Leadership Council - November 20, 2013
Table Notes from the World Café

**Communication**

Too much information – all push. Need to get people to mix it up, out of their comfort zone. “Happenings” is overwhelming. Need time for good communication.
Email is a limited tool for communication.
Does everyone have the skills to work in a “face to face” world?

Is the information important? Who decides? Who is chain of command?
Being a supervisor is not intuitive, professional development.
Educate supervisors on how to disseminate information, professional development.
Communication skills are not always intuitive – example payroll for students, MSO, supervisor.
Educational communication. Collect our resources. Single communications website intranet.
Bombarded with information, information is repetitive.

People communicating with people outside of your group
More activity that blends people across levels – more sessions like this
Website of major announcements
More communication on what the functionality of each area is

No development – training opportunities around communication in a professional & interpersonal way
How do we avoid personal issues / personality issues
How does one combine diplomacy with pragmatic personality approach?
No time to process

Communication is more than one way
Small and build up
Constant and important
Need a vision for the culture you want it to be
Seek clarification
Address students as “Mr” or “Ms”
Kindness tolerance – patience
Step back and remember the bigger picture
Need to be a good listener in order to be good communicator
Some people are impossible, so don’t take it personal
Human touch
Say thank you by phone/ e-mail or face to face.
Set expectation of urgency
Growing pains, walk through top and down. Collaboration, transmit what’s best
Sharing info – bottom – middle – top
People prefer communication in more than one way
Need to be a good listener

Happenings not working – Bulletin Board
Transparency
Can opt out of anything
Availability and option of tools
How do you get people to care?
Department open houses
Human element of interactions has been lost
Technology is ok but face to face important
Training and facilitation. Director doesn’t always need to be leader.
Better meeting management / training managers
Push / pull for communication, all push right now.

Off campus – UC and affiliates – share & communicate on and off campus
Different units asking same questions – create “user groups” across campus user groups to enhance communication.
User group = representatives from across campus
Higher level ownership to “grass roots” level of across campus unit groups

Set aside time space to have dialogues
Next steps of common goals. World cafes on: Directory update
Transparency and communication on decision-making process
Get information to lower management & make sure lower management informs upper management.
Growth can be an issue
Communication – personal take time to say “thank you.”
Broader understanding of what happens across the university.

Clarify that I am being clear in what I need.
Anticipation
Practice

Recognize that preferred is different for different people
Acceptance of errors
Routine email.
Deliberate
Take the time to see who is affected by change
Informal phase

Active communication. Accept that your interpretation and leadership may be wrong – we need to accept that.
Leadership needs to be prepared for their error
Engage space to have “face time” – physical location
Make that phone call.
Unresponsive to email – recognize the compliance aspect.
Limited by technology

Bring in them early and often
We need to have “one voice”
Change in mindset, start talking
Leverage resources – then we can be more efficient
Good is not an enemy of perfect
Often best messages are coordinated. Consider who is best messenger
Takes time to process all of the communication
Effective, new tools
What avenues of communication do people pay attention to? Which is best?
Is “Happenings” effective?
Minimize, highlight?
Challenging on receiving and sending end
Should we use bulletin / bulletin board?
Communication #ers/ stats – how many read?
Need to get to critical mass for effectiveness.

Communication objective
Who needs to receive it / who is audience
How to best tailor to them
Plenty of communication, not enough time, too many tasks
Less is more
Need to brand our communications
Fewer communications / higher quality
Supervisors responsible to communicate down. Face to face communication is better
We have to be comfortable that we won’t know everything that’s going on – growing campus / wrong expectation – need to know what’s important to do job.

Folks have to be proactive about getting communications.
Sometimes too much communication – where to go?

Trust in people and process
Go out of way to praise
It seems like our communication is just in one direction.
Personal contact with employees rather than just sending an e-mail.

Reply to e-mails – even if you do not have an answer. Direct to the proper channels if necessary. Both ways communication

Define audience – purpose – think holistic about the information what info is needed even if it’s not my area.

Are there avoidable negatives in a communication?
Central hub
Opt in / out
Less frequent communication / weekly

Intentionality should be built into communication. Even internet electronic communiques need structure / focus. Thinking beyond the immediate group to allow for broader inclusion.

Information vs. engage
Common understanding
Why important to me?
Coordinated message from multiple partners ie. Payroll / HR collaboration
Who is the credible messenger?
**Collaboration**
Are you empowered to collaborate?

Units have “history”
What authority do you have?
Success of collaboration is dependent upon both the person and culture
Leaders need to be aware of their approachability.
Lots of collaboration
Building trust
More collaborative initially – harder to maintain as campus has gotten larger
Need more creative environment
Organizations need to have a service and not a control attitude
Control mentality hinders cooperation – collaboration
Units don’t think about the impacts of their interactions on others

People inserting personality into collaboration – can hinder future collaboration
Collaboration may not be worth the effort – example budget process
Very assessment driven, can it be a road block to collaboration?
What is in it for me?
Brings recognition to my group
Acknowledgement for service

Difficult to collaborate with others outside of department
Easy to find out who / where to go if do not know

Business processes need to empower collaboration
The “how” needs to go across, up, down. Manager and supervisory level buy-in

Collaboration is necessary to foster more collaboration among units, etc. Collaboration helps to avoid duplication of efforts / redundancy.
Collaboration and communication tools are great, but only with buy-in from the community as a whole
Campus is geographically huge
Acknowledging collaboration / help positively / timely goes a long way
What is in it for me? Recognition

Collaborative work groups
Group facilitation training
Consider others and their pressures / timelines
Be flexible
Control inhibits collaboration – cohesiveness fosters collaboration.
Move too fast
Provide incentives
Walk the walk towards collaborative efforts
Lack of time, resources, funding, competing priorities
Struggling to get normal work done
Transparency across campus
How do we know who all stakeholders are?
Top down is critical / they set tone.

Overwhelmed. Collaboration might lead to more work. Too many pointless meetings. Need to manage meetings better, make decisions. Move for cooperation to collaboration. Everybody trained in different areas but works against collaboration.

Everybody is trained in different areas, but works against collaboration (which is difficult)
Collaboration vs not actively resisting!

Maybe some won’t cooperate anymore because no reward / benefit for doing so.

If you want collaboration – need to get groups to mix and encourage staff to speak up.
Staff have to take responsibility for paying attention to information.
Informed decision-making, hesitant to speak up because it might result in more work
Let go of desire to know everything but critical decision need to be explained or
how process for input in issue

Come to table and bring open mind
Help facilitate connections to collaborate for all units
Call folks and ask for suggestions – “go fishing”

Encourage staff to build relationships across campus
Sometimes it is not clear where to go to collaborate – social networking with regional connections
Everyone needs a chance to have input for collaboration
Collaboration from top – see who made the decision, sharing the reasons for the decision allows us to
get behind it.

Categories of decisions – none of it works with/o 3 Cs
Be consistently fair and a process in place.

How do we discover expertise?
On-boarding and knowledge transfer
Need to organize more ways to meet

We don’t seem to have habits and structures on how to get informal questions from stakeholders.

Forge personal connections before the “problems” arise
Know your business process partners – who do I get information from
Who do I give info to?
Partner with these groups – what works well? How to innovate / improve?

Precise
Respectful
Flatter organization
Move from Cooperation to Collaboration (highest form of cooperation)
**Culture**
Culture of Kindness
Say thank you
Personal touch – human element of communication
How do we get people to care,
How to ensure evolution of culture – ie. Budget submissions input but not output of outcomes and reasoning
All campus constituents as stakeholders, not just identified groups
How to get ALL Campus buy-in before implementation
Changing culture even on a small campus will be very slow
Transparency – Top down, walk the walk.
It was good to hear the views of different people about improving the culture at UCM
It became evident that to me that we need to model the behavior.
Respectful community
Vision of a culture, kindness
Understand the client you are providing service.
Lessening the gaps – flattening the organization encourages communication
Reward it – get more of it, tax it – get less
Need for careful and strategic “orientation” for new employees to the University & department level – ie. library best practice.
“Kindness” culture – diffuse stress. Error on side of formality

Culture enhancement is an interesting question. Perhaps we should next discuss what our current culture of communication collaboration and cooperation is.

**Technology**
Box. Net, Sharepoint. Get to know people – mix it up – Tear up silos.
Happenings overwhelming – need targeted communications. (students read but staff /faculty don’t)
Improve campus directory – who they are & what they do. Self-referring system; create integrated directory.
Better search engine for campus website.
In-house Linked-In?
Make modifications to directory.ucmerced.edu to add some linked-in features
Yammer – Facebook for businesses
Calendar system – tied to system
Bulletin board
Wiki’s – for desk manuals for all to document their jobs. Others can view if want to see what others are doing.
Time to get out of comfort zone
Respect – important for open communication.
Communication (emails / meetings) doesn’t trickle down
Manage in the here and now. Delaying / defer, too many pointless meetings
Good is not the enemy of perfect. Admit fault / error. Concentrate on improving.
Overwhelmed with work
Collaborate – more work, less work
But need decision, paralyze about making decision.
Budget incentive for collaboration. Give info on which collaborations get money.
**Tools**
Box.net
Sharepoint
World cafes
Face-to-face conversations
Integrated campus directory
Manager and Supervisory training on how to communicate downward.
Training on running effective meetings.
Training on how to decide how to decide.
Job shadowing – to better understand other areas they work with or want to better understand.
Central website to go to find information

Create communal spaces – improve ccc – use of space

Campus directory – decentralized – need to centralize campus directory
Campus directory – brief histories to include as well – lined in A.K.A.

Series of Open Houses – meet, greet - personalize
Bulletin Board instead of happenings – allows all people to be stakeholders – transparency of information outside of unit
To remember to say “thank you.”
Open house to show what units do
Meaningful meetings where action items are done during meeting.

Set up more collaborative spaces; spaces for small meetings, lunch rooms, etc.
Expand directory to include more information about staff members
IT establish a World Café website.

Need for organization to orient new employees about the history, ethos, etc and not assume everyone has been in an academic organization,
RACI – Responsible, Accountable, Consulted, Informed (4 questions)
Who should be consulted, who makes the decision.

Departments / units – set up communication “trees” or plans. Supervisors held accountable for using the tree / plan

Employee “on-boarding” template that all units can follow to develop own.
Common themes
Recognition
Incentives for good communication and collaboration
Open houses or mixers – broader understanding of what units do and what happens across campus.
Shared vision – we’re measured differently what are our deliverables?
Training – group facilitation and running effective and efficient meetings
How space affects collaboration
Common vision, common goals
Advantages of face-to-face communication
Reward & recognize exemplar best practices
More strategic & targeted communication
Less e-mail – more phone calls.
More pull than push communication – one central location
Employees look to supervisors to share communication – doesn’t always go below management level
Honest and transparent – improves collaboration.
Website of major announcements
Face to face
Strategic communication
More World Cafes
Overwhelmed at work – too much work and too much information
Onboarding – Employee orientations (culture / norms)
Control vs. service

General reflections
Personal reflection that this event in itself was a great forum for collaboration, communication and collaboration. One of the themes that came up was to create an environment in which people are comfortable and encouraged to share their ideas, even if risky. This room full of University leaders down to admin. Staff helped lessen hierarchy gaps, sparked civil and fresh discussions and made platforms for new ways of thinking about the same thing (switching tables and building off previous suggested ideas).
Another theme was reaching out to others across areas and finding new connections / overlaps with others you might not otherwise converse with – which I got to experience today! This forum was the perfect example and execution to facilitate the goal it set out to focus on.

Change / growth is happening at a pace - communication more important.

The possibilities for communication, collaboration and cooperation are vast and great here at UCM. How to approach and get buy in from others can be a challenge when everyone is so busy with their own roles and responsibilities. Even when the possibilities are realized – having them come to fruition can be a challenge – time and resources.

Require acceptance of ambiguity and risk
Major change – major walls

The overall success of the University is when we are all engaged in service to the University.
Collaboration, communication at UCM are so important. We all need to remember why we are here – students, faculty and facilitate research. We need to work together for the common goal.

Not everyone chooses to attend, nor can attend. Disappointed in selection of next president of UC. We didn’t have a process or chair.

We don’t seem to have habits and structures on how to get informal questions from stakeholders.

There are many different people that have ideas — need to be a bit more systematic.

In an institution that is evolving as quickly as we are, ppl have to have some acceptance of ambiguity. Have been called on the carpet for some if it. Need to make is safe.

No one has made me a compelling case for a UCPAsth system, for the effort.

Budget process

From the top, we hear you. We will try to get there. Validate.

Impact of decisions affecting workload — how do we give feedback about how we are impacted.
Listen to concerns, esp from the bottom
Validate them

Appreciate the opportunity to discuss, bond, and interact with others within the UC community. I enjoyed sitting at different tables with people I did not know. I encourage this type of set-up for future meetings even if we don’t change tables.

Orientation for culture of CCC
Cooperation needs to connect to collaboration

Engage all levels
Assess barriers & opportunities

Want Leadership to:
-Listen to concerns (esp. from bottom/front)
-Validate them
-Set realistic expectations for what can be addressed and when