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Leading Change by Putting People & Culture First

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Session Outcome

- Gain insight into the leadership strategies & goals that can influence culture change.

- Identify challenges or barriers that impact culture acceptance and change.

- Learn practical advice on how to navigate large and complex organizational changes, and obtain buy-in from all levels.

- Think strategically & intentionally about the role of culture.

What is Culture?

Culture consists of **shared beliefs and values** that are established by leaders and then **communicated and reinforced** through various methods, ultimately **shaping employee perceptions, understanding and behavior**.
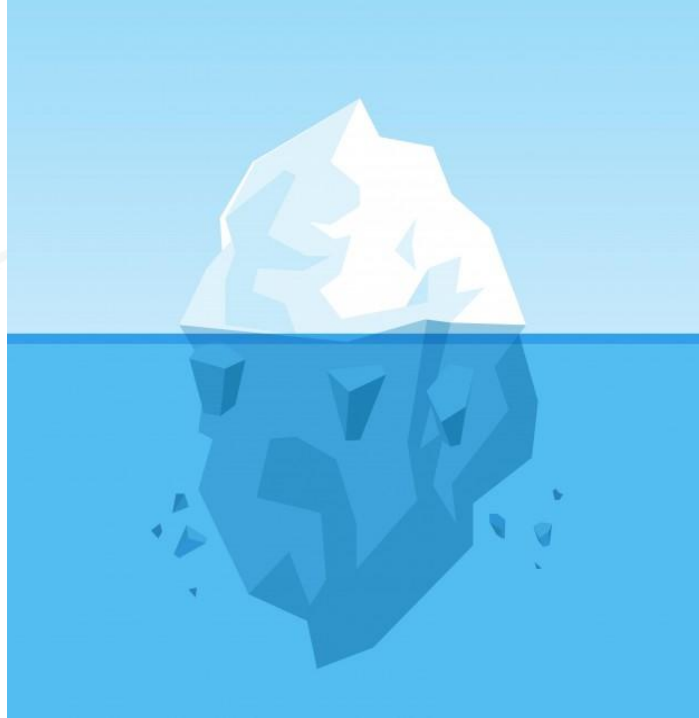
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How does Culture impact an Organization?

- Engagement
- Development
- Performance
  - Individual
  - Team
  - Organization
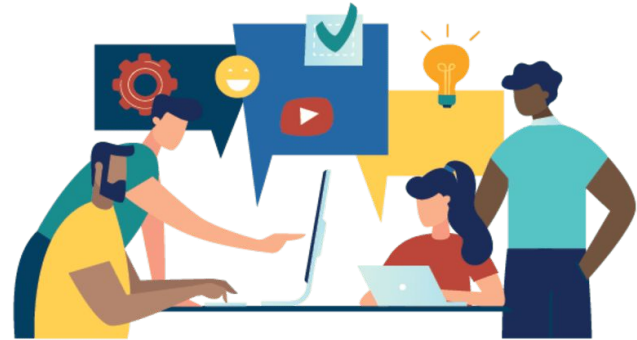
Picture credit: SHRM

What prompted the deep dive into culture?

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Getting Started

- Recognition that culture drives strategy
- Leadership Retreat
  - Mission
  - Vision
  - Values
- SWOT Analysis
  - Alignment of impact

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Case Study: UCI's Office of Information Technology

Mission: The Office of Information Technology (OIT) is responsible for supporting the IT needs of UC Irvine faculty, students, and staff. Our mission is to provide information technology leadership, services, and innovative solutions to promote the research, education and community service goals of the University.

Vision: Serving as a trusted partner, we transform your ideas and needs into technology solutions.

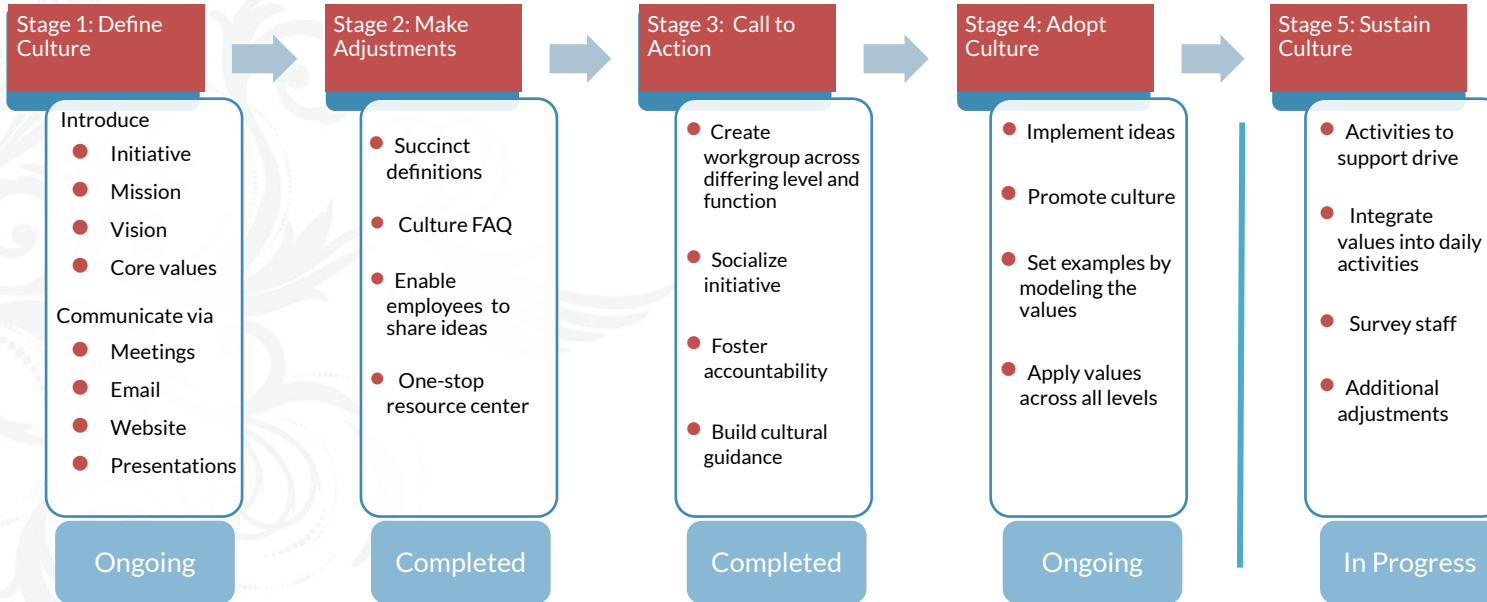**Values:** Collaboration, Customer Centricity, Inclusiveness, Learning & Growth, Quality, Respect, Transparency, Trust

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Approach

- Have a plan
- Emphasis on communication to walk through change model
- Developing Buy-in
  - Stakeholders
  - Accessible Information

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Case Study:
Year 1 Introduction & Communication Plan

Stage 1: Define Culture

Introduce
- Initiative
- Mission
- Vision
- Core values

Communicate via
- Meetings
- Email
- Website
- Presentations

Ongoing

Stage 2: Make Adjustments

- Succinct definitions
- Culture FAQ
- Enable employees to share ideas
- One-stop resource center

Completed

Stage 3: Call to Action

- Create workgroup across differing level and function
- Socialize initiative
- Foster accountability
- Build cultural guidance

Completed

Stage 4: Adopt Culture

- Implement ideas
- Promote culture
- Set examples by modeling the values
- Apply values across all levels

Ongoing

Stage 5: Sustain Culture

- Activities to support drive
- Integrate values into daily activities
- Survey staff
- Additional adjustments

In Progress

Culture in Action

Change Management

- Awareness → Desire → Knowledge → Ability → Reinforcement
- Focus on Supervisors, Managers, Leadership
- Measuring success: Quarterly Pulse Survey & Mid-year Survey

Communication & Outreach

- Outbound: Email series, Hype Innovation Channel, Staff and Leadership meetings
- Continue Introduction of Values
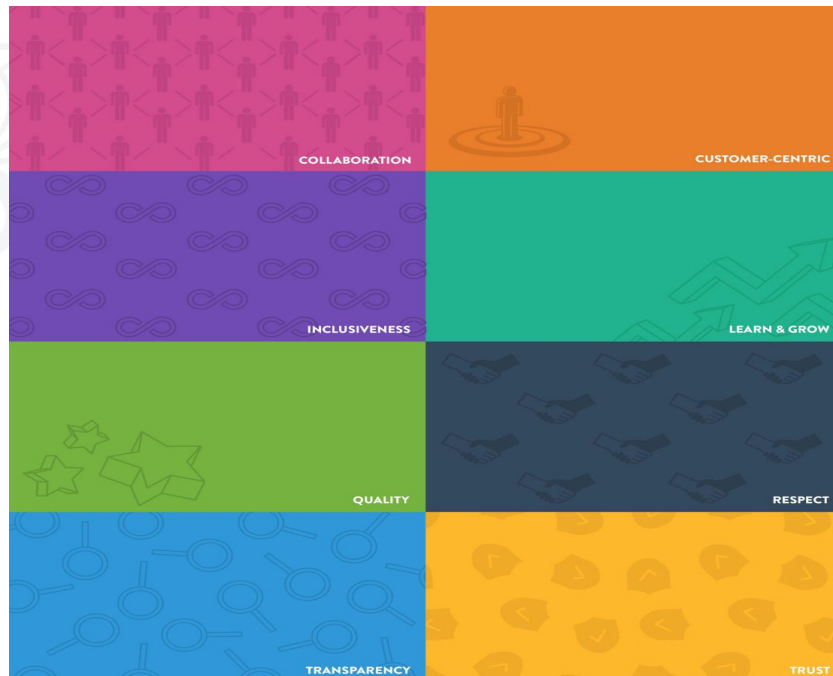- Inbound: Idea Box, Get together Social Time

Engagement Tools

- Do's and Don'ts visual, Booyah peer-to-peer cards, virtual & physical artifacts
- Establishing a Teams presence: Watercooler channel
- Hiring, Onboarding, Performance Management, Goal Setting

Culture in Practice:
virtual backgrounds

Best practices:
applying culture concepts

Collaboration	Customer-centric	Inclusiveness	Learn & Grow	Quality	Respect	Transparency	Trust
We work well as a team, effectively communicating and interacting with stakeholders and other groups inside and outside OIT toward productive outcomes.	We provide our clients a positive customer experience before and after they receive services from us. We strive to recognize and understand the client's needs and goals when we design services, provide support, and engage in outreach activities.	We seek to understand, empathize, and validate other people's viewpoints and experiences, incorporating this approach into our behavior and work.	As individuals and as an organization, we continue to develop and improve our knowledge, skills and capabilities to achieve success, to maintain agility and to be innovative.	We strive to exceed the status quo in what we deliver and are continuously improving.	We are considerate of people, ideas, roles, experiences, and perspectives.	We demonstrate integrity, honesty and openness in all activities. We generously share information, insights and knowledge.	We start with the premise that everyone is doing their best and for the right reasons in order to achieve the best outcomes.

DO	**DO**	**DO**	**DO**	**DO**	**DO**	**DO**	**DO**
• Be present and focused • Communicate clearly and consistently • Involve key stakeholders early in the process • Clarify roles and expectations • Keep an open mind when hearing a different perspective • Maximize mutual benefit (win/win)	• Seek to understand the customer's needs and expectations • Seek to understand the customer's work, and business • Accept that customer priorities and requirements can and will change • Proactively offer ideas and assistance • Regularly communicate • Be kind	• Recognize that each person has their own thoughts and opinions • Value differences in styles • Show interest in other's ideas • Encourage participation from all • Create a safe space for new and "wild" ideas	• Keep abreast of IT and Education trends and best practices • Develop technical AND soft skills • Attend vendor events and trainings • Collaborate with other UCs • Learn from others • Identify your passion and go for it	• Ensure customer requirements and service requirements are met or exceeded • Give each task your best effort • Develop and share best practices • Innovate in helpful ways • Set challenging goals	• Value viewpoints from all levels of decision-making • Encourage healthy debate • Support resulting decisions • Recognize the validity of a different perspective • Actively listen to others	• Openly address issues and problems with accurate information • Communicate information in a timely manner • Be frank and honest • Proactively inform when priorities change or commitments slip	• Give others the benefit of the doubt • Treat feedback as a gift instead of an attack • Encourage and empower others • Rely on others • Sympathize and empathize • Honor your commitments

DON'T	**DON'T**	**DON'T**	**DON'T**	**DON'T**	**DON'T**	**DON'T**	**DON'T**
• Allow conflict to fester • Propagate destructive messages • Impose your decision or solution on others	• Believe you have all the info • Decide customer is overreacting • Assume customer isn't knowledgeable	• Interrupt thoughts and ideas of others • Hold tight to stereotypes • Stop the conversation	• Be afraid to fail and try again • Ever stop learning • Become complacent • Disparage people or ideas to showcase your own intellect	• Let pursuit of perfection stop progress • Assume lowest cost is always expected or the best option • Take shortcuts in order to "check a box" • Hold onto an inadequate solution simply because that's "how it is done" or because it represents a past investment	• Tear others down • Dismiss ideas, opinions, contributions or expertise • Undermine decisions after they are finalized	• Assume that others are aware of the detailed plan • Intentionally hide information or data • Passively accept ambiguity	• Be afraid to fail when the bar is high • Be overly defensive • Assume bad intent from others • Attribute behaviors to "personality flaws"

Case Study: Community Framework

CIO & Directors
- Shapes culture
- Provides direction
- Accountable for each other and Managers

Managers & Supervisors
- Drive culture conversation
- Identify and recognize when teams are living the values
- Apply the values consistently
- Foster a culture of trust

Individual
- Support values and align behaviors
- Engage in conversations
- Bring the right people into the conversation
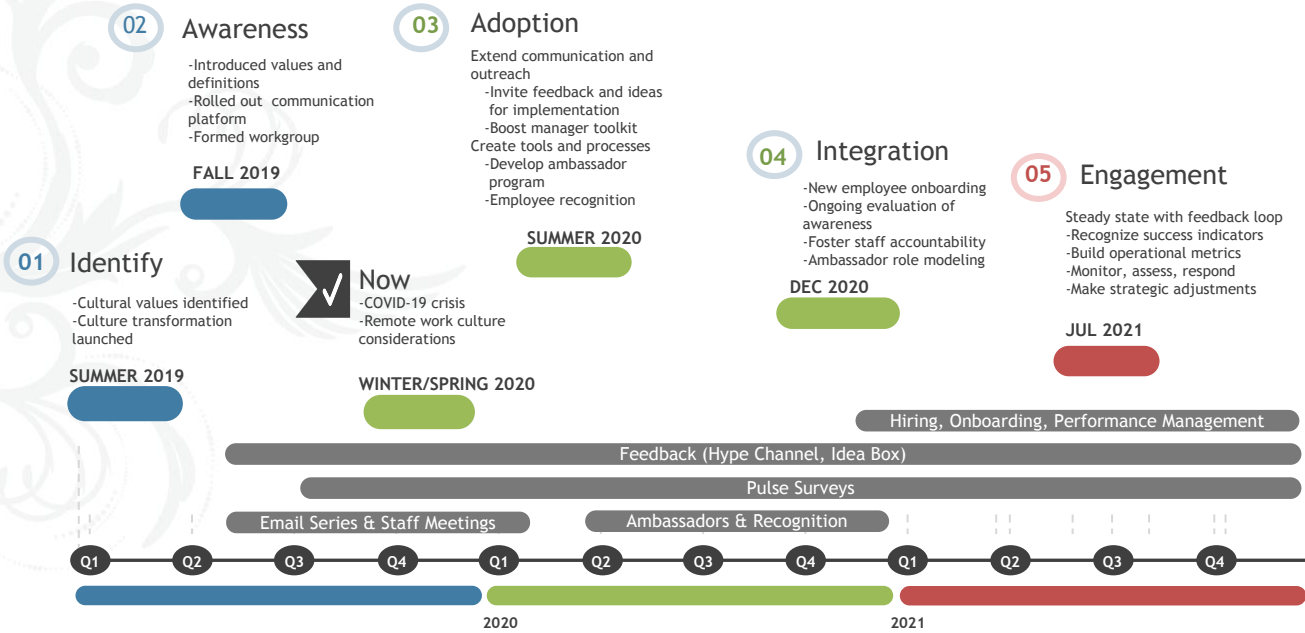- Participate in activities

Moving with Intention

- Tying initiative back to overall goal of the organization

- Measurement
  - Pulse survey
  - Assessments
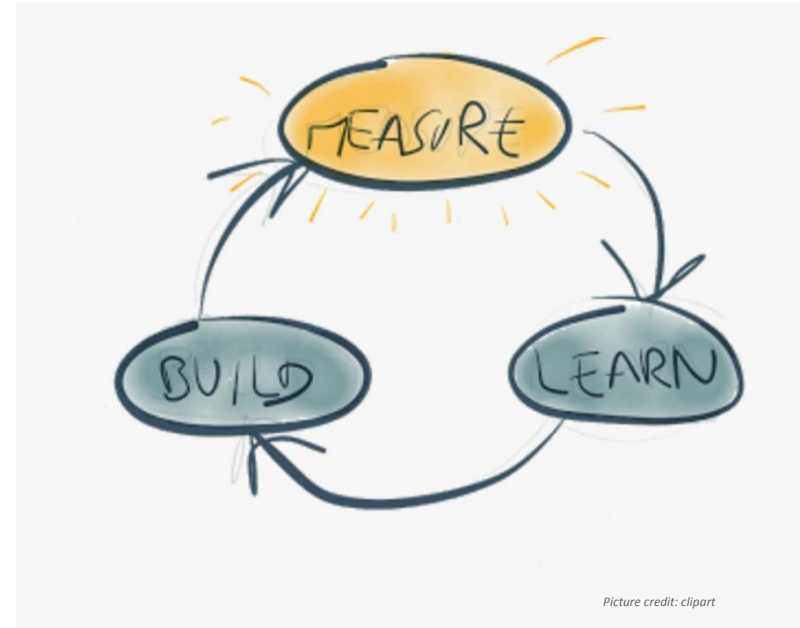 - Focus groups

- Influence of culture

Picture credit: entrepreneur

Case Study: Transformation Roadmap

02 Awareness

-Introduced values and definitions
-Rolled out communication platform
-Formed workgroup

FALL 2019

03 Adoption

Extend communication and outreach
-Invite feedback and ideas for implementation
-Boost manager toolkit
Create tools and processes
-Develop ambassador program
-Employee recognition

SUMMER 2020

04 Integration

-New employee onboarding
-Ongoing evaluation of awareness
-Foster staff accountability
-Ambassador role modeling

DEC 2020

05 Engagement

Steady state with feedback loop
-Recognize success indicators
-Build operational metrics
-Monitor, assess, respond
-Make strategic adjustments

JUL 2021

01 Identify

-Cultural values identified
-Culture transformation launched

SUMMER 2019

Now

-COVID-19 crisis
-Remote work culture considerations

WINTER/SPRING 2020

Hiring, Onboarding, Performance Management

Feedback (Hype Channel, Idea Box)

Pulse Surveys

Email Series & Staff Meetings

Ambassadors & Recognition

Q1   Q2   Q3   Q4   Q1   Q2   Q3   Q4   Q1   Q2   Q3   Q4

2020   2021

Lessons Learned

1. Buy-in from all levels
2. Leading with authenticity
3. Over communicate
4. Need for centralized, accessible resource center
5. Takes time
6. Be flexible and pivot as needed

Picture credit: clipart

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Resources & Business Articles

- Society of Human Resources (SHRM)
- Gartner
- Forbes
- Fast Company
- Inc
- HBR
- Entrepreneur
- HR Digest
- Talent Economy
- Deloitte
- PwC
- McKinsey
- CIO.com
- Educause.edu

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What's Next?

- Next year buildout

- Refining metrics

  - Focus groups

  - Mid-year reporting

- Expanded involvements

  - Internal workgroup

  - Next level leadership

Picture credit: clipartmax

Thank you for attending!

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UCI Office of Information Technology's Culture Initiative Website: *https://sites.uci.edu/oitculture/*

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