proposition

Lead
strategic
UW-wide
projects

Champion
environmental
stewardship

Attract and Retain a Talented and Diverse Staff

Create and
maintain
collaborative
relationships

Enhance
leadership
effectiveness

Develop
individuals
to their full
potential

Recognize
performance
excellence

ORGANIZATION NAME: _____

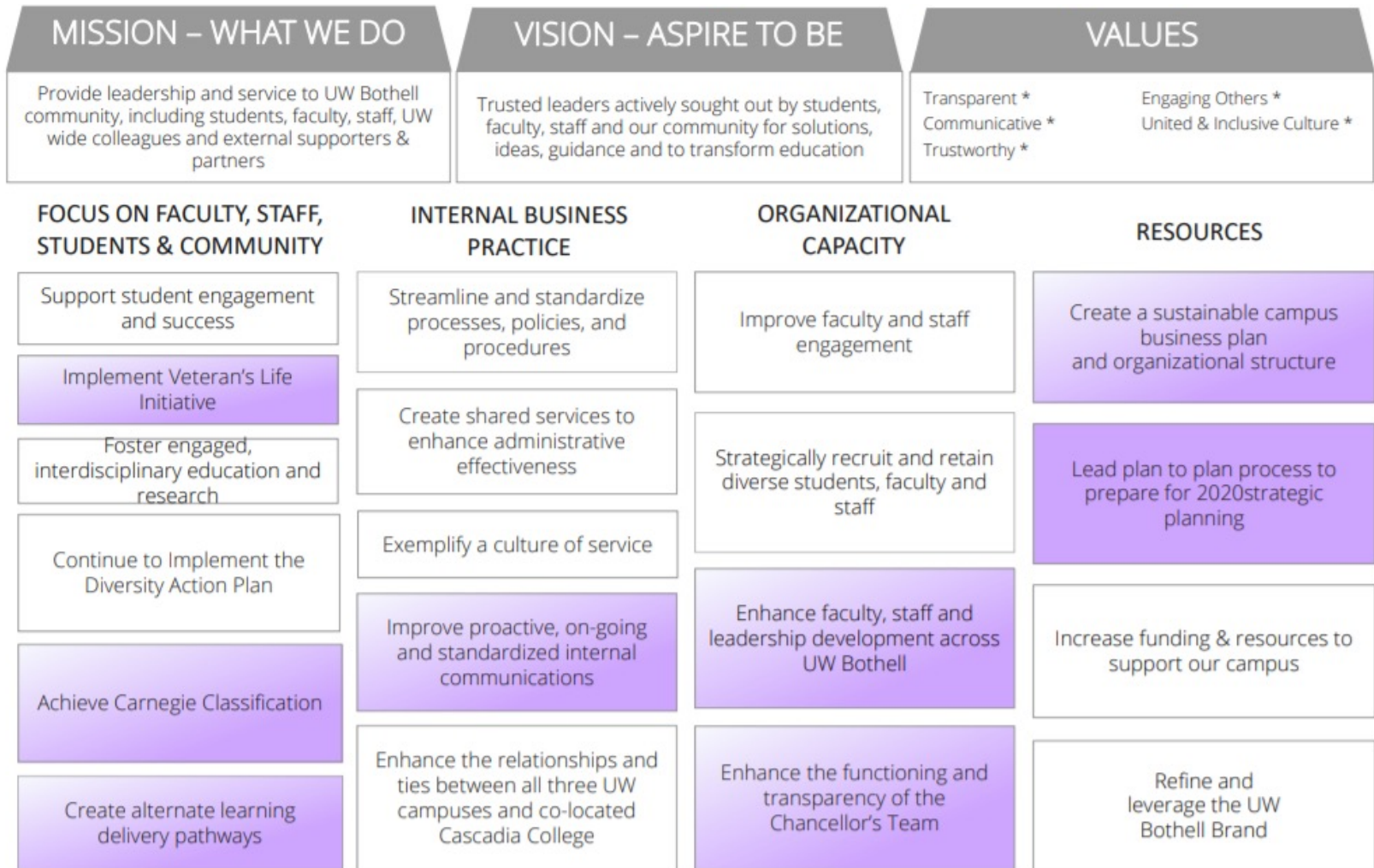# STRATEGY MAP FOR 2024 - 2027

Mission | Vision | Values

Customer Focus

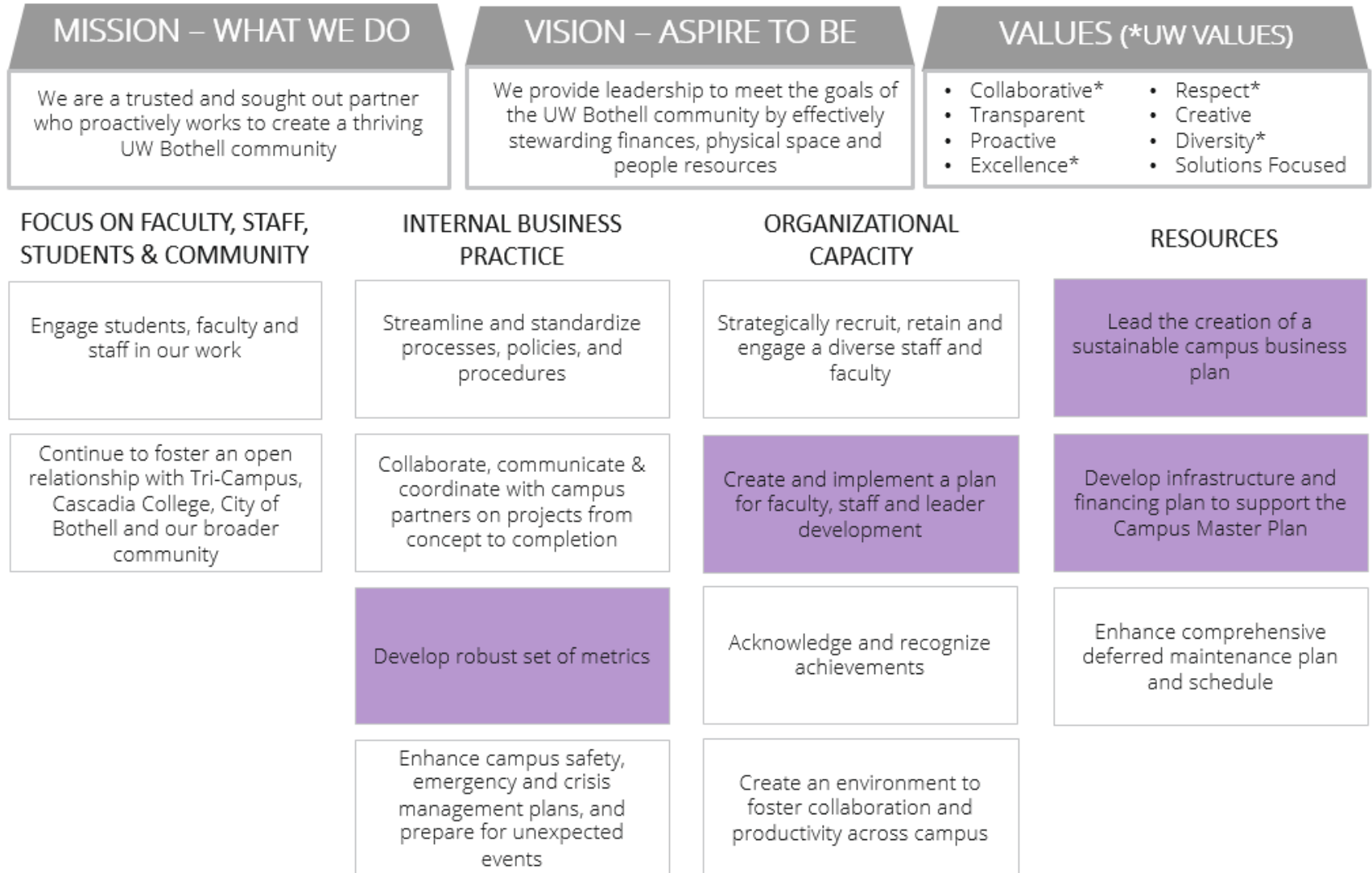## Improving Internal Business Practices | Build Capacity

Securing Resources (Funding, Time, Space, Etc.)

What is our essential core?

OUR MISSION //
Preserve, advance and disseminate knowledge through research, education & service

OUR PROMISE //
Together undaunted for a world of good — leading-edge student experience, public as a philosophy, proven impact and innovation mindset.

What will the future look like?

THE UW OF THE 21ST CENTURY //
More competitive, collaborative, technology-adept, nimble and diversified. Committed to strategic priorities of maintaining quality, staying true to our mission and providing solutions to society's most pressing issues.

How do we get there from here?

SUSTAINABLE ACADEMIC BUSINESS PLAN //////////////////////////////////////
Purpose: Align activities with strategic priorities

What are our drivers of change?

Financial Realities
- Uncertain state and federal funding
- Need to diversify revenue streams

Increased Competition
- For the best students and faculty
- For affordable, quality higher educaiton
- From traditional, international and for-profit institutions

21st Century Trends
- Ubiquitous Technology
- Changing Expectations
- Shifting Demographics

What are our long-term goals?

SUSTAIN | COMPETE | TRANSFORM

What are our near-term goals?

Decrease Costs | Increase Revenues | Invest in People | Invest in Infrastructure | Increase Access

What are we doing well?

Existing efforts like those described in briefs, Provost reports, etc.

What more can we do?

KEY INITIATIVES ///

Community Engagement	Innovation Imperative	Institutional Assessment
Leadership Development	Population Health	Race & Equity
Student Success	Transforming Administration	Tri-Campus

UW STRATEGY 2019

Sustainable Academic Business Plan

http://www.washington.edu/strategicplanning/

UW BOTHELL CHANCELLOR'S EXECUTIVE TEAM STRATEGY MAP FOR 2018-2021

MISSION – WHAT WE DO	VISION – ASPIRE TO BE	VALUES
Provide leadership and service to UW Bothell community, including students, faculty, staff, UW wide colleagues and external supporters & partners	Trusted leaders actively sought out by students, faculty, staff and our community for solutions, ideas, guidance and to transform education	Transparent * Engaging Others * Communicative * United & Inclusive Culture * Trustworthy *

FOCUS ON FACULTY, STAFF, STUDENTS & COMMUNITY	INTERNAL BUSINESS PRACTICE	ORGANIZATIONAL CAPACITY	RESOURCES
Support student engagement and success	Streamline and standardize processes, policies, and procedures	Improve faculty and staff engagement	Create a sustainable campus business plan and organizational structure
Implement Veteran's Life Initiative	Create shared services to enhance administrative effectiveness	Strategically recruit and retain diverse students, faculty and staff	Lead plan to plan process to prepare for 2020strategic planning
Foster engaged, interdisciplinary education and research	Exemplify a culture of service		
Continue to Implement the Diversity Action Plan	Improve proactive, on-going and standardized internal communications	Enhance faculty, staff and leadership development across UW Bothell	Increase funding & resources to support our campus
Achieve Carnegie Classification			
Create alternate learning delivery pathways	Enhance the relationships and ties between all three UW campuses and co-located Cascadia College	Enhance the functioning and transparency of the Chancellor's Team	Refine and leverage the UW Bothell Brand

Purple boxes are this year's priorities

UW BOTHELL ADMINISTRATION & PLANNING STRATEGY MAP FOR 2017-2020

MISSION – WHAT WE DO

We are a trusted and sought out partner who proactively works to create a thriving UW Bothell community

VISION – ASPIRE TO BE

We provide leadership to meet the goals of the UW Bothell community by effectively stewarding finances, physical space and people resources

VALUES (*UW VALUES)

- Collaborative*
- Transparent
- Proactive
- Excellence*
- Respect*
- Creative
- Diversity*
- Solutions Focused

FOCUS ON FACULTY, STAFF, STUDENTS & COMMUNITY	INTERNAL BUSINESS PRACTICE	ORGANIZATIONAL CAPACITY	RESOURCES
Engage students, faculty and staff in our work	Streamline and standardize processes, policies, and procedures	Strategically recruit, retain and engage a diverse staff and faculty	Lead the creation of a sustainable campus business plan
Continue to foster an open relationship with Tri-Campus, Cascadia College, City of Bothell and our broader community	Collaborate, communicate & coordinate with campus partners on projects from concept to completion	Create and implement a plan for faculty, staff and leader development	Develop infrastructure and financing plan to support the Campus Master Plan
	Develop robust set of metrics	Acknowledge and recognize achievements	Enhance comprehensive deferred maintenance plan and schedule
	Enhance campus safety, emergency and crisis management plans, and prepare for unexpected events	Create an environment to foster collaboration and productivity across campus	

Purple boxes are this year's priorities

UW SUSTAINABILITY STRATEGY MAP 2013-2016

NMSU System – **LEADS 2025 Strategic Priorities**

Enhance Student Success and Social Mobility

Goal 1

Elevate Research and Creativity

Goal 2

Amplify Extension and Outreach

Goal 3

Build a Robust University System

Goal 4

Build an Online Global Campus

Goal 5

Build, Elevate, and Strengthen Sustainable Systemwide Equity, Inclusion and Diversity Practices

Goal 6

6

WACUBO

2020–2025
WACUBO Strategy Map

WACUBO

MISSION

We offer opportunities to members to develop professionally, to explore issues and trends in higher education, and to engage with colleagues to share their expertise.

VISION

WACUBO will be the premier provider of professional development and networking for business officers serving higher education in the west. WACUBO's vision will be realized by living our values.

VALUES

WACUBO is committed to creating a welcoming and respectful environment inclusive of all professional and personal identities. WACUBO values diversity, collaboration, engagement, innovation, environmental sustainability, and excellence.

FOCUSING ON EXCELLENCE IN HIGHER EDUCATION BUSINESS & MANAGEMENT PRACTICES (E)

Commit to diversity, equity, and inclusion excellence in all aspects of culture, activities, and people (E1)

Demonstrate agility in design, development and delivery of high quality and relevant professional development opportunities (E2)

Develop and connect higher education leadership of tomorrow (E3)

STRENGTHENING OPERATIONAL CORE (O)

Utilize best practices for decision support (O1)

Leverage outsourced relationships to increase member value (O2)

STRENGTHENING WACUBO CAPACITY (C)

Achieve and diversify a robust stream of member volunteers (C1)

Collaborate with other regions and NACUBO to create and present excellent programs and find operational synergies (C2)

Establish ways to communicate and demonstrate our value (C3)

SECURING WACUBO'S FINANCIAL FUTURE (F)

Understand our marketplace and diversify and strengthen revenue streams (F1)

Identify current and future financial risks and opportunities and manage them (F2)

Expand relationships with private business partners (F3)

Updated January 2023

Note: This is reviewed at the Board Retreat each Year.

RAPID PLANNING PROCESS TIMELINE

INTAKE	INTERVIEWS	WORKSHOP	DEBRIEF	BEGIN THE WORK
1-3 Months	2 Weeks – 2 Months	Day "0"	1-2 weeks	1-4 weeks

What we have done

Timeline:

June 2018	September 2018	December 2018	March 2019	June 2019	September 2019	December 2019
Planning 6/1 - 9/1	Input Gathering 9/1 - 12/31	Synthesize Data 1/1 - 3/31	Draft Plan - Share and Ref... 4/1 - 6/15	Model Financial Implications 6/16 - 9/15	Final Draft - Last Minute Changes 9/16 - 12/31	Announ... 1/1 - 1/31

Today

Chancellor's Retreat 9/18

Chancellor's Retreat 9/17

> Planning
  – Created a multiyear plan for campus engagement and input.
> Input Gathering
  – Campus Survey
    • Participation by Faculty, Staff, Students, Advisory Boards, UWB Communities
    • Participation by both groups and individuals
    • Over 600 responses – representing over 900 participants
  – Landscape Analysis
    • Identified and reached out to 15 peer institutions
    • Had phone interviews with their chief academic officers
  – Literature Reviews
    • Broad Strategic Planning Team provided review and comments on relevant literature
> Synthesize Data
  – Hired a contract analyst
  – Identified key themes and iterated with Broad Strategic Planning Team
> Draft Plan
  – Created Aspire Statements for Key Themes with input from campus stakeholders
  – Synthesized Key themes to 3-5 main areas
  – Created draft priorities for feedback and review

Session two: Strategic Planning- SWOT, Mission, Vision, & Values

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- Session Three: Action Planning and Lean Process Improvement
- Session Four: Demonstrating Knowledge
- Session Five: Leading Change and Course Summary

MISSION BUILDING

What?
(why do we exist?)

Mission

How?
(Methods: what are the primary functions for carrying out our mission?)

Who?
(Students, faculty, donors, customers, suppliers and what do they need from us?)
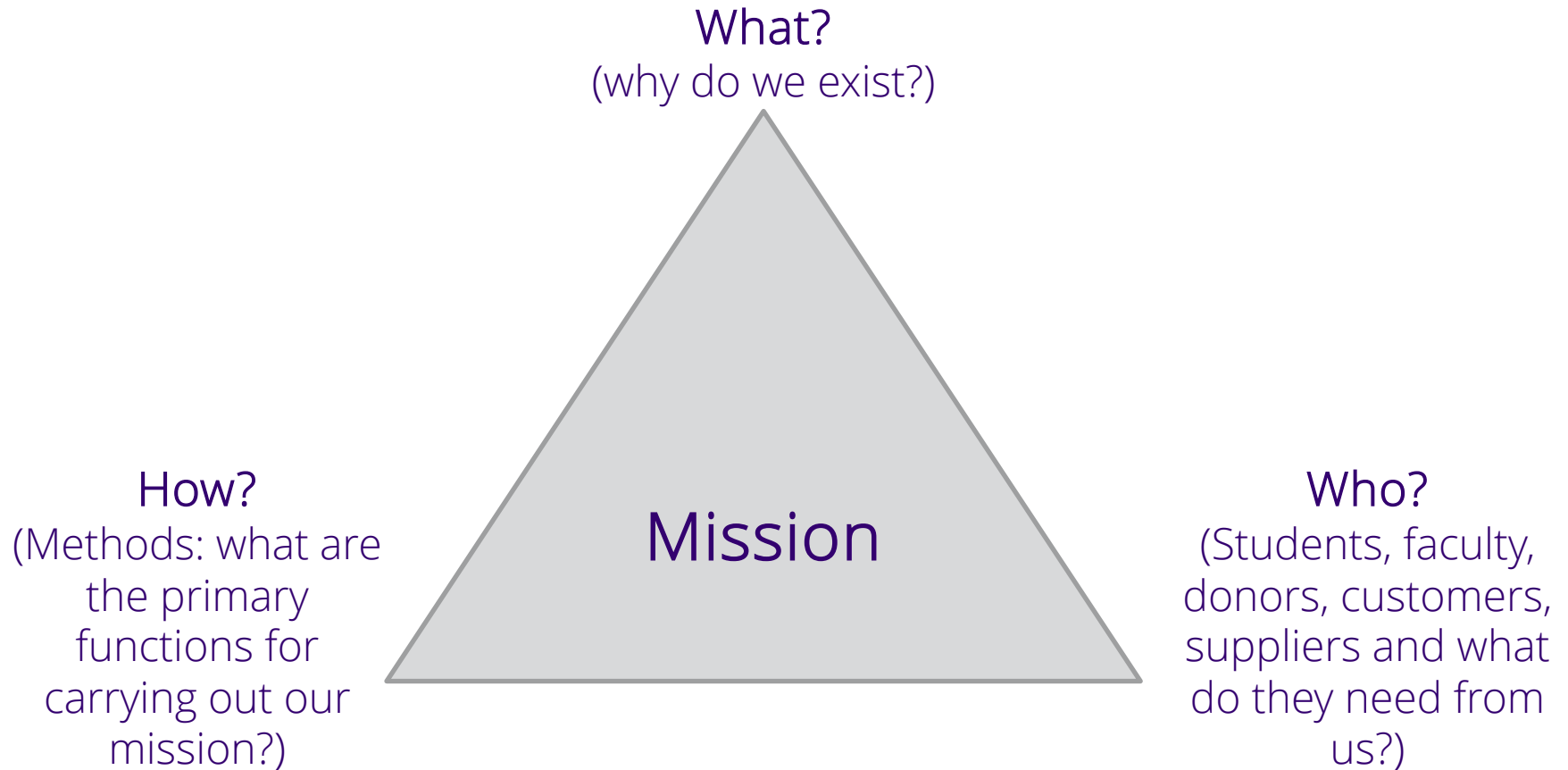
VISIONING

- Where do we want to be in 3+ years?

- What will be our stakeholder needs?

- This is an aspirational statement – something to work toward.

- Some groups have only one statement that includes mission, vision, and values.

VALUES

- What are our organizational beliefs and principles?

- This often begins with discussion of personal values – what do individuals want to be known for, internally and externally. Then a shift to organizational values; with agreement to begin practicing and using them to help change the culture if the values are new to the organization.

ORGANIZATIONAL VALUES EXERCISE

Below are twelve possible organizational values. Please rank them from one to twelve in the slots provided -- 1 being the most important to you organizationally, 12 being the least important to you organizationally.

A.   Positive image and organizational pride   _____

B.   High expectations for performance   _____

C.   Teamwork and communications   _____

D.   Inspiring leadership   _____

E.   Cost effectiveness and prosperity   _____

F.   Dedication to the customer   _____

G.   Concern for the community and environment   _____

H.   Innovation and creative solutions   _____

 I.   Growth and professional opportunity   _____

J.   Empowerment of employees   _____

K.   Stability and security   _____

L.   Completing jobs in time frames given   _____

After you complete this, turn it in for compilation and discussion of the most important ones to adopt.

SWOT ASSESSMENT MODEL

- Organizational assets, resources, people, culture, systems, partnerships, suppliers, etc.

    - Strengths

    - Weaknesses

- Marketplace, competitors, social trends, technology, regulatory environment, economic cycles

    - Opportunities

    - Threats

- Internal Assessment

- External Assessment (voice of the customer
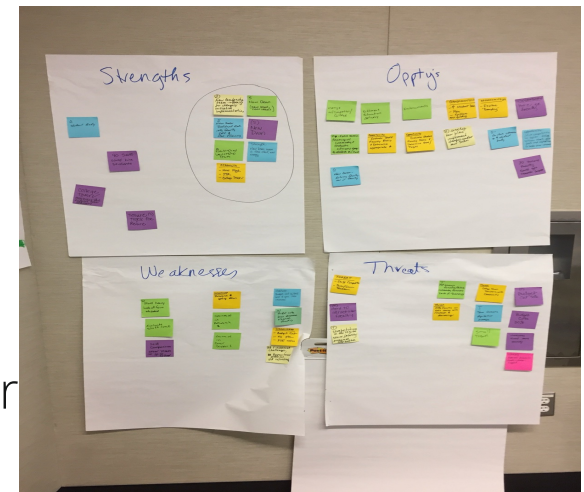
UW Bothell Strategic Planning Survey for faculty, staff, students, alumni, UWS and T, and more

A. What are the 3-5 key issues and trends facing our students during the next few years?

B. What are 3-5 key issues and trends related to your work (e.g., teaching, research, service, etc.) over the next few years?

C. What new or expanded opportunities do you see for UWB during this period?

D. What do you see as the most important 3-5 issues and trends for your School/Unit?

E. What are the key issues and trends that arise in our interactions with UW that might impact UWB during the next few years?

UW Bothell's Ultimate question

UWB should aspire to _____

UWB would demonstrate this by:

1. ....

2. ....

3. ....

ANATOMY OF A STRATEGY MAP

Mission is what we do
(our business)

Vision is who we are
(what we aspire to be)

Mission
We help people who change the world

Vision
We are a global leader able to
deliver outstanding service anywhere, anytime

Values are our
beliefs

Values: Collaboration • Diversity • Excellence • Innovation • Integrity • Respect • Teamwork

Value to You, Our Customer

| Provide value for your money | Help solve complex University-wide problems | Provide clear, timely, accurate, consistent communications from knowledgeable staff |

Strategic
goals/objectives
are **HOW** we
will achieve our
mission

Enhance Resources

| Manage resources to support strategic priorities | Provide key input for informed decisions on financial & physical assets | Grow and steward UW's assets |

Improve Operational Excellence

| Improve, streamline and innovate | Develop customer value proposition | Lead strategic UW-wide projects | Champion environmental stewardship |

Attract and Retain a Talented and Diverse Staff

| Create and maintain collaborative relationships | Enhance leadership effectiveness | Develop individuals to their full potential | Recognize performance excellence |

UWB - What we learned

UWB - What we learned

Identified 8 Key Themes

> Access (to) Learning & Student Success

> Campus Community and Organizational Development

> Career Connected learning

> Community engagement

> Creative practice, research & scholarship

> Cross disciplinary

> Diversity, inclusion & social justice

> Environmental Sustainability

And 4 Other Themes

> Funding

> Services (Housing, Food, Parking, Health & Wellness, Campus Space)

> Technology

> UWB Story

UWB Draft strategic priorities

DRAFT

UW Bothell offers transformational education through engaging teaching and research experiences instilled with relevance, inquiry, critical thinking, and ethical practices.

Mission/Vision/Values

Strategic Priorities:
- Enhance Campus and Community Engagement to ignite positive social change, amplify collaborative discovery, and serve the greater societal good as a regionally accountable public university
- Advance Cross Disciplinary Scholarship, Research, Creative Practice, and Teaching to address real-world problems
- Strengthen Diversity, Equity and Inclusion in policies, practices, and activities

As Demonstrated by:

> Student and Alumni Success

> Achievement of Transformational Learning

> Positive Impact to the Community and the World

> Sustainable Practices in our Fiscal Health, the Environment, and Human Well-being

UWB *draft* strategic plan
6/11/2019

CREATING STRATEGIC GOALS

- Normally use one flip chart per quadrant

- Put ideas, at least one per quadrant, on a post it

  - Must start with an action work (e.g. develop, create, enhance) that's future focused

  - Not (e.g. maintain, continue)

  - Must be short to fit into a bubble

- Stick in the quadrant you think fits best

- Discuss together

- Choose no more than 12-14, balanced between quadrants

- Name each quadrant

STRATEGY MAP FOR 2024 - 2027

Mission	Vision	Values

Customer Focus

Improving Internal Business Practices   Build Capacity

Securing Resources (Funding, Time, Space, Etc.)

ONGOING ACTIVITIES

Strategy ⟷ **Leadership Team**

- Project Updates
- Quarterly Project Review
- Annual Strategy Review

Leadership Identifies Priorities

Project Updates

First-Year Strategies → **Project Sponsor** ⟷ **Project Teams**

Project "Care and Feeding"
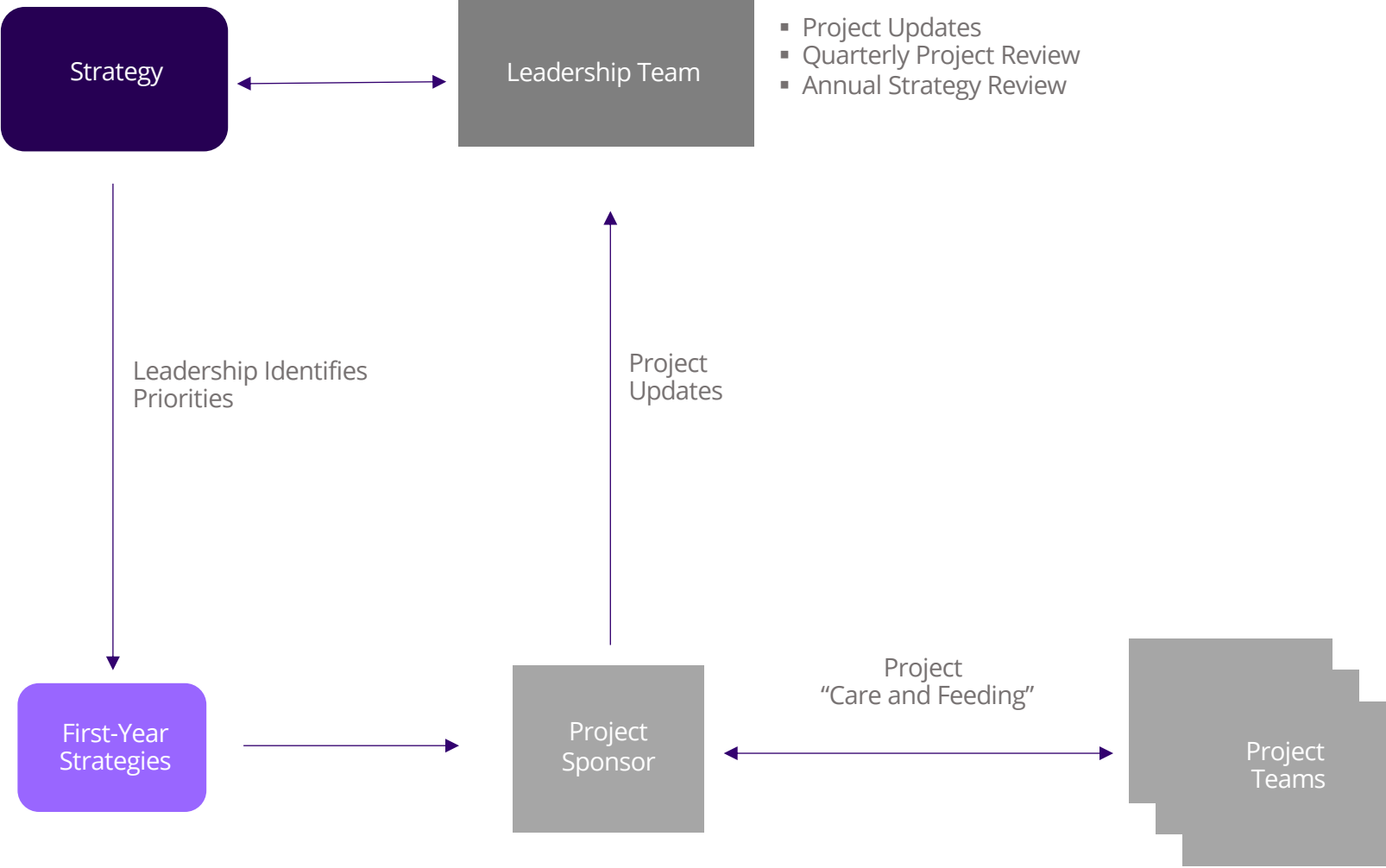
CASE STUDY WORK ASSIGNMENT

- Get into teams

- Review the case study material

- Do a SWOT analysis

- Develop the mission, vision and values

- Construct your strategy map

  - Mission, Vision Values
  - Theme names for quadrants (customer, operations, staff capacity, resources)

- Strategic goals (no more than 2 per quadrant)

- Pick one to focus on

ROLE OF STRATEGIC PLANNING PROJECT MANAGER

- Serve as point of contact for the leader, sponsor and team members (resources, process, conflict management)

- Regularly connect the leaders/sponsors with each other to share information and learning

- Set clear expectations for teams, taking lead from sponsor

- Assure strategic alignment of activities toward achievement

- Provide feedback and communications to team leaders and members

- Collect information and metrics and report on team progress

- Assist teams to prepare for updates

- Identify and provide training as needed for individuals, teams or all involved

- Assist team over hurdles/barriers

Session three: Action and Lean Process Improvement

AGENDA

- Session One: Strategy Planning Overview

- Session Two: SWOT, Mission, Vision, Values, Strategy Mapping

- **Session Three: Action Planning and Lean Process Improvement and** Demonstrating Knowledge

- Session Four: Leading Change and Course Summary

LEAN:

A METHODOLOGY FOR ACHIEVING GOALS, IMPROVING PROCESSES AND CHANGING THE CULTURE

LEAN SUPPORTS OUR STRATEGY MAP (SCHOOL OF NURSING)

⭐ = Lean Workshop Alignment

Integration of Operations, Finance, Curriculum and Decision Making

Values: Timely-Efficient-Flexible-Transparent-Responsive

Mission
Advance nursing science and practice through generating knowledge and preparing future leaders to address local, national and global societal needs

Vision
Pioneer improvements in health and health care through innovative nursing science, education and practice

Values
Collaboration*, Social Responsibility, Integrity*, Respect*, Accountability, Diversity*, Excellence*

Advancing Research, Education and Practice (REP)

- Strengthen research infrastructure and support to advance research excellence (REP1)
- Create innovative learning experiences and an environment that inspires and engages diverse students, faculty and staff (REP2)
- Develop and sustain strategic relationships and collaborative partnerships (REP3)
- Improve recruitment, retention, and advancement of outstanding faculty, staff and students (REP4)

Achieving Operational Excellence (O)

- Evaluate and base academic programs on availability of resources (01)
- Strategically invest in SoN to advance vision (02)
- Align and support faculty and staff workload (03)
- Maximize efficiency, accuracy and transparency in teaching, operations and research (04) ⭐
- Develop operational infrastructure to support our vision (05) ⭐

Securing our Financial Future (F)

- Develop a sustainable, transparent and effective financial model (F1)
- Develop and implement an advancement plan to increase gifts and improve donor relations (F2)
- Strategically enhance diverse funding (F3)
- Strategically manage school wide resources (F4) ⭐

Creating a Sustainable Organization (S)

- Develop a faculty and staff to foster innovation and creativity (S1)
- Build SoN leadership & management capacity (S2)
- Establish effective decision making and implementation processes (S3)
- Align organizational structure and governance to position us for the future (S4)
- Cultivate a supportive climate that embraces trust, collaboration, creativity and productivity (S5)

*UW Value   dark purple writing= 2012 priority   **Adopted August 2011**

WHAT IS LEAN?

LEAN is "a systematic approach to identifying and eliminating waste..." which includes:

- Identify current state
- Envision future vision
- Rapid process improvements
- Customer involvement

LEAN engages staff:

- To identify and solve problems
- To help achieve the strategic plan

LEAN encourages leaders:

- To trust and respect staff to do so

WHY LEAN?

LEAN helps leaders and staff to become more:

- Customer sensitive

- Nimble

- Efficient

LEAN thinking and actions help us to:

- Achieve our strategic plan

- Build a common culture – those closest to the work constantly learning how to make that work better

- Improve our management processes of observation, experimentation and speed

- Become better problem finders and solvers

- Develop transferable job skills

WHAT IS UNIQUE ABOUT LEAN?

- "Wing-to-wing" improvements involve customers, staff, process partners and suppliers

- Faster rate of change

- Customers define what's valuable

- Aggressive improvement goals (often 50%)

- A continuous improvement is a way of life

PRINCIPLES OF LEAN

1. Customer defines value

2. Produce at the rate of customer demand "pull"

3. Eliminate waste

4. Focus on work flow and value streams

5. Pursue continuous improvement

ADDITIONAL LEAN CONCEPTS

1. Welcome problems ("Having no problem is the problem")

2. Build meaning from data (go see what's happening, "*gemba*")

3. Focus on the process, not people

4. Develop people and teams

5. Learn by doing

REDUCING PROCESSES TO CORE VALUE

WASTED TIME AND ACTIVITY

CORE PROCESS VALUE

EXCESSIVE MOTION
(WALKING TO NEXT TASK, ETC.)

DEFECTS
(IDENTIFYING, HANDLING, FIXING)

OPERATIONAL LEAD TIME

UNNEEDED PROCESSING TIME

WAITING
(OFTEN RESULT OF UNBALANCED TASKS)
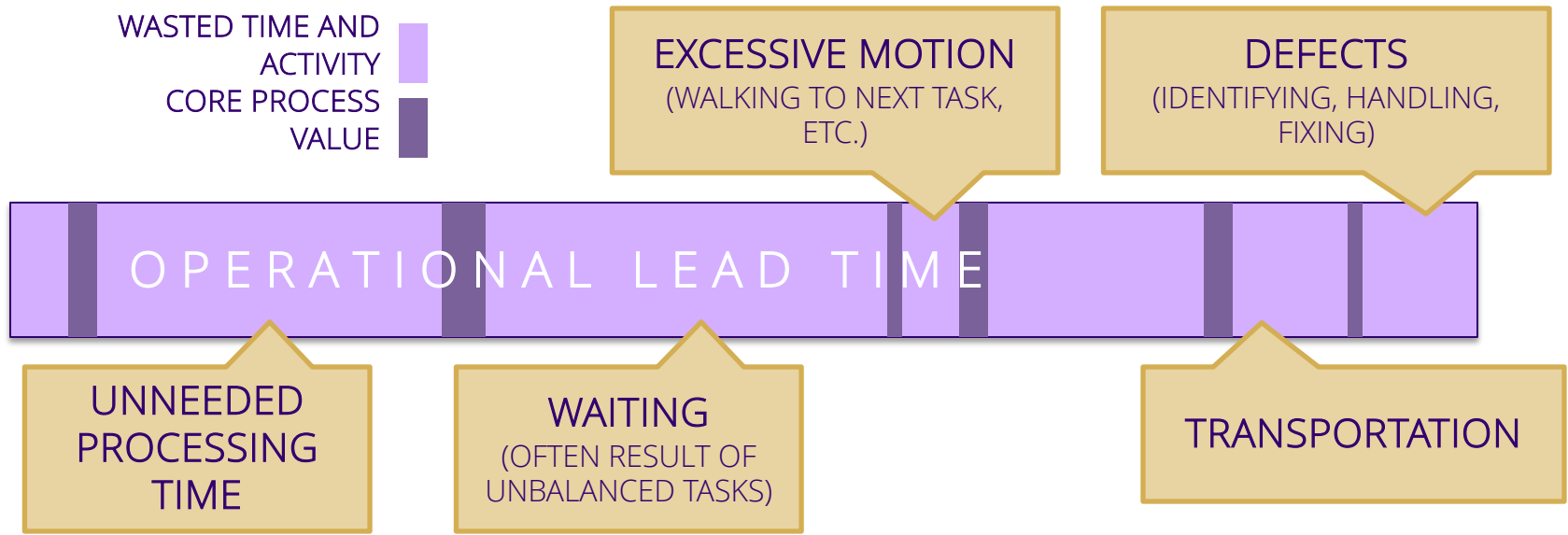
TRANSPORTATION

Focus on eliminating the wasted time and activity.

8 KEY WASTES/INHIBITORS TO EFFICIENCY

Overproduction

Waiting

Transport

Processing

Excess Inventory

Movement
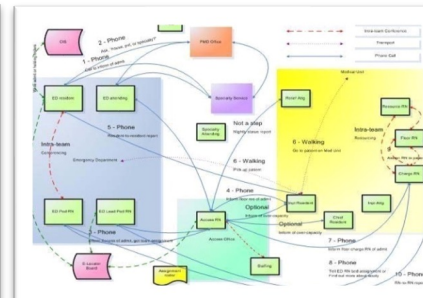
Complexity
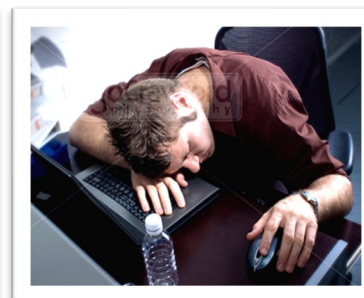
Underutilized People

WHAT IS A KAIZEN EVENT?

- **Kaizen**: a Japanese term that means "change for the better" through continuous, incremental improvement

- **Kaizen Event/Workshop**: an event or workshop that teaches how to identify waste in a given process and to make rapid improvements to a process

- **1-3 Day Workshop**:

  – Team includes project leader, facilitator, staff members, customers/process partners
  – Identify current state identify issues, envision future state, identify Kaizen Projects

- **30, 60 and 90-Day Improvement Report Outs** to leaders/stakeholders/ interested parties using visual board

PROJECT LIFECYCLE

Initiator/
Stakeholder | Project Team | New Team/
Owner

Define Work | Project Work | Report

Organizational
Framework

Initiate | Plan | Implement | Close
Project closure

Integrate

PLAN | DO
ACT | CHECK
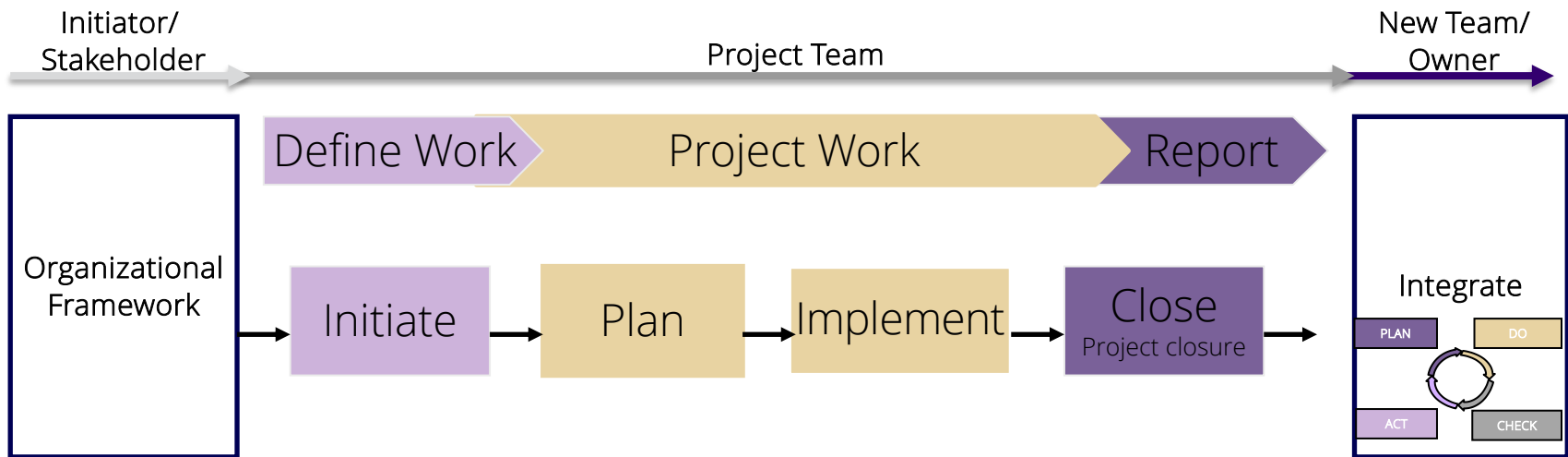
- **Organizational Framework** – identify project and align with strategy map, identify and provide resources, project scheduling, prioritizing, direction-setting, issue resolution, milestone reviews
- **Initiate** – develop business case and project plan/charter, including role(s) of sponsor(s), owner(s), define problem/opportunity with supporting data, participants, success measure(s), and scope (boundaries and parameters)
- **Plan** – develop execution steps, timeline, dependencies, milestone dates, plans for risk and risk mitigation, plans for communications and for training
- **Implement**– do the work defined in plans
- **Control** – hold milestone meetings with sponsors, produce reports on performance and success measure(s), identify issues, resolutions, and management (e.g. scope management)
- **Close** – report results, determine ownership and integration into ongoing work of all affected work units, evaluate the project, summarize lessons learned, and document the process and materials developed
- **Integrate** – implement agreements, identify ongoing roles/responsibilities, create ongoing operational measures and dashboard reporting cycles, provide training, standardize processes, and continually improve

ACTIVITY SCOPE (WORK CHARTER)

PROJECT NAME:	DATE:

PROJECT DESCRIPTION:

PROJECT START DATE:	PROJECT END DATE:
PROBLEM TO SOLVE/OBJECTIVE:	DELIVERABLES AND TIMELINES:

TEAM MEMBER NAMES

EXECUTIVE SPONSOR(S):	TEAM MEMBERS:
PROJECT LEADER(S):	FACILITATOR(S):
	REVIEW TEAM IF NEEDED:

ACTIVITY SCOPE (WORK CHARTER)

PROJECT NAME:	Classroom Scheduling Improvements	DATE:	Updated 8/29/15

PROJECT DESCRIPTION:
The goal of this project is to institute new classroom scheduling practices that will provide a variety of benefits to the UW community. Three new practices will be implemented: increasing the instructional week to 50 hours (from the current 40), requiring that requests for general-assignment classrooms be distributed evenly throughout an instructional day, and requiring that class offering conform to specific day/time combinations (so-called "block scheduling").

PROJECT START DATE:	November, 2014	PROJECT END DATE:	November, 2016

PROBLEM TO SOLVE/OBJECTIVE:	DELIVERABLES, METRICS AND TIMELINES:
In 2013-14 academic year an extensive review of learning spaces on the UW Seattle campus was performed, and a series of recommendations to improve classroom scheduling were identified. The problems created by current scheduling practices include: • In Autumn 2015 roughly 20% (approximately 800) of classroom requests were not met. Unmet requests significantly disrupt academic planning and course scheduling. To meet peak demand, 100 new classrooms would need to be added to current inventory, more than a 30% increase. • From 9:30 am to 2:30 pm nearly 100% of classrooms are in use. As such, there is no opportunity to renovate or repair classrooms during academic quarters. A benchmark or industry standard for classroom utilization is 70%. • For many courses there is a significant mismatch between enrollment and classroom capacity. The objective of this project is to explore the scheduling recommendations, and implement those that will significantly impact classroom use.	• June 2015 (done) - Implementation Committee to explore recommendations (including data modeling) and present a scheduling plan to the Governance Committee. • Through Jan 2015 - Governance Committee to review plan, and gauge impacts and mitigation through communication with key stakeholders. • April 2015- Final recommendations to Provost. April 1, 2015. • Nov. 2016 - New scheduling processes used for the 2017-2018 academic year. Metrics that will be employed to gauge the efficacy of this effort: • Reduction in the number of unassigned class requests. • Reduction in the time to finalize the time schedule for a given academic quarter. • Better compliance with the "70/70" rule: average of 70% of classrooms used at an occupancy of 70%. • Better match between course enrollment and classroom capacity.

TEAM MEMBER NAMES

Executive Sponsor(s):	**Team Members:**
Jerry Baldasty, Interim Provost	The Scheduling Governance and Implementation Committees Data Subcommittee: Roberta Hopkins, Diane Machatka, Philip Reid, Nancy Salts, and Matt Winslow.
Project Leader(s):	**Facilitator(s):**
Bruce Balick, Chair of the Scheduling Governance Committee Philip Reid, Chair of the Scheduling Implementation Committee	
	Review Team if needed:

WHAT IS A KAIZEN EVENT?

- Visual map of work flow:

  - From beginning to end, including the customer perspective (wing-to-wing)
  - The steps in the process including time it takes to do it

- A tool to:

  - Document the current process
  - Point to problems
  - Focus direction

IT ALL STARTS WITH GETTING THE MESS ON THE WALL...

- Chartered cross-functional teams participate in a launch

- They learn to value-stream map, identify pain points, see waste, "own" the problems, and envision a future state

- More important than tools, staff are empowered to make improvements that will make their work-lives better, together, with support from leadership

DOCUMENTING PROCESSES & STANDARDIZING

SET AN AUDACIOUS GOAL

- Anything less than 50% improvement encourages just working harder

- Tweaks aren't worth the time you're spending here

- An impossible goal requires that you dismantle a (often times dysfunctional) process

- A big goal serves as "true north" for where your organization must head

FOLLOWED BY A 90-DAY IMPROVEMENT CYCLE: "LEARNING LAB" OF SORTS

Teams learn and experience:

- Visual management
- Weekly rhythm
- What it means to be in charge of change
- Seeing gaps
- Problem solving through ideas

Along the way, leaders and team members discover each others' untapped talents, creativity, and energy.
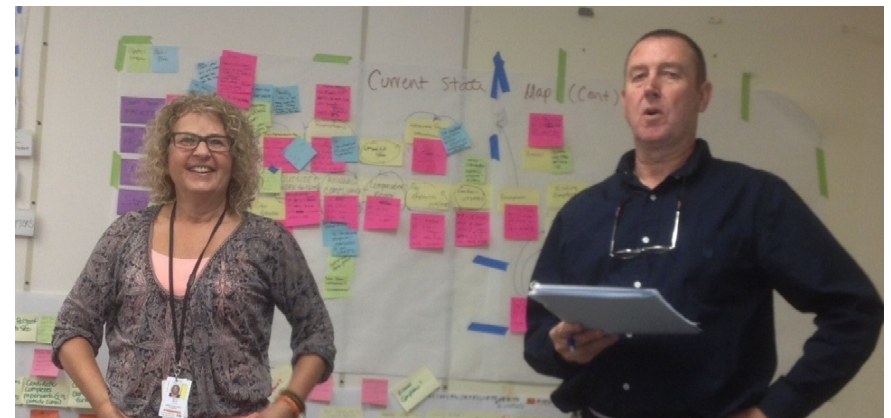
LEAN EVENT 30 – 90 DAY VISUAL BOARD

- Illustrates progress toward goals, shows accomplishments, roadblocks, cross-pollination, metrics

- Also shows ideas, kudos, etc.

- It changes weekly, with monthly check ins with leadership and others, or whenever someone wants to know

RECENT LEAN EXAMPLES

- Reducing overtime in Facilities Services
- Improving project management flow between UWB and Cascadia College
- Copier and printer acquisition and support process
- CARE and Bias Report process flow
- Enrollment management communications across the institution
- Club Councils coordination and communications

KANBAN BOARD (WORKFLOW)

Ideas	Ready	Doing	Done
• Take a vacation • In-grade salary increases for two staff • 5 S paper in Gerb office	• ISSP materials	• AASHE ED search • BMI presentation • Tacoma Lean curriculum • Lean annual calendar	• NCCI presentation • Flights for AASHE/ISSP • ESS retreat

This can be a combination of everything, those just you do, what your team is doing, etc. Deadlines can be put on along with who is responsible. Make it work for you!

This should be visible – handwritten with post-its and moved as tasks progress. Can also use kanbanflow.com (free) or trello.com (free and app)

KANBAN BOARDS

- Tracks flow of work to meet each person's unique work and value stream. Work aligns with the area's visual control board, which aligns with strategic goals.
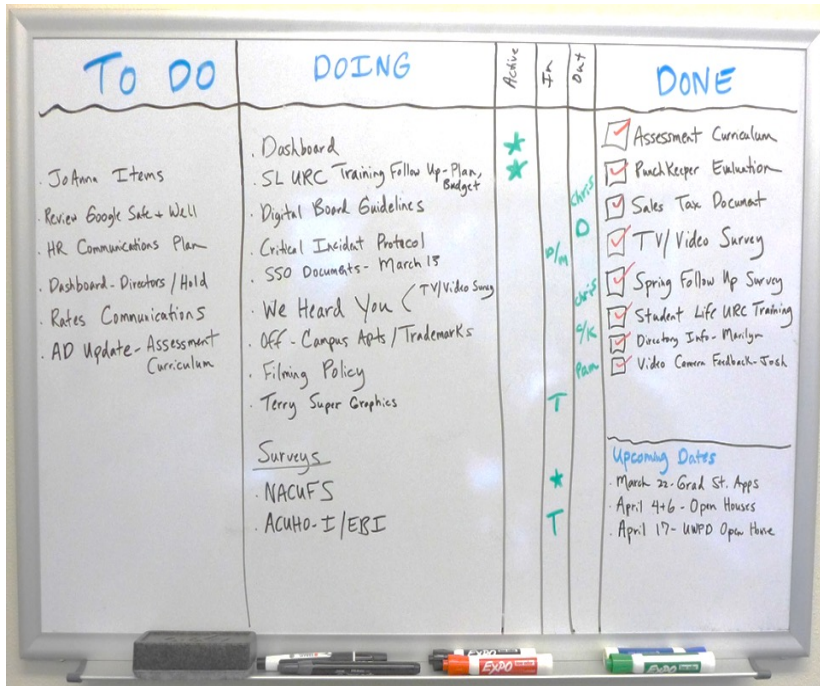
Assistant Director's board
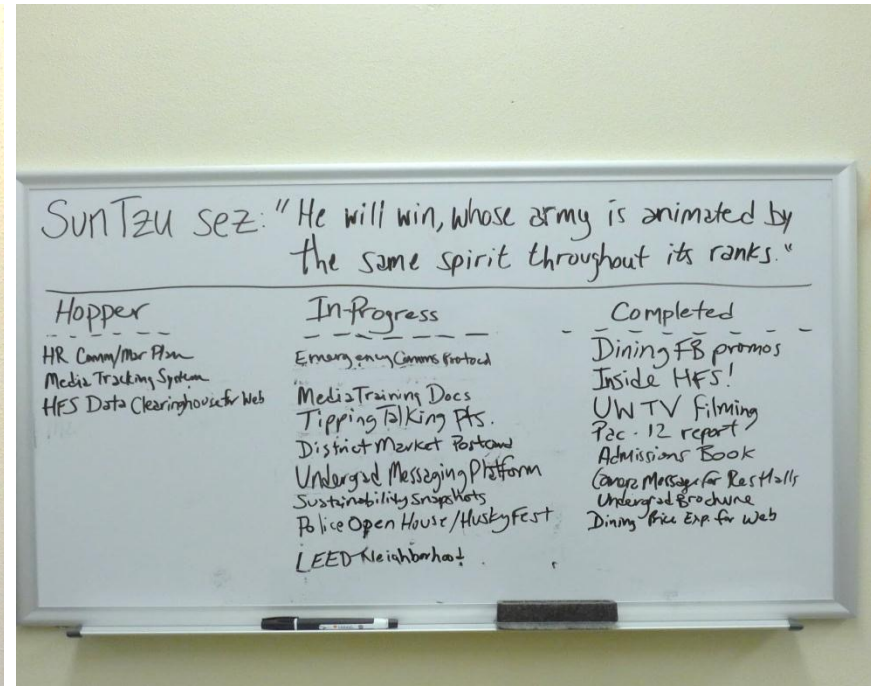
Communications Manager's Board

UNIT KANBAN BOARD

CASE STUDY ASSIGNMENT

- Using the Activity Scope Document, choose one of your strategic priorities to map out for an action plan

- Prep for your report out
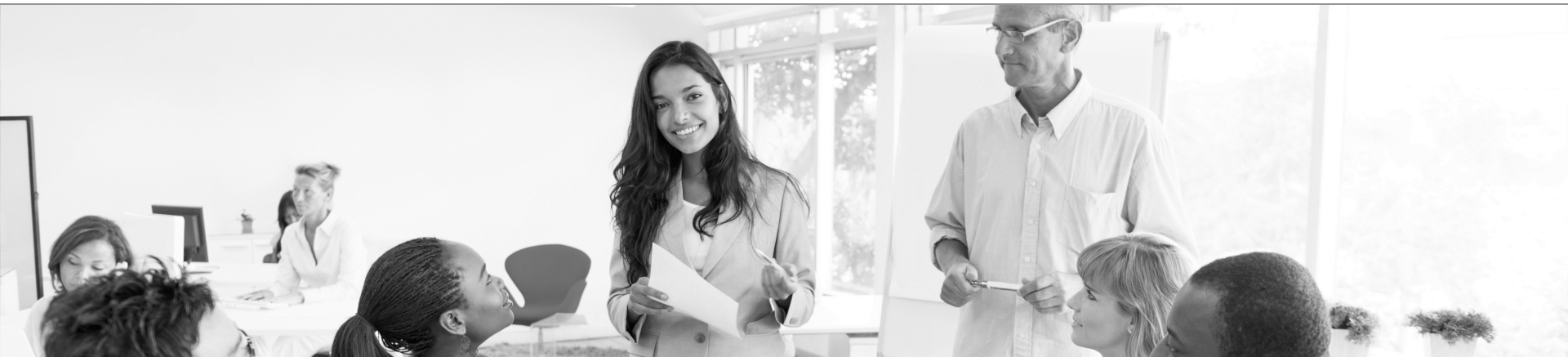
REPORT OUTS

- Student

- Administrative

- Academic

- Auxiliary

You will have 10 minutes each, including questions and feedback.

PRESENT ON, 10 MINUTES TOTAL

- Team members
- Case facts
- Highlight SWOT
- Review Strategy Map
- Describe Action Plan
- Talk about how your team functioned

FEEDBACK IS A GIFT!

Comments/feedback/questions:

1. Is the vision compelling?
2. Are the goals strategic? (not tactical)
3. Is there a clear action plan/activity scope?

Session five: Leading Change and Course Summary

AGENDA

- Session One: Strategy Planning Overview

- Session Two: SWOT, Mission, Vision, Values, Strategy Mapping

- Session Three: Action Planning and Lean Process Improvement

- Session Four: Leading Change and Course Summary

STRATEGIC PLANNING IMPLEMENTATION

- Lead the effort

- Collect data, but not too much

- Engage people, but the right ones and expect faculty (and others) to be critical

- Communicate, in many varied and frequent ways; have a plan from the beginning

- Make sure all subordinate plans connect to the overall

- Resources, make sure you have them to achieve the plan

- Content, it needs to be strategic and distinctive

- Learn to be a good politician

- Choose action over perfection

LESSONS LEARNED ABOUT IMPLEMENTATION

1. Always have a designated responsible party

2. Reward the "doers"

3. Provide support to be "accountable"

4. Be tolerant of failure

5. Clarify decision rules

6. Small wins matter

7. Don't micromanage

8. Get people involved in creating their own goals

9. Middle management is key to implementation

10. Focus on results, not activity

Pat Sanaghan, Academic Impression, December 2014
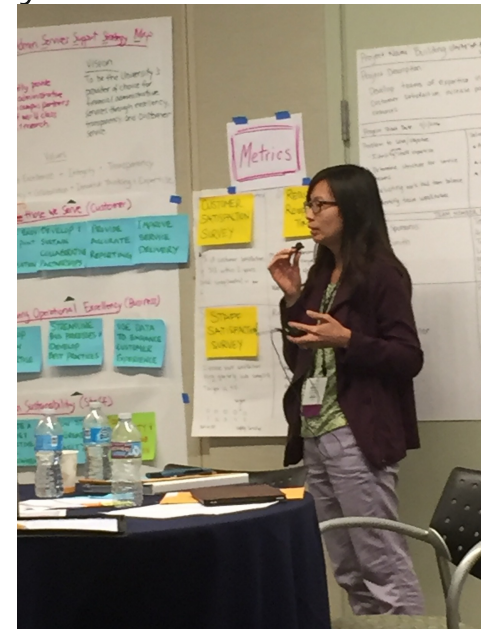
A NOTE ABOUT FACULTY

Faculty:

- Love learning, research, discovery, etc.

- Are driven by need for grants/research

- Enjoy academic freedom
- Are used to critique

- Gain success from their colleagues in their distinct discipline

Can be frustrated by:

- Bureaucratic rules

- Not being able to use research dollars as they wish

- Pressure to get promoted, get tenure, etc.

- Teaching workload

- Service (committees) expectations
- Not being consulted

A NOTE ABOUT STAFF

Staff:

- Want to understand the goals of the organization and how they fit

- Want to support the organization

- Are attuned to compliance requirements

- Are often generalists

- Know how to and get things done

- Are structures in their work and work expectations

- Understand need for process improvement and standardization

Can be frustrated by:

- People not following or carding about the rules

- Last minute requests

- Too much work

- Directness or perceived lack of respect

- Lack of recognition for good work

- Unrealistic expectations

- Not being valued as a partner

Adapted in part from Susan Christy, Ph. D.

A NOTE ABOUT STUDENTS

Students:

- Are fresh, eager, idealistic

- Are inexperienced

- Are smart

- Want some direction

- Are thoughtful

- Have great ideas

Can be frustrated by:

- Being kept out of planning

- Bureaucracy

- Being told "no"

- Time it takes

EIGHT STAGE CHANGES PROCESS

Note: Kotter says the sequence is important!

- Establish a sense of urgency

- Create a guiding coalition

- Develop a vision and strategy

- Communicate your change vision

- Empower broad-based action

- Generate short term wins

- Consolidate gains and produce more change

- Anchor new approaches in the culture

- John Kotter

MYTHS AND REALITIES OF CHANGE

Myth	Reality
This will go away	Change is here to stay
It will help if I get upset about this	Controlling your emotions increases your control over the situation
Top management knows a lot more than they are telling	The odds are that higher management is being as open and straightforward as the situation permits
Management doesn't care about us	Management has to make some tough decisions, and its impossible to keep everyone happy
I'm not in a position to make a difference	You're either part of the solution, or part of the problem
Top management is supposed to make these changes work	If you work here, this is your plan
They don't know what they're doing	Top managers have a pretty good idea of what they're doing, but can't do it without running into problems or making some mistakes
The changes weren't really necessary	What's necessary now is to make the changes work

- Pritchett and Pound

ROLLER COASTERS OF CHANGE

Impact

Reconstruction

Adjustment

Turmoil
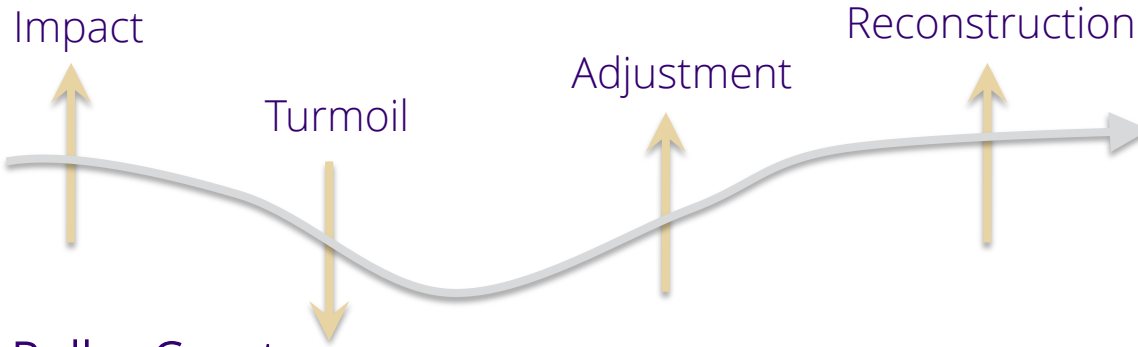
Workforce Roller Coaster
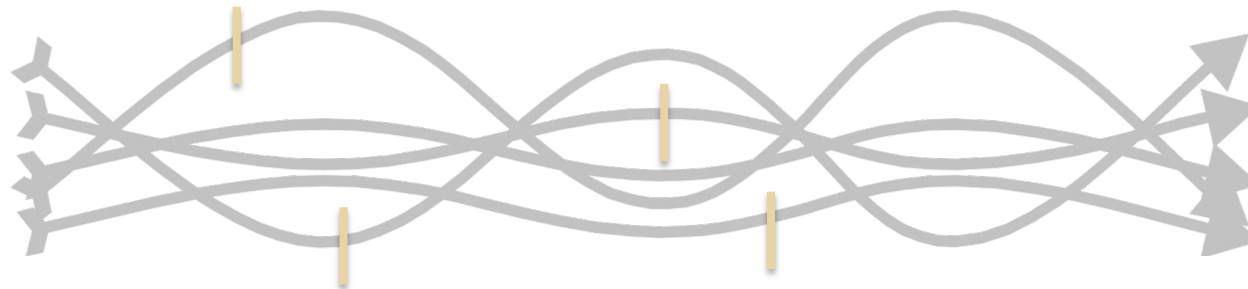
Leadership vs. Staff Roller Coaster

Employees

Management

THREE PHASES OF TRANSITION

Transitions Begin with Endings

- Of some relationships

- Of some job duties

- Of some expectations

What are some of the things you need to let go of?

- William Bridges

ELEMENTS OF THE NEUTRAL ZONE

- Nothing works well

- A feeling of being nowhere between two somewhere

- Anxiety rises and motivations falls

- Feeling disoriented

- Becoming self-protective

- People often miss more time from work

- Feeling of overload

- Priorities confused

- Information miscommunicated

- People become polarized – some rush ahead while some go backward

- Discord rises

- Some creativity emerges

- William Bridges

"It's not so much that we're afraid of change, or so in love with the old ways, but it's that place in between we fear, it's like being in between trapezes. It's Linus when his blanket is in the dryer. There's nothing to hold on to."

- Marilyn Ferguson

WHY IS CHANGE DENIED AND RESISTED?

Resistance increases when...

1. The purpose of the change is not made clear
2. The need for change is not understood
3. Communication regarding the change is poor
4. People who will be involved with the change are not included in planning
5. There are no rewards
6. Key people are not seen as really supporting the change
7. People perceive a negative impact on their social relations
8. Change is introduced too slowly or quickly
9. Habit patterns are ignored
10. Key job duties are exchanged
11. Feelings of failure exist
12. There is a tendency to seek security in the past
13. There is a lack of confidence in the outcome of change

14. Too much pressure exists
15. Vested interests are involved
16. The status quo cant be reestablished if the change proves unacceptable
17. People believe the change will reflect negatively on their past performances
18. Poor behavior on the part of others is tolerated during the change process
19. The change process is not open to input or critique
20. Decisions are passed down hierarchically and therefore some people have much information and others have little
21. The timing for the change is bad
22. One change means many changes
23. People want to know what the outcome will be before the change occurs
24. Behavioral change usually comes in small steps

- Pritchett and Pound

MAKING CHANGE HAPPEN: LEADER'S ROLE

What you need to know:

- Why you are driving this change and your feelings about it/commitment to it

- That change won't work without people (even if you wish it were otherwise)

- How this change affects other changes

- The benefits to this change (short, long term) – focus on who you serve

- The risks of change

- When to push and when to hold back a bit

Personal behaviors:

- Listen to the pain that is caused by the pending change(s) and throughout the change process

- Connect personally to others, show your vulnerability

- Be courageous and persistent; champion, inspire

- Be involved and accessible

MAKING CHANGE HAPPEN: LEADER'S ROLE

What you need to do:

- Package and promote the change, reinforce it over and over and stress what's in it for them (WIIFM)

- Plan the change process and timing well – ask for help if this isn't your strength

- Communicate over and over: share the context and problem, the process and how decisions will be made and communicated

- Involve and engage those affected – encourage ownership for change, doing the work, generating ideas and questions

- Set measures of baseline, progress and outcomes

- Recognize progress – even little things

What to consider:

- Involving a facilitator – sometimes the smartest thing you can do, so you can participate

- How to create new leaders, new leadership opportunities

- Doing a risk analysis/assessment

PERSONAL RESPONSES TO CHANGE

VICTIM SURVIVOR NAVIGATOR
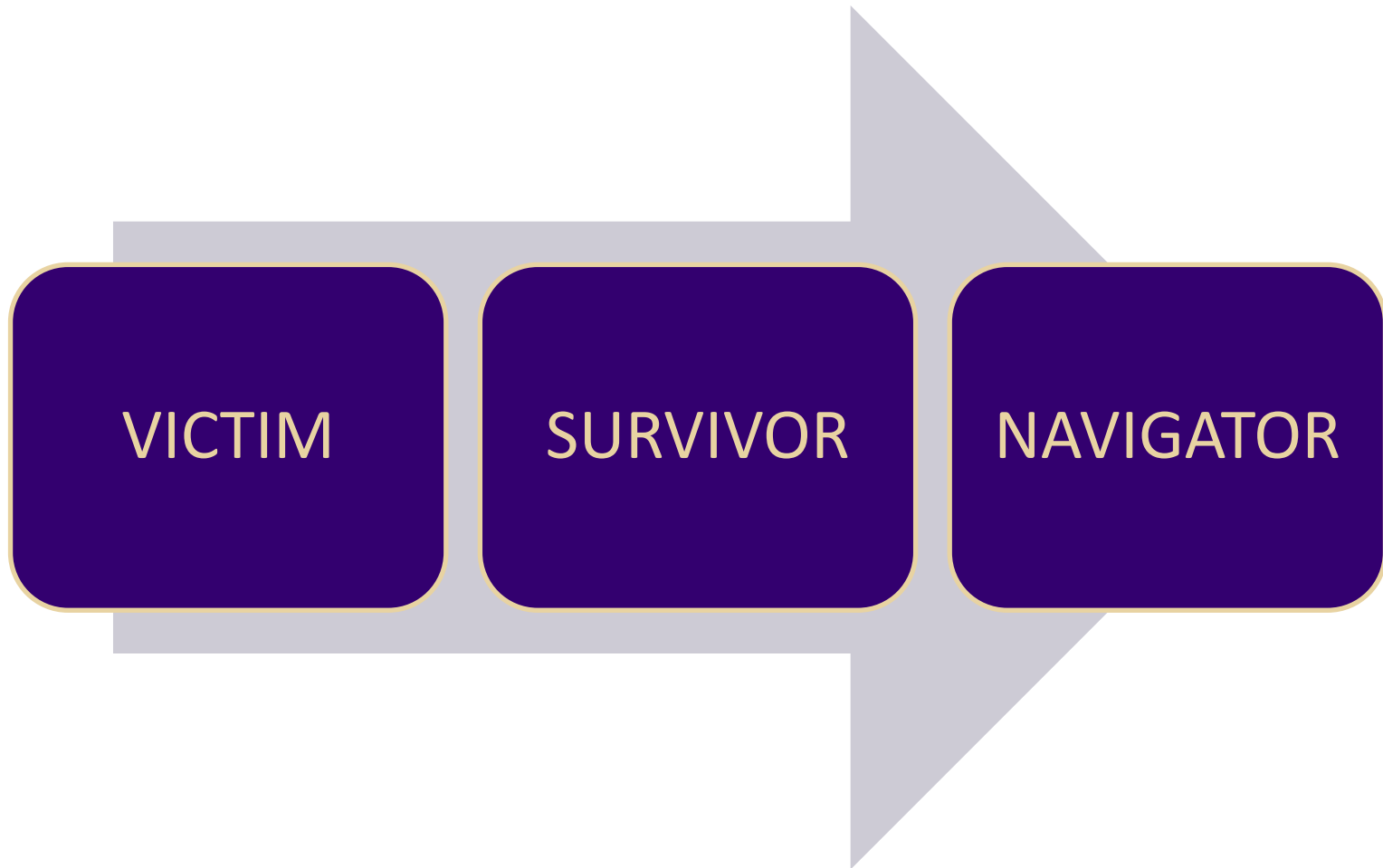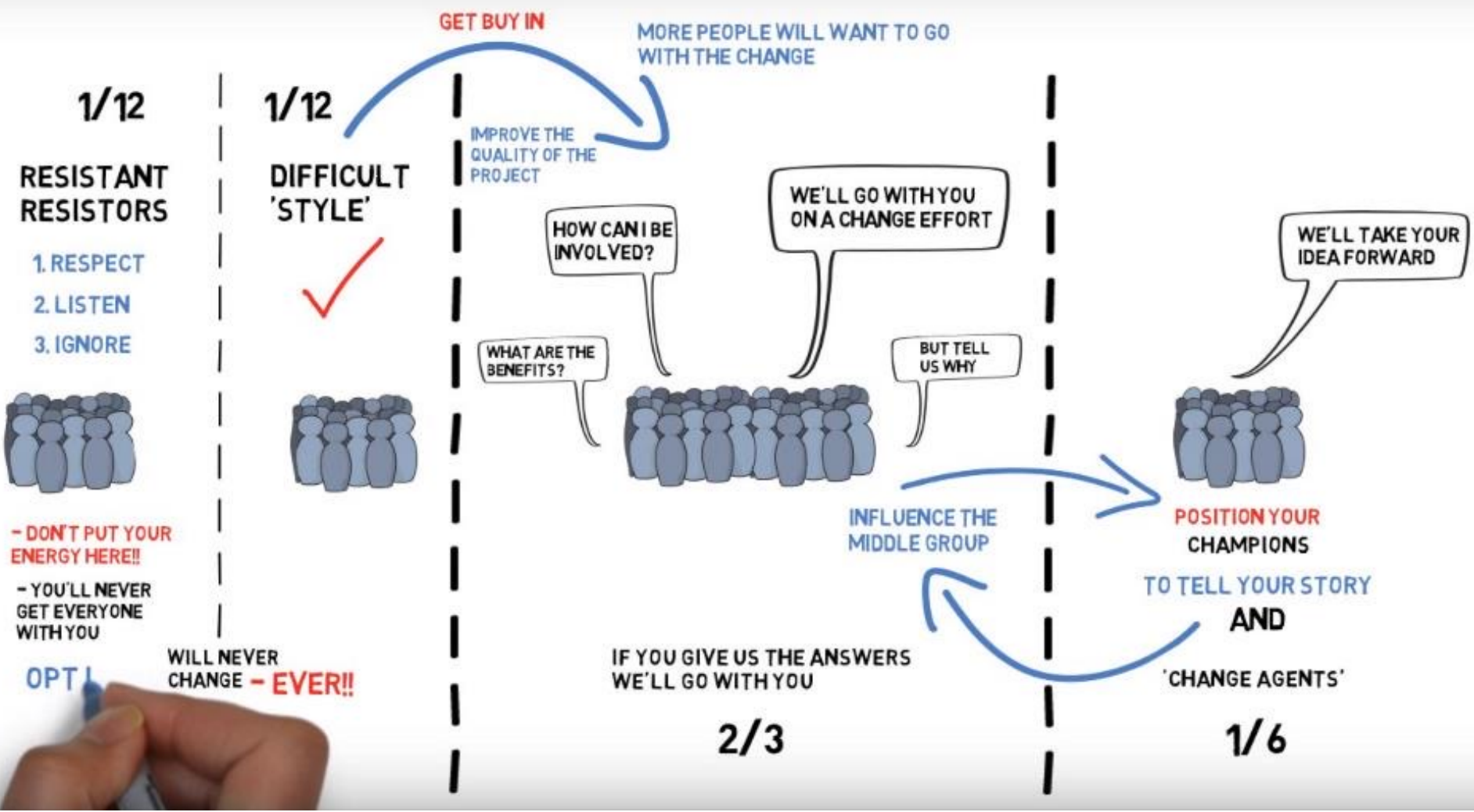
THREE CONDITIONS OF SUCCESSFUL CHANGE

- **Valid Information** – good communication going and coming to all levels of employees

- **Informed choice** – having the opportunity for all levels of people to have some choice about the new plans and changes

- **Internal commitment** – to have any change be successful all people must be committed to the course of action. There will be varying degrees of commitment, of course, but to be truly successful all people need to be committed to the general direction

WHERE DO WE START?

Focus on type 1 changes and prepare for type 2 changes

- **Type 1: Control**
  - We have the information, expertise, resources and authority necessary to manage the change.
- **Type 2: Influence**
  - We do not have full control, but can influence the outcome, with assistance.
- **Type 3: Neither**
  - We have neither control nor influence, and should not take on this change.
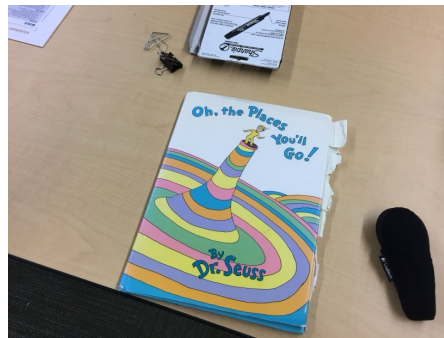
COACHING SKILLS DURING CHANGE

➢ Acknowledge the past

➢ Be courageous, empower yourself

➢ Take charge: management by committee won't work

➢ Be persuasive

➢ Set a clear agenda

- Create temporary policies and procedures
- Do it quickly
- Do it clearly
- Be definitive
- Include input of your key employees
- Communicate

Focus on hard results

- Trust will be down
- Morale will be down
- Loyalty will be down
- Stress will be up

Re-recruit the keepers

- They are your cornerstones
- Make them feel important
- Capture their spirit
- Stabilize the group

Carve out new roles and responsibilities

- Be detailed
- Try not to have overlap right now
- Cut out duties where possible
- Keep track of performance

COACHING SKILLS DURING CHANGE

- Deal with conflict
  - Expect old issues to surface

- Set up transition monitoring team

- Show urgency for change
  - Demonstrate your energy, drive and passion
  - Be a good role model
  - Keep reasons for change on peoples' minds

- Tighten discipline
  - Set high standards
  - Be tightly organized
  - Be clear and explicit
  - Define criteria
  - Expect to be challenged
  - Deal with poor performers

- Give psychological boosts
  - Words of encouragement
  - Compliments

- Give psychological boosts (cont.)
  - Develop recognition programs
  - Be empathetic
  - Say thank you
  - Show personal interest
  - LISTEN
  - Show you care

- Communicate
  - Give constant updates of all kinds
  - Repeat all communications
  - Make sure issues are aired
  - Invite argument and allow conflict
  - Keep a high profile

- Create a shared vision

- Balance the task (what) with the process (how)

- Eliminate fear

- Play angel's advocate

- Pritchett and Pound

COMMUNICATING IS IMPORTANT

- Be clear and articulate the outcomes (not tasks)
    - Why, why now?
    - What will it mean?
    - How will we measure our progress?
    - How does this link to other things we are already doing?

- Model change
    - Allocate time, energy, priority
    - Discuss at leader meetings

    HBR – "How to communicate during organizational change," June 2017, Elsbeth Johnson

TAKE CARE OF YOU: WAYS TO REDUCE STRESS

1. Do physical exercise, at least thirty minutes three times a week.

2. Learn relaxation techniques.

3. Cut down on caffeine.

4. Eat right.

5. Meditate.

6. Develop better time management.

7. Play, have fun, recharge.

8. Get plenty of sleep.

9. Smile more. Laugh.

10. Count your blessings… make thankfulness a habit.

11. Say nice things when you talk to yourself.

12. Personal goals. Give yourself a sense of purpose.

13. Forgive. Grudges are too heavy to carry around.

14. Simplify.

15. Practice optimism.

16. Take breaks and lunches!

What else can/do you do?

- Adapted from Pritchett and Pound

SUCCESS FACTORS IN LEADING EFFECTIVE CHANGE AND STRATEGIC PLANNING IMPLEMENTATION

1. Embrace it
2. Take initiative and try different things/take risks
3. Follow through/make things happen
4. Be persistent
5. Be patient
6. Reflect/adapt/be flexible
7. Try to find some humor
8. Involve the right people/build teams
9. Communicate, communicate, communicate
10. Measure processes
11. Build allies
12. Focus on customer needs
13. Focus on process improvement
14. Choose your battles
15. Treat yourself well

- Ruth Johnston, Ph.D.

STRATEGIC PLANNING SUMMARY

- Is future focused

- Is leadership driven

- Provides for a high level of organizational involvement

- Allows contention within the broad framework of the organization's goals

- Creates broad objectives that encompass organization purpose and culture

- Produces a plan that is widely understood and accepted

- Produces a plan that is both comprehensive and detailed

- Is a model that can be rigorously applied

- Provides the energizing force to drive the needed changes

- Will enable an organization to create and achieve its ideal future

- Allows dialog to take place in a continuous and interactive manner

- Is measurable

STRATEGIC PLANNING RESOURCES

- Academic strategy: the management revolution in American higher education, George Keller, 1983

- Applied Strategic Planning: An Introduction, Goodstein, Nolan and Pfeiffer, 1992

- Crafting Strategy, Henry Mintzberg & Harvard Business Review, No. 87407

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- Creating Your Strategic Plan, A workbook for public and non-profit organizations, John Bryson and Farnum Alston, Wiley and Sons, 2011

- 10 Critical Lessons I've Learned about Implementing a Strategic Plan, Sanaghan, Academic Impressions, December 2014

- Stress-Test Your Strategy: The 7 Questions to Ask., Robert L. Simons, Harvard Business Review, November 2010

- Tips for Effective Strategic Planning, Christine D. Keen, HR Magazine, August 1994

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- *The Balanced Scorecard – Translating Strategy Into Action*. Boston: Harvard Business School, 1996

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- Bennis, Warren G. *Changing Organizations*, New York, NY: McGraw-Hill Book Company, 1966

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- Kaye, Beverly L. and S. Jordan-Evans *Love 'Em or Lose 'Em: Getting Good People to Stay*, Berrett-Koehler, 1999

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