

# OIT CULTURE INITIATIVE

Future Direction

June 30, 2020 | OIT All Staff  
Shohreh Bozorgmehri



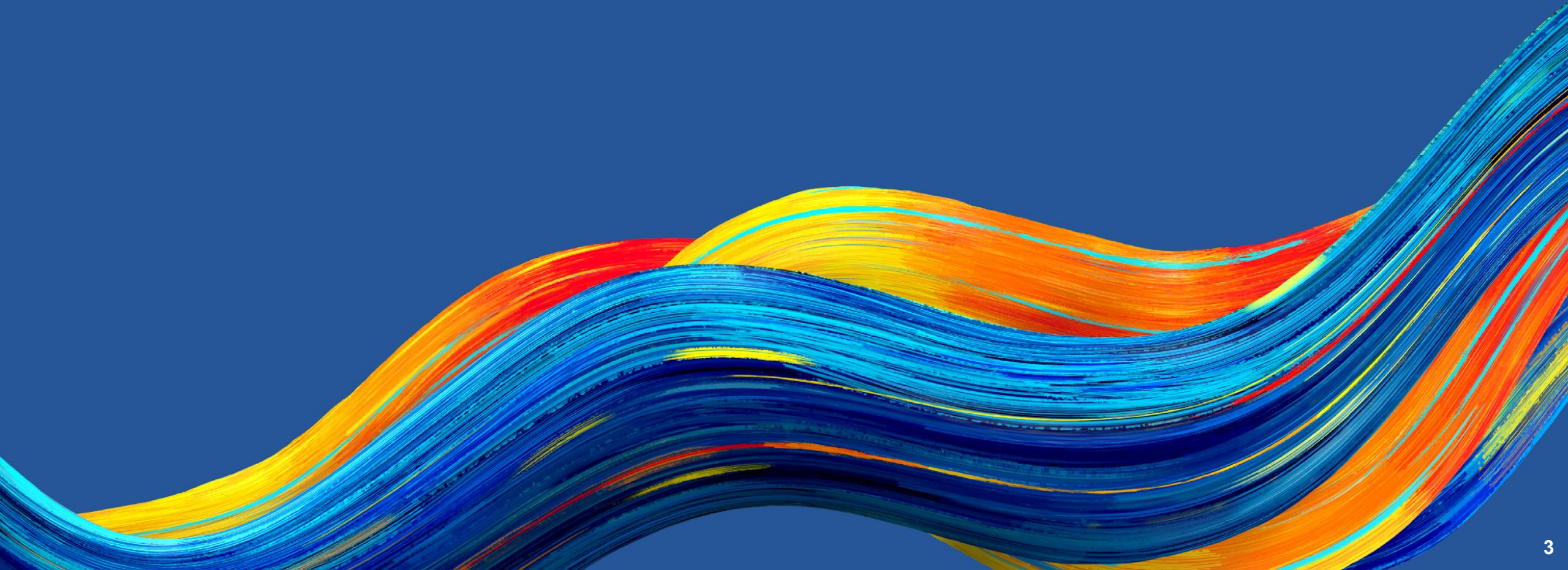
# Overview

1. We are here: Mid-year Survey Results
2. Community Framework
3. Workgroup
4. Transformation Roadmap
5. Culture in Action: In-flight Activity Summary
6. Resources
7. Closing
8. Thank you



**We are here**

Mid-Year Survey Result



# Background



Invitations  
All OIT Staff emailed (364 ppl)



Responses  
121 Responses (33%)



Dates  
Survey open 1/31/20 to 2/24/20

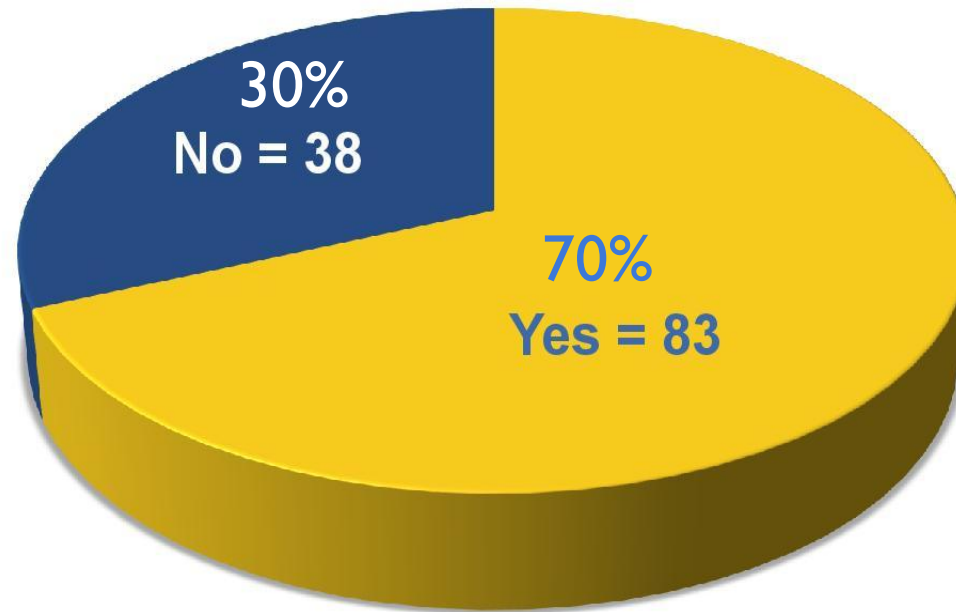


# Questions

1. Do you have a clear understanding as to why OIT is focused on the Culture Unification Initiative?
2. Are you familiar with how the OIT Values list was created?
3. Without looking them up, how many OIT Values can you name?
4. Have you visited the OIT Culture Hype Channel to share your ideas/experiences or comment on a colleague's idea/suggestion?
5. Have you seen any Culture shifts or changes in the Department?
6. Where can you find more information about the following topics:
  - a) OIT's Mission Statement
  - b) OIT's Vision
  - c) OIT's Values
  - d) OIT's Value Definitions
  - e) OIT's Culture FAQ

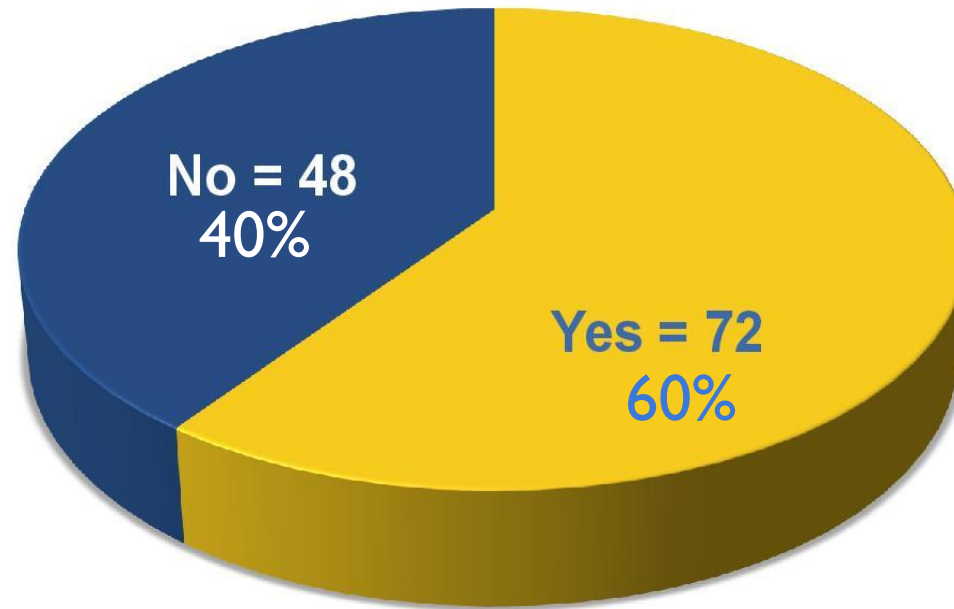
# Question 1

Do you have a clear understanding as to why OIT is focused on the Culture Unification Initiative?



# Question 2

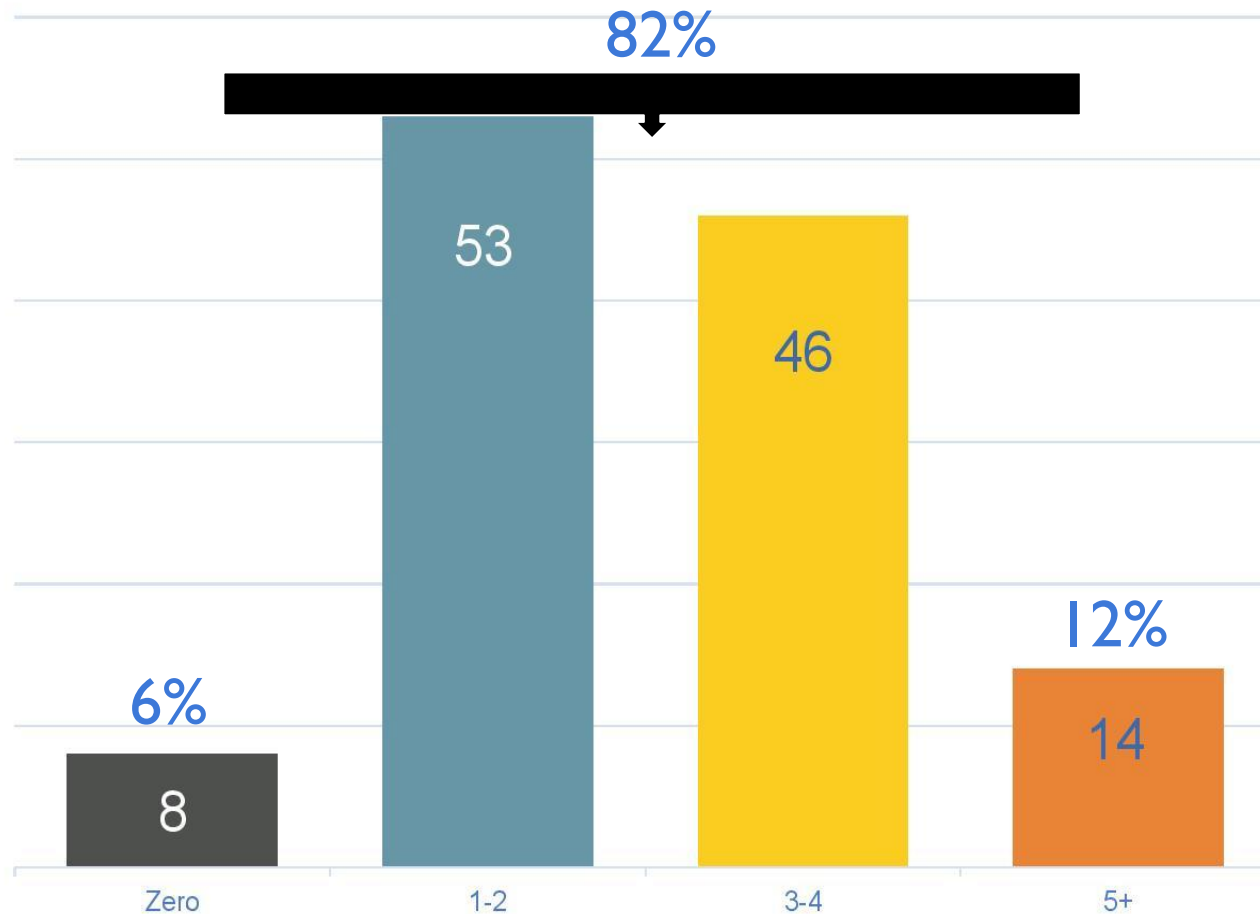
Are you familiar with how the OIT Values list was created?





# Question 3

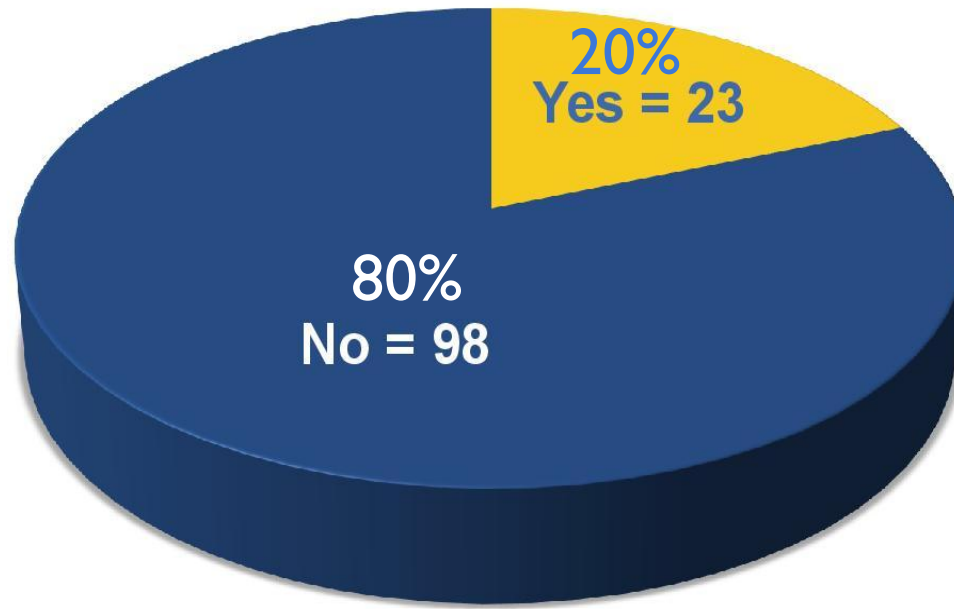
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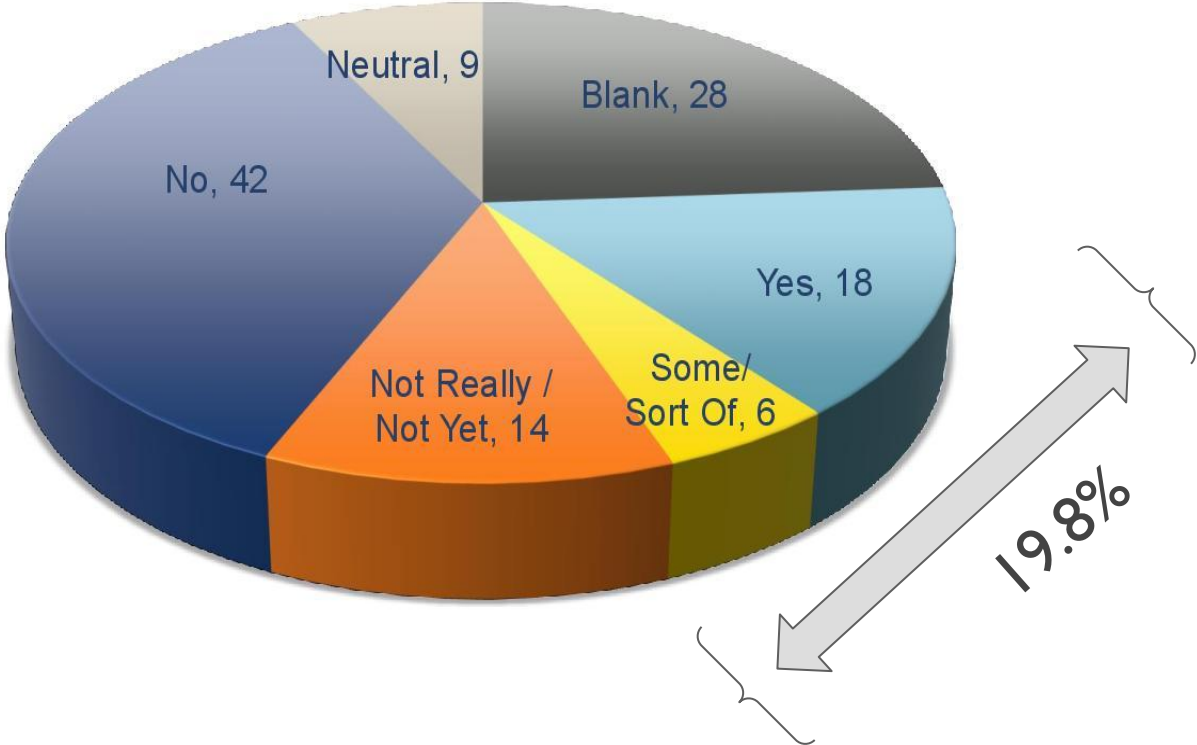
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Have you visited the OIT Culture Hype Channel to share your ideas/experiences or comment on a colleague's idea/suggestion?



# Question 5

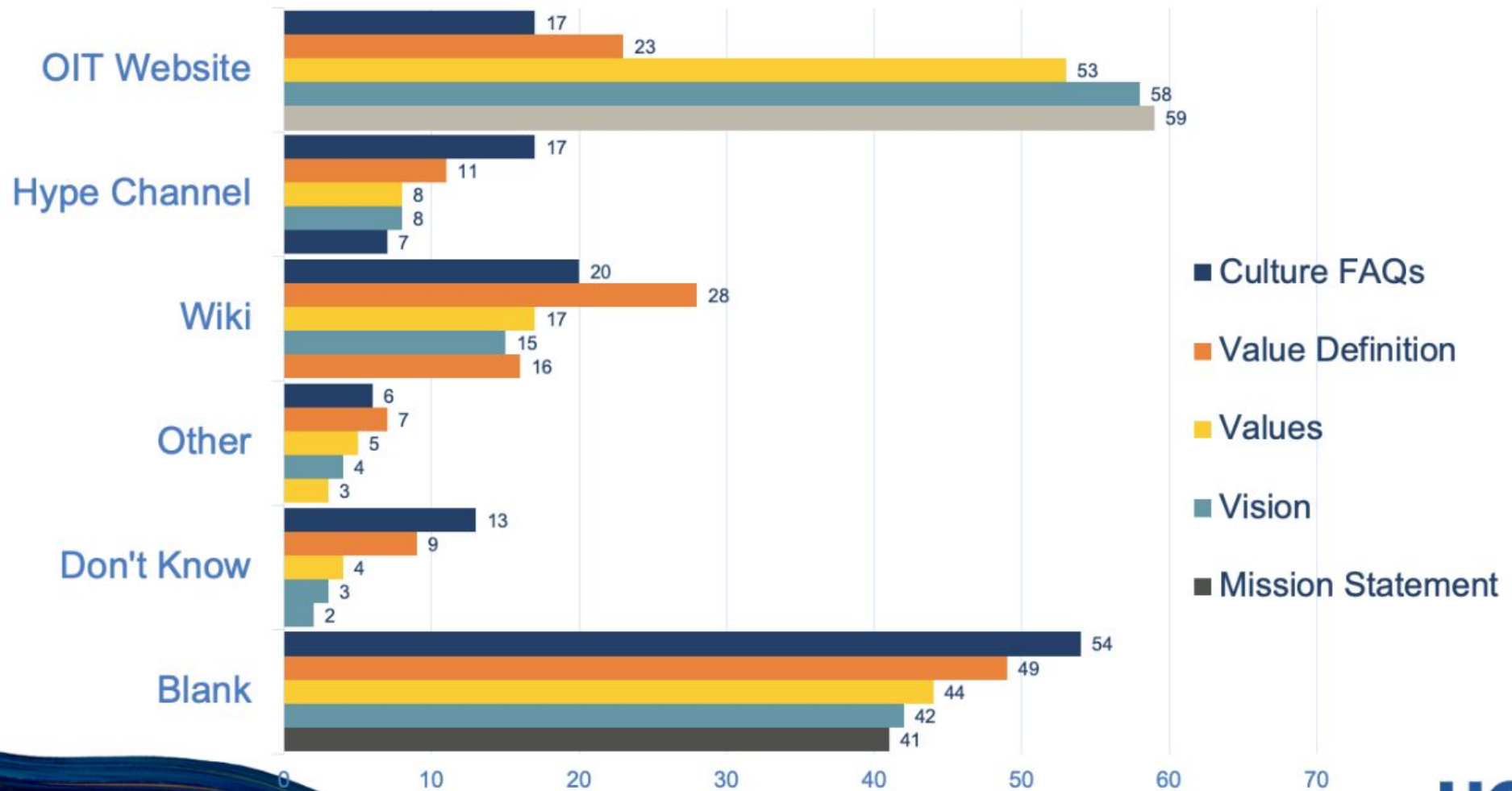
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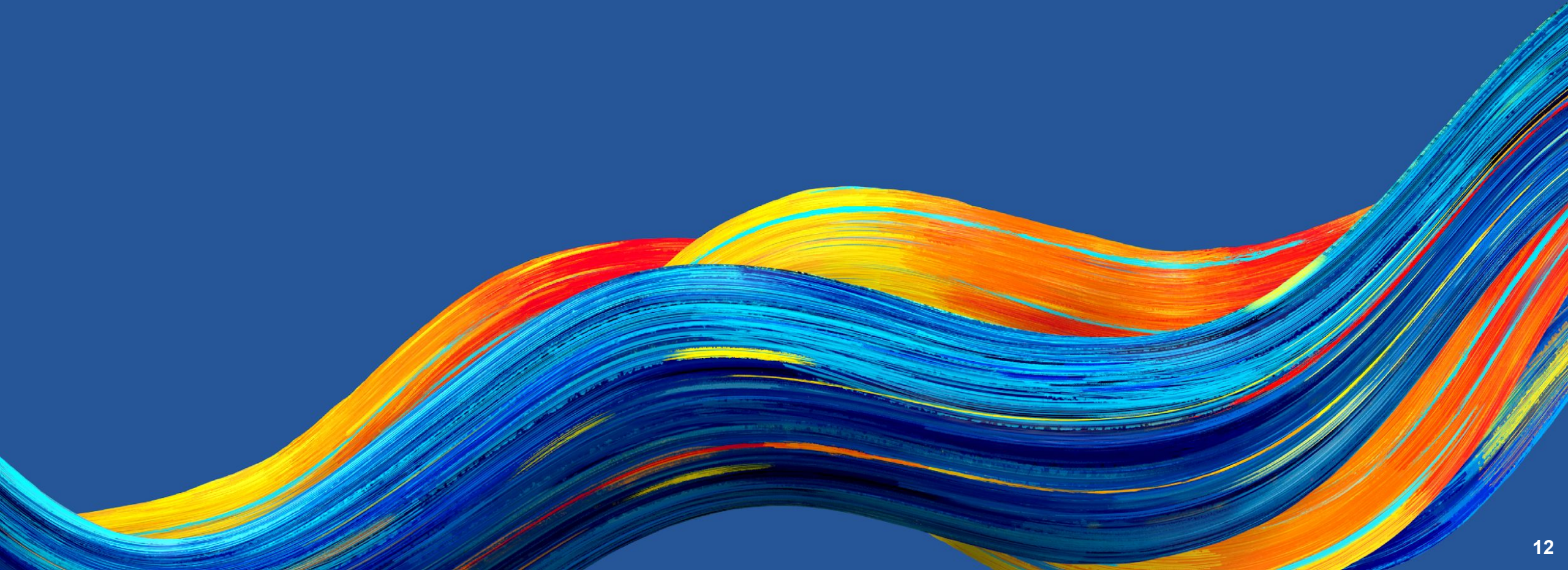
# Question 6

Where can you find more information about OIT's culture?



# Future Direction

The road ahead





# Community Framework

## Organizational (CIO / Div Dirs)

- *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.
- *Provides 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 / *recognize* 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* (e.g. Hype Platform).
- Tactfully bring the *right people* into the conversation as needed.

# Workgroup

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

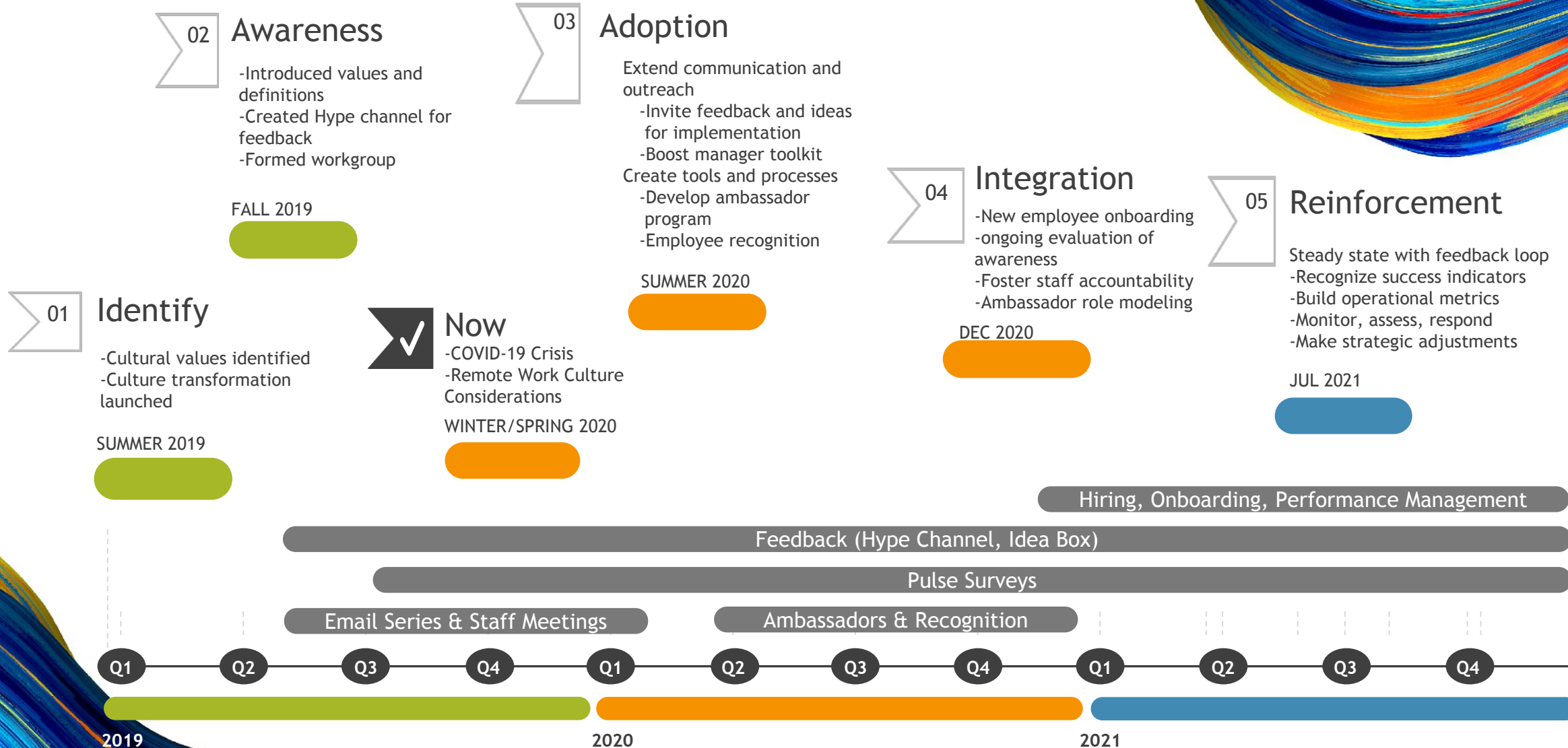
**Members:** Kyle Kurr, April Sather, Jyoti Razdan, Nick Ayo, Katie Chappell, Shohreh Bozorgmehri (Chair)

## Goals:

- To support a cultural transformation and embed OIT's values within all OIT teams.
- To review and align supporting strategies for change management.
- To develop and provide insights into practical tools and resources that enable all staff to live our cultural values (e.g., supporting messaging, experiences, and incentive structures).
- To establish metrics for supervisors at all levels to use in leading this change.
- To create an environment and a culture that allows us to share the best of ourselves with each other and the community.

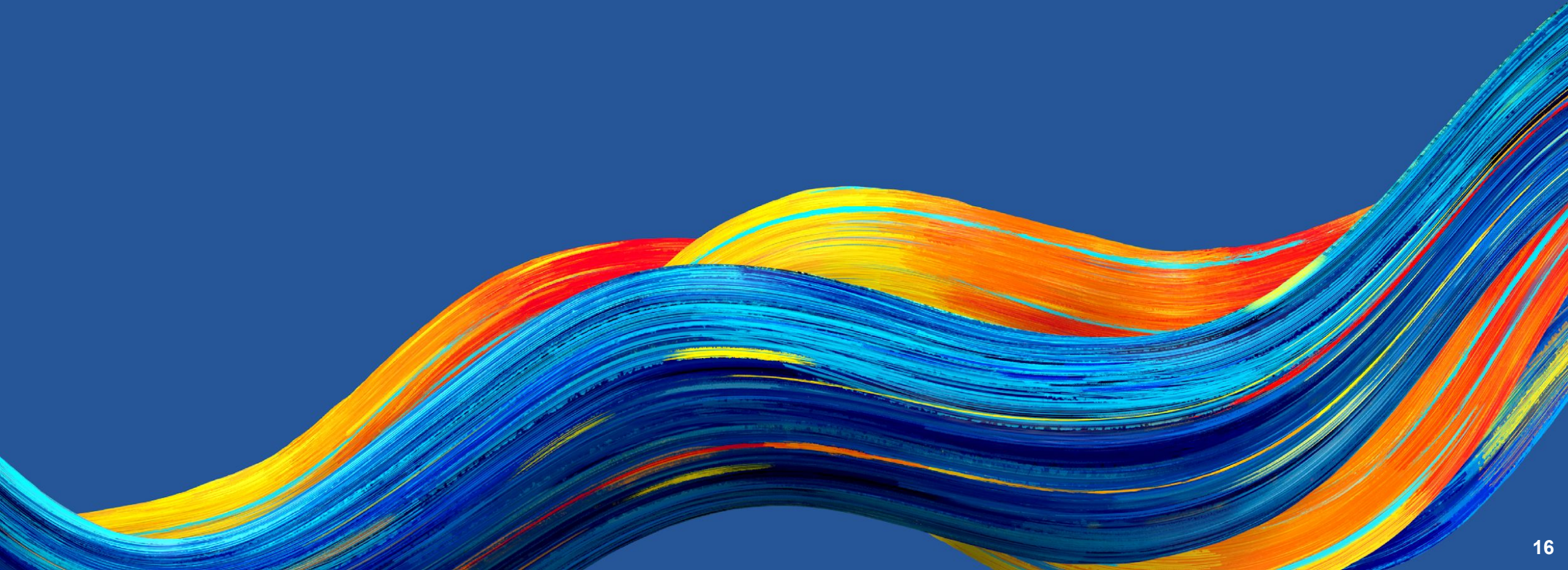


# Transformation Roadmap



# Culture in Action

living our values





# Culture in Action: In-flight Activity Summary



## Change Management

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



## Communication & Outreach

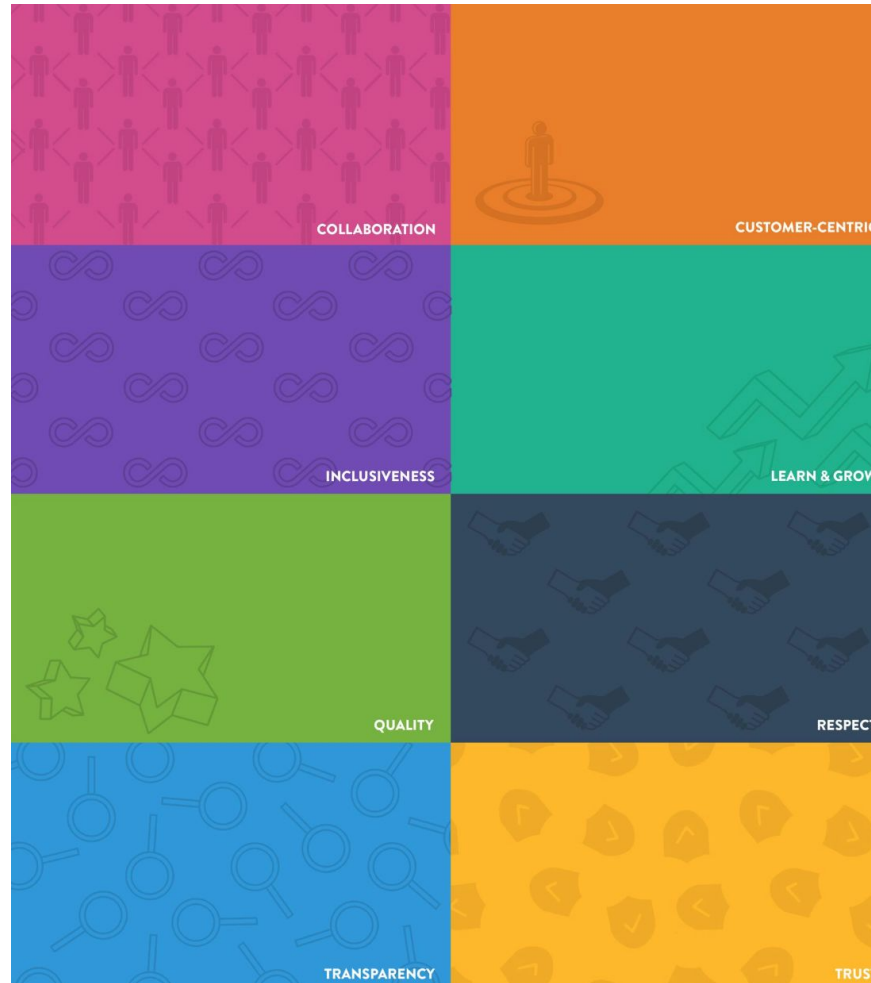
- Outbound: Email series, [Hype channel](#), Staff and Leadership meetings
- Continue Introduction of Values: Transparency and Trust
- Inbound: Idea Box (launched), Get together coffee sessions (coming soon)



## Reinforcement Tools & Processes





- Do's and Don'ts visual, Booyah peer-to-peer cards, virtual & physical artifacts (e.g. zoom backgrounds, poster campaign)
- Establishing a Teams presence: Watercooler channel
- Hiring, Onboarding (Sherpa concept), Performance Management (Achieve)
- Cascading Goals

# Culture in Practice (Virtual Backgrounds)





# Culture in Practice

 <p><b>Collaboration</b> We work well as a team, effectively communicating and interacting with stakeholders and other groups inside and outside OIT toward productive outcomes.</p>	 <p><b>Customer-centric</b> 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.</p>	 <p><b>Inclusiveness</b> We seek to understand, empathize, and validate other people's viewpoints and experiences, incorporating this approach into our behavior and work.</p>	 <p><b>Learn &amp; Grow</b> 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.</p>
<p><b>DO</b></p>	<p><b>DO</b></p>	<p><b>DO</b></p>	<p><b>DO</b></p>
<ul style="list-style-type: none"> <li>• Be present and focused</li> <li>• Communicate clearly and consistently</li> <li>• Involve key stakeholders early in the process</li> <li>• Clarify roles and expectations</li> <li>• Keep an open mind when hearing a different perspective</li> <li>• Maximize mutual benefit (win/win)</li> </ul>	<ul style="list-style-type: none"> <li>• Seek to understand the customer's needs and expectations</li> <li>• Seek to understand the customer's work, and business</li> <li>• Accept that customer priorities and requirements can and will change</li> <li>• Proactively offer ideas and assistance</li> <li>• Regularly communicate</li> <li>• Be kind</li> </ul>	<ul style="list-style-type: none"> <li>• Recognize that each person has their own thoughts and opinions</li> <li>• Value differences in styles</li> <li>• Show interest in other's ideas</li> <li>• Encourage participation from all</li> <li>• Create a safe space for new and "wild" ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Keep abreast of IT and Education trends and best practices</li> <li>• Develop technical AND soft skills</li> <li>• Attend vendor events and trainings</li> <li>• Collaborate with other UCs</li> <li>• Learn from others</li> <li>• Identify your passion and go for it</li> </ul>
<p><b>DON'T</b></p>	<p><b>DON'T</b></p>	<p><b>DON'T</b></p>	<p><b>DON'T</b></p>
<ul style="list-style-type: none"> <li>• Allow conflict to fester</li> <li>• Propagate destructive messages</li> <li>• Impose your decision or solution on others</li> </ul>	<ul style="list-style-type: none"> <li>• Believe you have all the info</li> <li>• Decide customer is overreacting</li> <li>• Assume customer isn't knowledgeable</li> </ul>	<ul style="list-style-type: none"> <li>• Interrupt thoughts and ideas of others</li> <li>• Hold tight to stereotypes</li> <li>• Stop the conversation</li> </ul>	<ul style="list-style-type: none"> <li>• Be afraid to fail and try again</li> <li>• Ever stop learning</li> <li>• Become complacent</li> <li>• Disparage people or ideas to showcase your own intellect.</li> </ul>



# Culture in Practice

 <p><b>Quality</b> We strive to exceed the status quo in what we deliver and are continuously improving.</p>	 <p><b>Respect</b> We are considerate of people, ideas, roles, experiences, and perspectives.</p>	 <p><b>Transparency</b> We demonstrate integrity, honesty and openness in all activities. We generously share information, insights and knowledge.</p>	 <p><b>Trust</b> We start with the premise that everyone is doing their best and for the right reasons in order to achieve the best outcomes.</p>
<p><b>DO</b></p> <ul style="list-style-type: none"> <li>• Ensure customer requirements and service requirements are met or exceeded</li> <li>• Give each task your best effort</li> <li>• Develop and share best practices</li> <li>• Innovate in helpful ways</li> <li>• Set challenging goals</li> </ul>	<p><b>DO</b></p> <ul style="list-style-type: none"> <li>• Value viewpoints from all levels of decision-making</li> <li>• Encourage healthy debate</li> <li>• Support resulting decisions</li> <li>• Recognize the validity of a different perspective</li> <li>• Actively listen to others</li> </ul>	<p><b>DO</b></p> <ul style="list-style-type: none"> <li>• Openly address issues and problems with accurate information</li> <li>• Communicate information in a timely manner</li> <li>• Be frank and honest</li> <li>• Proactively inform when priorities change or commitments slip</li> </ul>	<p><b>DO</b></p> <ul style="list-style-type: none"> <li>• Give others the benefit of the doubt</li> <li>• Treat feedback as a gift instead of an attack</li> <li>• Encourage and empower others</li> <li>• Rely on others</li> <li>• Sympathize and empathize</li> <li>• Honor your commitments</li> </ul>
<p><b>DON'T</b></p> <ul style="list-style-type: none"> <li>• Let pursuit of perfection stop progress</li> <li>• Assume lowest cost is always expected or the best option</li> <li>• Take shortcuts in order to "check a box"</li> <li>• Hold onto an inadequate solution simply because that's "how it is done" or because it represents a past investment</li> </ul>	<p><b>DON'T</b></p> <ul style="list-style-type: none"> <li>• Tear others down</li> <li>• Dismiss ideas, opinions, contributions or expertise</li> <li>• Undermine decisions after they are finalized</li> </ul>	<p><b>DON'T</b></p> <ul style="list-style-type: none"> <li>• Assume that others are aware of the detailed plan</li> <li>• Intentionally hide information or data</li> <li>• Passively accept ambiguity</li> </ul>	<p><b>DON'T</b></p> <ul style="list-style-type: none"> <li>• Be afraid to fail when the bar is high</li> <li>• Be overly defensive</li> <li>• Assume bad intent from others</li> <li>• Attribute behaviors to "personality flaws"</li> </ul>

# Resources

1. One Stop Resource Center for All Employees ([Hype Channel](#) & [Wiki](#))
  - a) Culture FAQ
  - b) Values definitions
  - c) All presentations from Staff Meetings
2. Managers/supervisors Toolkit ([Google Drive](#))
  - a) Actions Managers/Leadership can implement to promote culture and set examples
  - b) Timeline of values presentations to align conversations
  - c) Best practices on how to incorporate values discussion in regular team meetings
3. OIT Website ([Public facing](#))
  - a) Mission, Vision and Core Values



# Closing - what will you do differently?

1. What have you done in the last week to support the Culture initiative?
2. What conversations have you had with your manager or team members recently about the values?
3. What have you done to show recognition of individuals living the values?
4. What have you done to hold individuals accountable when you notice that a value is being violated?
5. What tools, resources, or guidance do you need in order to support this initiative?



**Thank You**

