

W

EASTERN WASHINGTON STRATEGIC

HR SUMMIT

The Future of HR Today



UNIVERSITY *of* WASHINGTON

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TRANSFORMING ADMINISTRATION PROGRAM

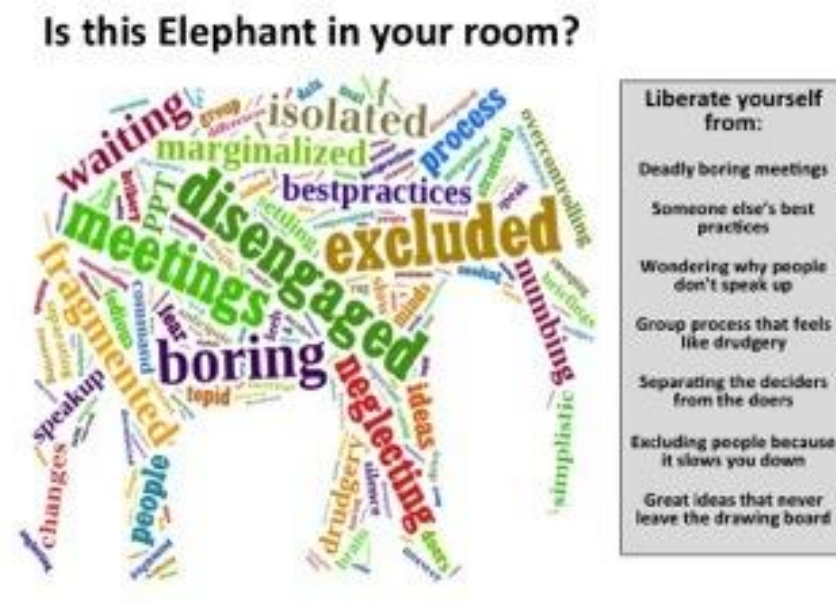
ENGAGING EVERYONE

JEANNE SEMURA
CONSULTANT, ORGANIZATIONAL EXCELLENCE
PROGRAM



US EMPLOYEE ENGAGEMENT REACHES NEW HIGH IN MARCH 2016

- Percentage of engaged workers was 34.1%, highest level since March 2011 – previous locked at 33.0%
- In March, 49.5% employees “not engaged”
- 16.5% of employees were “actively disengaged”



2016 TRENDS REPORT: 10 KEY SHIFTS IN HIGHER EDUCATION

1. Fresh wave of attacks on free speech, often from students
2. Efforts to combat sexual assault by creating new cultural norms on campus
3. Growing use of metrics to measure faculty productivity
4. Need for leaders to react quickly to events that could quickly spin out of control
5. Widespread attacks on shared governance
6. Outsourcing services not core part of mission
7. Increased scrutiny of academic research
8. Movement to overhaul college transcript
9. The rise of instructional designer
10. Better marketing to survive enrollment challenges and create institutional identity

UW STRATEGY 2016

SUSTAINABLE ACADEMIC BUSINESS PLAN

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?

What are our drivers of change?



What are our long-term goals?

What are our near-term goals?

What are we doing well?

What more can we do?

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



UW TRANSFORMING ADMINISTRATION PROGRAM

LAUNCHED IN APRIL 2015

Transforming Administration Program

1. Enhance the culture of service in UW's central administration
2. Bring administrative units together to work as one UW administration with common:
 - Vision,
 - Culture of service, and
 - Commitment to continuous improvement

Organizational Excellence (OE)

Sponsored by Provost and President under the 2y2d Initiative and the Sustainable Academic Business Plan, OE:

1. Leads UW in improving organizational effectiveness and
2. Helps:
 - Schools/colleges and
 - Support units improve their effectiveness

ORGANIZATIONAL EXCELLENCE – OE PROGRAM

ORGANIZATIONAL EXCELLENCE

Organizational Development

(We provide free services for units and across processes.)

- Strategic Planning
- Process Improvement/Lean
- Organizational Assessments
- Organizational Design/Structure
- Change Management
- Business Plan Development
- Metrics Development
- Leadership Development and Coaching
- Project Management
- Retreat Facilitation
- Conflict Resolution

Building UW Organizational Development Capacity

(We provide resources.)

- Create and Share Tools and Best Practices
- Connect Others (Sharing Ideas, Best Practices, Contacts)
- Facilitate Learning Forums
- Provide Related Training Examples:
 - Strategic planning
 - Meeting facilitation
 - Lean facilitation
 - Change management
 - Creating and using metrics

Metrics, Analysis, & Reporting

(We demonstrate results.)

- Measure and Share Results
 - UW wide
 - Unit level
- Collect and Share Success Stories
 - UW wide
 - Unit level
- Prepare and Deliver Presentations

Mission

We make the UW work better.

Vision

The UW is organizationally excellent.

Values

Service, Credibility, Respect, Innovation, Collaboration, Flexibility

IMPROMPTU NETWORKING

RAPIDLY SHARE CHALLENGES AND EXPECTATIONS,
BUILDING NEW CONNECTIONS

What is the **biggest**
HR challenge **YOU**
are facing today?

Find a partner - 2 minutes
sharing...
Then find another...

TROIKA CONSULTING

GET PRACTICAL HELP ON YOUR GREATEST CHALLENGE TODAY – FOR DECISION OR NEXT STEPS

- Groups of three
- Alone, create your own list of 15% Solutions. Where do you have discretion and freedom to act? What can you do without more resources or authority? 3 min
- One invites feedback and advice by presenting challenge & solutions then turns back on others 3 min
- Others discuss and advises 7 min
- Switch to next person



WHAT DID YOU NOTICE?

WHAT WAS STRUCTURED? WHAT WAS LIBERATED?



What opportunities do you have to use this LS?

What invitation would you make?

LIBERATING STRUCTURES

INCLUDING AND UNLEASHING EVERYONE

- **Simple:** takes a few minutes to introduce
- **Expert-less:** beginners can succeed right away
- **Results-focused:** helps generate better-than-expected, innovative results
- **Rapid cycling:** fast iterative rounds are very productive
- **Innovative:** sparks creative relationships with clients or customers
- **Inclusive:** together, everyone is invited to shape next steps
- **Multi-scale:** works for everyday solutions, big projects, strategy, & transforming movements
- **Seriously fun:** boosts freedom & responsibility
- **Self-spreading:** easy to copy without formal training
- **Adaptable:** spreads with fidelity and adapts to local conditions via Minimum Specifications

DESIGNING INTERACTIONS

DESIGN STORYBOARD

Apple Valley Human Resources Association, May 3, 2016

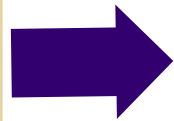
Agenda Item	Goal	LS Method	Why this LS?	Steps/ Timing	Facilitator/ Participants
1	Introduce LS	Design Story board	Demonstrate planning	5	JS
2		Impromptu Networking	Share challenges expectations	20	JS
3		Troika consulting	Getting practical help	20	JS
4	Evaluation-time permitting	Star reflection (not LS)	Presentation feedback		JS
Supplies	3 x 3 Post-It notes				

DESIGN THIS MEETING PRESENTATION

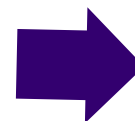
NO MORE BORING MEETINGS!



Design Storyboard
Invite staff members
to design the next
meeting



**Impromptu
Networking** – Build
connections, Clarify
challenges and
purpose



Troika Consulting -
Get imaginative help
immediately from
colleagues

20 min

20 -30 min

UW – SCALING UP EXAMPLES

Examples of Applications

School or Program

25/10

- Strategic & Action Planning – 2015, 2016
- Strategic Planning 2016
- [Attorneys & students](#) improving court system for children in Grays Harbor
- [Nursing faculty](#) for heart project
- [UWMC medical director](#) @ Internal Medicine Assn
- [STEM faculty](#) @ annual faculty retreat
- [Faculty planning](#) -Critical Uncertainties 2015
- [Nursing leaders](#) collaborating & Action Planning Partnership – 2016
- [Students](#) organizing and sponsoring a workshop on negotiating salaries for women students 2016
- [Staff](#) at meetings & retreats, [staff & students at large meetings](#)

- [UW Environmental Sustainability Committee](#)
- [UW Global Health](#)
- UW School of Law
- UW School of Nursing
- UW Medical Center
- UW Bothell
- [UW Tacoma Interdisciplinary Arts & Sciences](#)
- [UW School of Nursing/ Seattle Cancer Care Alliance](#)
- [Human Centered Design & Engineering, I-School](#)
- [First Year Programs, Student Life](#)



WE ARE CHANGING HOW WE MEET, PLAN, CONFERENCE AND RELATE TO EACH OTHER

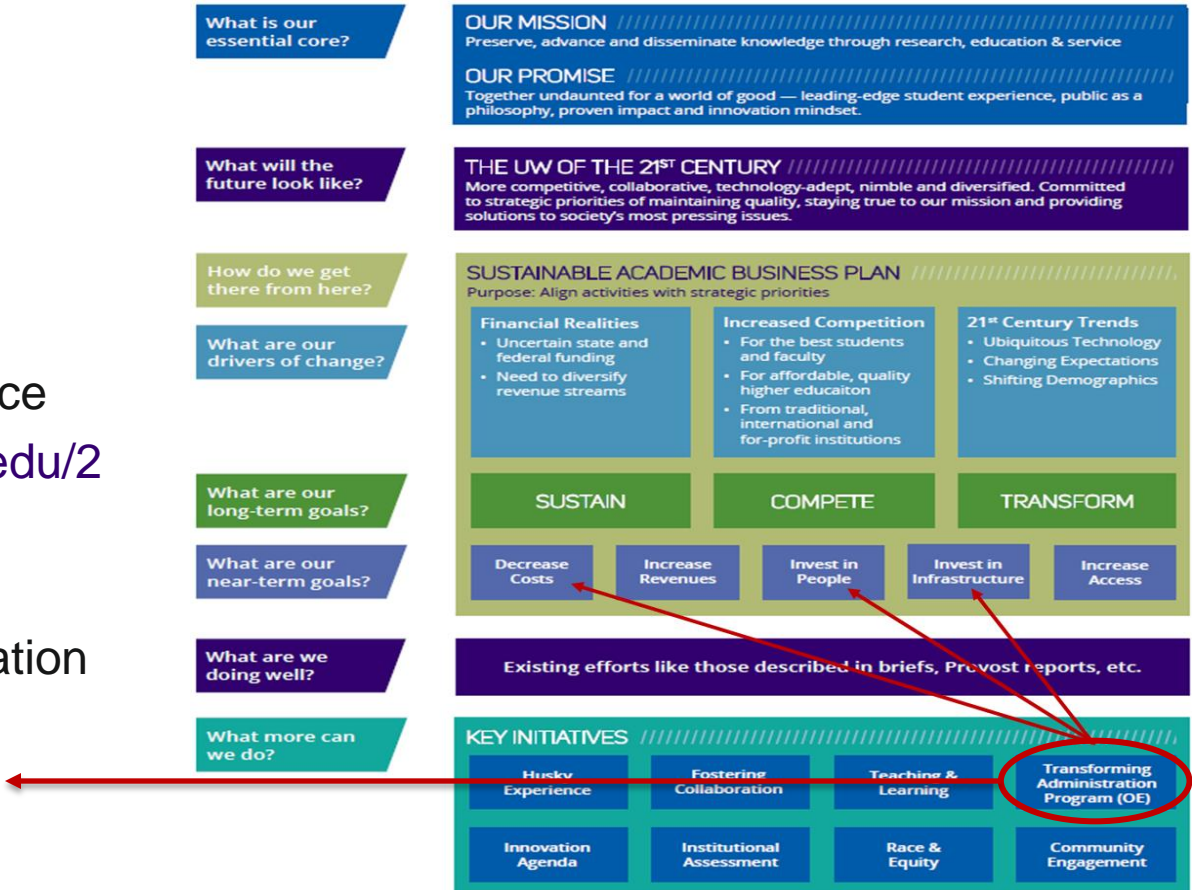
“it (Liberating Structures) puts in the hands of every leader and every citizen the facilitative power that was once reserved for the trained expert....”

Peter Block, author,
Flawless Consulting, Stewardship, and Community

LEARNING RESOURCES

Organizational Excellence
<http://www.washington.edu/2y2d/oe>

Transforming Administration Program
<https://tap.uw.edu/>



LEARNING RESOURCES

LIBERATING STRUCTURES

New book (on Amazon)

The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation by Henri Lipmanowicz & Keith McCandless

Website

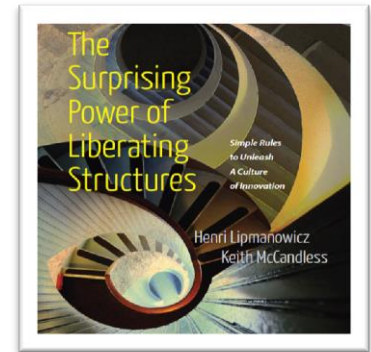
www.liberatingstructures.com

Keith McCandless

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LS User Groups

18 user groups across N. America and Europe



THANK YOU

I'D LOVE YOUR FEEDBACK ON THE VALUE OF THIS SESSION OR ANY QUESTIONS YOU MAY HAVE

Jeanne Semura, PhD, Consultant,

Organizational Excellence | Strategy Management
Planning & Management

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