Introduction

- These slides complement the presentations during the Service Delivery & Support all staff meeting on August 30, 2006.
- Many slides are intended as visual references only, and context is provided by viewing the SDS all staff meeting video.
- Questions may be directed to: sds-avp@cac.washington.edu
Agenda

- Welcome & review of how we got here
- Adaptive work – more than a routine change
- Strategic planning process: SDS focus
- SDS plan for the coming year…
- What is the Culture of Service?
- We want to hear from you!
- How do we achieve our goal?
Created in January 2006.

- Customer Services
- Technical Operations
- Technical Services

- Accessible Technology Services joins in May 2006.

- Communications Group joins in June 2006.

- Also supports DRBR, K-20, and Initiatives.
C&C Vision

To partner with the UW community in creating technology solutions that enable the University of Washington to enrich lives through teaching, research, & public service.
C&C Strategic Planning Effort

Big 4!
- Customer Service
- Communications
- Responsive & Reliable Systems
- Project & Financial Management

- Staying in touch with progress.
- What does it mean to me?
Adaptive Work

- Important, but hard work for everyone in the organization.
- Adaptive challenges require a less traditional style of leadership.
- Asking tough questions, not providing all of the answers.
- Supporting problem solvers, not solving problems yourself.
Get on the balcony...
Signaling Change

- Defensive calendaring: making sure I’m working on the most important things
- Email is no longer my driving force
- Achieving balance!
  - Doing/Managing/Leading
- Fostering relationships: SDS flash cards
- Improving communication: Blog, climate lunches, mobile office, status reports
- Vision, goal setting, measuring results
## Scott’s Leadership Goals -- FY07

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase time spent on leading vs. managing and doing through more focus on the important priorities vs. immediate demands so that I am adding more value and achieving a better work life balance.</td>
<td>(1) schedule vacation, (2) reduce evenings/week to 4, (3) achieve 25%-45%-30% D/M/L balance, (4) incorporate defensive calendaring and establish criteria for Jenny’s scheduling, (5) conduct goal and priority setting with management team, (6) develop weekly action lists</td>
<td>(1) take at least one-week of “unconnected” vacation, (2) reduce evenings/week to 3, (3) achieve 25%-40%-35% D/M/L balance, (4) management retreat to review progress toward vision</td>
<td>(1) reduce evenings/week to 2, (2) achieve 20%-40%-40% D/M/L balance</td>
<td>(1) reduce evenings/week to 1, (2) achieve 15%-35%-50% D/M/L balance</td>
<td>Resume telecommuting from Vancouver 12 weeks per year. Scheduled vacation through June 2007. Work schedule includes not more than 2 evenings/week excluding emergency events. Achieve doing-managing-leading balance 15%-35%-50%. Calendar reflects important priorities.</td>
</tr>
<tr>
<td>Improve communication to keep people informed and to ensure leadership voices are heard from below so that people understand our direction better and we create a better means to elicit feedback from people at various levels of C&amp;C.</td>
<td>(1) solicit feedback from colleagues for ways to improve communication and get examples of exemplary best practices, (2) conduct SWOT with SDS teams, (3) conduct one-on-one with key staff voices, and (4) maintain monthly status report for key activities</td>
<td>(1) Begin monthly communication to all SDS staff, (2) schedule “climate lunch” sessions with 8 or so staff monthly</td>
<td>work in progress</td>
<td>work in progress</td>
<td>work in progress</td>
</tr>
<tr>
<td>Increase delegation to management team and staff while creating an environment that fosters a more empowered work force where individuals feel more ownership.</td>
<td>(1) develop status reporting protocol with management team, (2) establish framework for delegation of work and increased clarity of expectations, (3) inventory existing work activities and identify owner, (4) identify gaps in staff functions and recruit</td>
<td>work in progress</td>
<td>work in progress</td>
<td>work in progress</td>
<td>Majority of work flows to directors and they are empowered to execute. Support directors decision making, and nurture development. Ensure clarity of expectations and who owns the “blue dot.” Stay on the balcony more of the time and get out of the way.</td>
</tr>
<tr>
<td>Develop and support leaderful behavior in the organization especially among direct reports so that we encourage people to take more initiative.</td>
<td>(1) share literature on leadership with management team, (2) work with management team to develop performance appraisal that embraces new behaviors, (3) identify projects for direct reports and others to take the lead in more empowered way than in the past.</td>
<td>work in progress</td>
<td>work in progress</td>
<td>work in progress</td>
<td>Model behavior and share best practices and leaderful perspective. Build trust and confidence in team’s ability to solve problems, and encourage opportunities for directors to be leaderful with their direct reports.</td>
</tr>
</tbody>
</table>
SDS Organizational Initiative

- Conduct organizational assessment.
- Facilitate focus groups to identify challenges.
- Brainstorm and develop possible solutions.
- Develop and implement plan.

“You did what you knew how to do. And when you knew better, you did better.”

– Maya Angelou
- Effective tools, responsibility, and resources.
- Crisp processes.
- Clear customer service expectations.
- Collegiality modeled and rewarded.
- Communication!
<table>
<thead>
<tr>
<th>Strategic Priority</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Service Delivery &amp; Support</strong></td>
<td>JULY - SEPTEMBER</td>
<td>OCTOBER - DECEMBER</td>
<td>JANUARY - MARCH</td>
<td>APRIL - JUNE</td>
</tr>
<tr>
<td>Customer Service</td>
<td>ID knowledge gap, employ priority training, change thinking, develop vision, gather experts, develop shared understanding, develop tools, develop shared understanding</td>
<td>Began development of TIP 3</td>
<td>Integrated</td>
<td>Complete development of 2019/20 peak experience MIS, using common standards</td>
</tr>
<tr>
<td>Communication</td>
<td>SOS developed, including development of CIC common MIS, incorporating shared representation for each SAS unit, developing knowledge parameters</td>
<td>Shared knowledge across SDS, SAS - supporting units through TIP 2</td>
<td>Shared knowledge across MIS, incorporating MIS - will work on further activities</td>
<td>Continued sharing of all service delivery via 2019/20, using common MIS standards, ensuring best practice is in place</td>
</tr>
<tr>
<td>Reliable &amp; Responsive Systems</td>
<td>SAS shared draft high across SDS, SAS - supporting units through TIP 2</td>
<td>Completed</td>
<td>Reviewed</td>
<td>Completed</td>
</tr>
<tr>
<td>Project Management</td>
<td>All new projects, including new projects, including new projects</td>
<td>Developed</td>
<td>Developed</td>
<td>Developed</td>
</tr>
<tr>
<td>Financial Management</td>
<td>New budgetary, new projects, including new projects, including new projects</td>
<td>Continued</td>
<td>Continued</td>
<td>Continued</td>
</tr>
</tbody>
</table>

**End Goal**

1. All clients understanding of CIC services, understanding of all service delivery, understanding of all service delivery, understanding of all service delivery.

**Our Vision**

- Continued sharing of all service delivery via 2019/20, using common MIS standards, ensuring best practice is in place.

**Our Values**

- Innovation, Excellence, Delivery, Support, Integrity, Colleagualty, Leadership, Collaboration, Respect, Quality, Collaboration, Respect, Quality.
- Expanded knowledge and skills of all SDS staff to enhance service delivery by 7/2007.

All SDS staff understand and deliver C&C common messages in support of service lines and culture of service by 7/2007.
- SDS subgroup participates in developing C&C messages and helps to incorporate them into SDS work products and activities

Shared knowledge about C&C services and SDS projects available to all SDS staff by 7/2007.
- SDS task force develops knowledge base
- Implemented change management process for critical SDS services by 7/2007.
- Participate in all C&C PM initiatives and implement best practices in SDS by 7/2007.

- Defined and implemented project tracking and communication process by 7/2007.
- All managers and staff educated in C&C financial management practices.

- Participate and collaborate with C&C Business & Finance to provide SDS specific information in financial reporting.
What is the Culture of Service?

- Reliable & Responsive Systems
- Proactive Solution Development
- Focus on Customer
- Satisfied Customer
- Collaborative Culture
- Empowering Staff
- Comprehensive Request Handling
- Easy
- Technical Knowledge
We want to hear from you!

- Questions? Please use microphones.
- Workplace Survey – Heidi Barta, C&C HR
# SDS Workplace Survey

## Workplace Survey

<table>
<thead>
<tr>
<th>Question</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I know what is expected of me at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have the materials and equipment I need to do my work right.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At work, I have the opportunity to do what I do best every day.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last seven days, I have received recognition or praise for doing good work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My supervisor, or someone at work, seems to care about me as a person.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>There is someone at work who encourages my development.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>At work, my opinions seem to count.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The mission/purpose of the organization makes me feel my job is important.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>My co-workers are committed to doing quality work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I have a best friend at work.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In the last six months, someone at work has talked to me about my progress.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>This last year, I had the opportunity to learn and grow.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: The Gallup Organization*
SEMOC – SDS stays in touch at BBQ!

For assistance, call 206-UW-SEMOC or 206-897-3662