

OIT CULTURE TRANSFORMATION YEAR I – MIDYEAR UPDATE

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OIT All Staff Meeting
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The secret of change is to focus all of your energy, not on fighting the old, but on building the new

- Socrates

WHY WE ARE FOCUSING ON CULTURE?

What is culture & why is it important?

- Culture is about how we use our *words, actions and behaviours*.
- It is what is truly valued inside an organization.
- It softens unavoidable frictions.
- It is like a Compass for enabling decisions that move us into same direction.

Why did OIT embark on this transformation?

- *To unify us.*
- Enhance trust and collaboration and enable decision making.
- Continued melding of traditional depts.
- *Opportunity to realign our identity.*

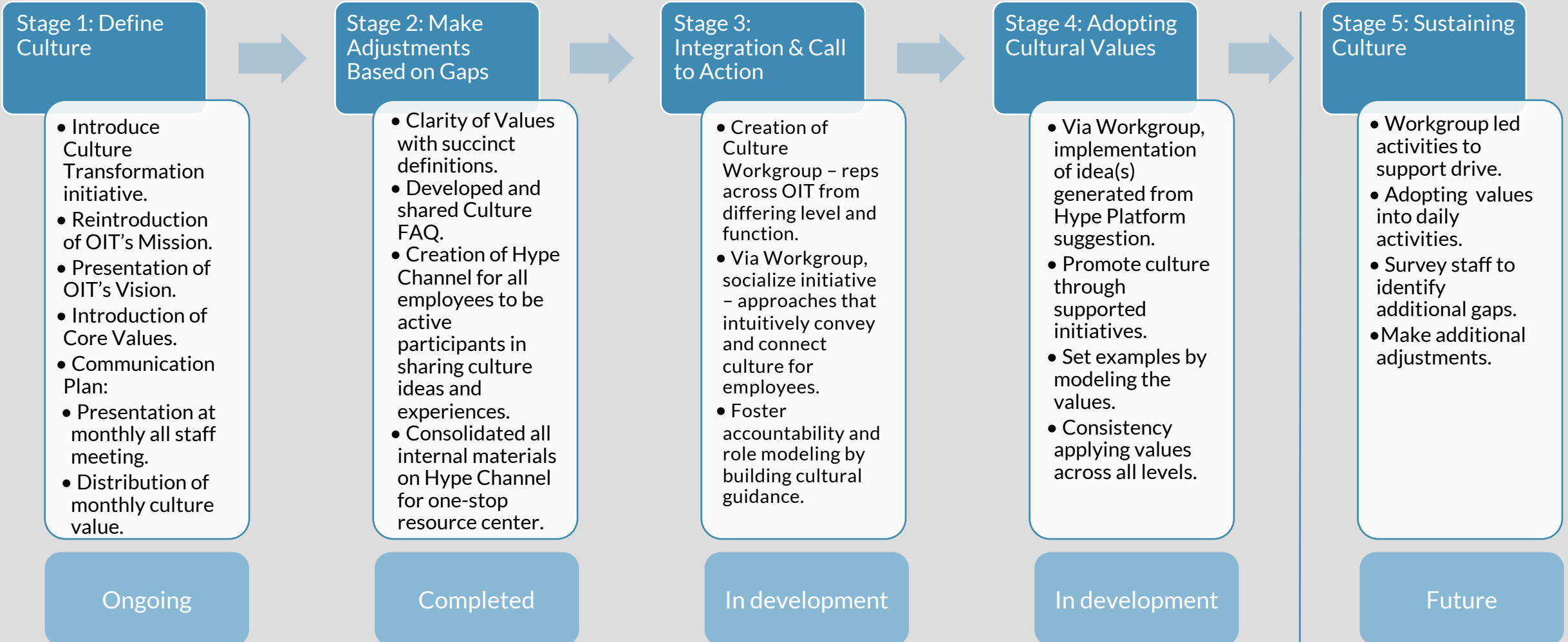
How did OIT start this transformation?

- Addressed at last year's senior leadership retreat.
- Engaged OIT leadership, managers, supervisors in discussion.
- Developed Vision, core Values and circulated to staff.

How did OIT roll out communications?

- Based on feedback, refined the values into definable statements.
- Centralized information using Hype platform.
- Opened dialogue through monthly culture emails and all staff meeting presentations.

YEAR 1: INTRODUCTION & COMMUNICATION



CULTURAL ACTIVITIES

Workgroup: Culture Ambassadors

Members:

- Kyle Kurr, April Sather, Jyoti Razdan, Nick Ayo, Katie Chappell, Meredith Ehrenberg, Shohreh Bozorgmehri

Charge:

- Grow an ecosystem of OIT ambassadors who spread our culture & bring diverse perspectives to cultivate and nurture this effort.

Participation opportunities

- Visit and engage with Culture Hype Channel:
 - bpbs.hr.uci.edu
- Support Upcoming Activities:
 - Implementation of “Colleague Recognition” Hype idea (currently in development phase)

Coming up

Monthly Value Introductions:

- **Quality**
 - February (Henry Jenkins)
- **Respect**
 - March (Marina Arseniev)
- **Transparency**
 - May (Babette Vogel)
- **Trust**
 - June (Phil Papadopoulos)

CULTURAL GUIDANCE – PRACTICAL APPLICATION

Collaboration

We work well as a team, effectively communicate and interact with stakeholders or other groups inside or outside of OIT towards productive outcomes

DO

- Be present and avoid distractions
- Communicate clearly and consistently
- Involve key stakeholders early in the discussion
- Clarify roles and expectations
- Keep an open mind when hearing a different perspective
- Maximize mutual benefit (win/win)

DON'T

- Allow rumor or conflict to fester
- Propagate destructive conflict
- Impose your decision or solution on others

Customer-centric

We provide our clients a positive customer experience before and after they receive services from us. This involves understanding and realizing the client's needs and goals when we design services, provide support, and do outreach activities.

DO

- Seek to understand the customer's needs and expectations
- Seek to understand the customer's job, work, and business
- Assume customer priorities and requirements can and will change
- Proactively offer ideas and assistance
- Regularly communicate
- Be kind

DON'T

- Assume you have all the information
- Assume customer is overreacting
- Assume customer is not knowledgeable

Inclusiveness

We seek to understand, empathize, and validate other people's viewpoints and experiences, incorporating this approach into our behavior and work.

DO

- 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

DON'T

- Interrupt thoughts and ideas of others
- Hold tight to stereotypes
- Stop the conversation

Learn & Grow

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.

DO

- 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

DON'T

- Be afraid to fail and try again
- Ever stop learning
- Become complacent
- Disparage people or ideas to showcase your own intellect.

CULTURAL GUIDANCE – PRACTICAL APPLICATION

Quality

We strive to exceed the status quo in what we deliver and are continuously improving.

DO

- Ensure customer requirements and service requirements are met or exceeded
- Give each task your best effort
- Develop and share best practices
- Eliminate technical debt
- Set challenging goals

DON'T

- Let pursuit of perfection stop progress
- Assume lowest cost is always expected or the best option
- Take shortcuts in order to “check a box”
- Use sunk cost as a reason to hold onto an inadequate solution

Respect

We are considerate of people, ideas, roles, experiences, and perspectives.

DO

- Value diversity and as applicable, include viewpoints from all levels of decision-making
- Encourage healthy debate
- Support resulting decisions
- Recognize the existence of a different perspective
- Actively listen to others

DON'T

- Spread rumors and innuendo.
- Dismiss ideas, opinions, contributions or expertise
- Undermine decisions after they are finalized

Transparency

We demonstrate integrity, honesty and openness in all activities. We generously share information, insights and knowledge.

DO

- 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

DON'T

- Assume that others are aware of the detailed plan
- Intentionally hide information or data
- Passively live in ambiguity

Trust

We start with the premise that everyone is doing their best and for the right reasons in order to achieve the best outcomes.

DO

- 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

- Be afraid to fail when the bar is high
- Be overly defensive
- Assume bad intent from others
- Employ the Fundamental Attribution Error*

CULTURE COMMUNITY FRAMEWORK

Organizational (CIO / Div Dir)

- Shapes culture by speaking to employees about it and by the attitudes and behaviors they display at work. They set the example of living the values.
- Provide direction, tools, and resources for Culture .
- Are accountable for each other and Managers.

Teams (Managers/ Leadership)

- Drive culture conversation through inclusion of values in team meetings and 1on1s..
- Identify / recognizes when teams are living the values.
- Apply the values consistently across teams.
- Foster a culture of trust where employees talk openly and regularly.

Individual

- Support organizational values and goals and align behaviors accordingly.
- Engage in dialogue/conversations.
- Participate in activities - including sharing ideas and best practices on Hype Platform.
- Tactfully bring the right people into the conversation as needed.

Thank You!

<https://www.oit.uci.edu/org/oit-culture/>

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<https://bpbs.hr.uci.edu> (Brilliant People, Brilliant Solutions)