Architecting Change from the Inside Out

Alison Cruess
University of North Florida
acruess@unf.edu
Our Culture

• Recent Restructure
• Tremendous Growth
• Accolades
UNF: Then and Now
We are a Change Agent

- ERP
- Every classroom equipped with technology
- ID conversion
- Online Ticketing System
- Beef up Security
- Content Management System
- SharePoint deployment
- Project Management Office
- Portal Redesign
- New enterprise online web survey system
- New calendaring system
- Vista and Office 2007 deployment
We impart change on others, but do we embrace it ourselves?
Embracing Change

• How often do we internally review ourselves?
• Is our IT department or unit functioning cohesively?
• Are our employees empowered adequately to expand the boundaries and achieve results?
• Is management sharing the power?
• Do we celebrate successes?
• Do we really understand employee morale?
• Do contented cows truly give better milk?

Information Futures: Aligning Our Missions
Continuous Improvement

- Achieve excellence
- Examine internally
- Improve overall environment
- Good internal climate = Attain goals
- Quality services = Good work environment
CONTENTED COWS
Give Better Milk
The plain truth about employee relations and your bottom line

BY
BILL CATLETTE & RICHARD HADDEN
Developing an Employee Friendly Climate

- People are our greatest asset

“(A) successful employer’s… efforts are based on one thing and one thing only - the deeply held belief that one’s reputation as an employer is as important as bandwidth, and as such, is one of the success factors for any business.”
Yes, This Happens

• IT managers forget to nurture their people

• IT employees do not make their needs known
WELL WE'VE HAD OUR 15% BUDGET CUT CONFIRMED, NOBODY'S APPLIED FOR OUR VACANCIES AND WE'RE MOVING THE OFFICE INTO A PORTOCABIN IN THE CARPARK. ITEM 2 STAFF MORALE

© Original Artist
Reproduction rights obtainable from
www.CartoonStock.com
How is Morale?

• Assess the state of employee morale
• UNF’s survey
  
• Anonymous
• Analyze the results
• Share
How’s our climate?

Presentation to UNF ITS staff

Demo
Employees Want to be Appreciated

• Employees want to be appreciated
• Praise should be authentic and timely
• Celebrate success
Celebrate Success

• Acknowledge individual contributions

• Celebrate a team effort
Create opportunities for involvement

- “People who enjoy one another are usually more productive in the workplace. They have greater loyalty to each other and to the organization.”
- Promote a collaborative environment
Listen

• Validation
• Without interruption
• We know this, but do we practice it ALL the time?
Give Employees Autonomy

• Independence
• Trust
Hire the Right People

- A new hire has to
  - Should exceed the position qualifications
  - Be compatible with the other employees
- It takes time to hire the right employee
- Ask for and listen to the opinion of the department’s employees
- Find the right fit
- Listen to your gut
Put People First

“...The absolute key to running any business is having the capability to look after people -- to inspire people, motivate people, and to put people first. And if you can collect around you a great group of people who passionately believe in what you're trying to achieve, and if you look after them, you will succeed.”
“Ms. Willard, if I said ‘Have a nice day’ to you, I’d have to say ‘Have a nice day’ to all my employees.”
Work-Life Balance

• Two hours off a week to work out
• Family friendly
• Offer more flexibility
Equip Employees for Customer Service

- IT is a Service Industry
- Our customers
  - Students
  - Faculty
  - Staff
  - Co-workers
Effective Customer Service Delivery

- Be a learning organization
- Ask for feedback and deliver
- Empower, support, and reward frontline personnel
- Harness the power of information
- Enabling infrastructure
THE SYSTEM SHOWS THAT THIS PRODUCT WAS LAUNCHED 2 MONTHS AGO . . . . SO, WE SHOULD BE TRAINED ON IT IN ABOUT 3 WEEKS.
Continuous Improvement

- Willing to improve
- Know what to improve
ITS Support Center Customer Satisfaction Survey

Information Technology Services recently assisted you with a request. Please help us improve our services by completing this short survey.

Please rate the support service you recently received from Information Technology Services.

<table>
<thead>
<tr>
<th></th>
<th>Very satisfied</th>
<th>Somewhat satisfied</th>
<th>Neither satisfied nor dissatisfied</th>
<th>Somewhat dissatisfied</th>
<th>Very dissatisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtesy and Professionalism</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Timeliness</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Communication and follow up</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Technical knowledge and competence</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
<tr>
<td>Overall service provided on this issue</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
<td>○</td>
</tr>
</tbody>
</table>

Please comment on the service you received or any needs you feel are not being met (but should be met) by Information Technology Services. (text length is not limited)


Name and extension (optional)


Thank-you for helping Information Technology Services improve the services it provides to the campus community.
Appreciation

• Candy
  – 3 Musketeers – team player
  – Mr. Goodbar – Excellent Cust. Service
  – Smarties – Solved a complex problem
  – Almond Joy – Being positive

• Star Employee
• Spirit Award
• “Well” day off
• Creative schedule
• Find the right reward for your team
Improving Morale - the "Bud" way –
(http://www.kewego.com/video/iLyROoaftMLE.html)
Communicating Priorities

- Ask your employees to write their department’s top three business priorities
- Would the results be consistent?

Consistent responses = Clear communication of priorities
Clarity of Vision

• Whom do we serve?
• What is our core strength, edge, advantage?
• What is our core score?
• What actions can we take right now?
And Again…

- IT leaders must communicate their top priorities
- Convey what is important in their words and actions
- Clearly, consistently and repetitively
Leading for Loyalty

- Loyalty to is based on the pride in the services rendered and the quality of the work produced.
- Demonstrate commitment to employees as partners.
- Employees need fair and respectful treatment and a belief their careers are being supported.
- The end result of an employee’s loyalty is the motivation to perform well.
- Appreciation of this idea will help leaders realize they may need to share in the responsibility of an employee’s unsatisfactory performance.
Leading with Optimism

"Perpetual optimism is a force multiplier."

Colin Powell
Summary and Questions

• IT forces change on others; important that they embrace it themselves
• Contented employees are productive employees
• IT should examine their employee climate, identify their strengths and weaknesses, create an improvement plan based on discussed strategies
Leadership and Human Relationships

http://www.youtube.com/watch?v=EGuVg54lo38