Organizational Excellence Community of Practice

August 18, 2017
Quarterly Meeting
Welcome to the OECoP!

- Host Introductions
- Organizational Performance Office overview
- ASU PM Network overview
- Purpose of the OECoP
- Presentations
- Upcoming Events
About The Organizational Performance Office

Established in Business and Finance

Directives:

• Deliver outstanding customer experiences
• Lower operating costs
• Improve efficiency and effectiveness
• Improve quality
• Improve the work environment
About ASU PM Network

The ASU Project Management (PM) Network is a **staff and faculty club** that is the mechanism by which **project managers** and **those interested in project management** enterprise-wide at ASU, can communicate, connect, and grow, with the objective of **strengthening interdisciplinary relationships** while streamlining and improving project management processes at ASU.

To join, e-mail us at pmnetwork@asu.edu
Find us on [LinkedIn](https://www.linkedin.com)
Purpose of the OECoP

• Promote the use of:
  – process improvement
  – change management
  – project management
  – organizational development

• Share ideas and information

• Present methodologies, tools and industry best practices

• Discuss and solve operational issues

• Expand business networks

Presented by the Business and Finance Organizational Performance Office
Presentations

The Importance of Communication and Collaboration

Alan Rogers
Organizational Performance Office

Change Management and Project Management

Danielle B. Steele
University Technology Office

The Perception of Good, Changing Our View of Excellence

Clayton Taylor
Organizational Performance Office

People-Centered Change

Cary Lopez
W. P. Carey School of Business
The Importance of Communication and Collaboration

Alan Rogers
Business Process Analyst
Organizational Performance Office
The Telephone Game
Illustrates how small misconceptions can end up making a huge difference.
Communication and Collaboration

Communication Definition
Communication is the act of transferring information from one place to another.
Communication and Collaboration

The Communication Process

Misunderstandings can occur at any stage.
Collaboration Definition

When two or more people work together to accomplish a common goal.
Communication and collaboration doesn’t happen exclusively from person to person or group to group.

It's happening within your own body.
Communication in the workplace is like oxygen to life. Without it…it dies.
Communication and Collaboration
Similar to the human body and its systems, ASU and individual departments within it are interdependent on one another.

- Academic Faculty
- Classroom Management
- Facilities Management
- Procurement
- Central Logistics
Communication and Collaboration

Tips to improve business communication:

• Establish trust
• Consideration
• Consistency
• Clarity
• Recognize communication issues caused by technology
Communication and Collaboration

The Five C’s

**Communicate:** Exchange information

**Collaborate:** Work together

**Coordinate:** Develop and arrange the plan

**Clarify:** Goals are clearly understood

**Control:** Drive tasks and address variation
Thank you!

Alan Rogers, CSSBB
Arizona State University | Organizational Performance Office
Business Process Analyst
alan.rogers.1@asu.edu | Ph: 480.965.4305
Project Change Management

Danielle B. Steele
Project Manager, IT
University Technology Office

Presented by the Business and Finance Organizational Performance Office
Presentation Outline

• Frameworks
  – Project Management & Change Management
  – Replicable Model
  – Change Preparation

• Takeaways, Next Steps, and Resources
<table>
<thead>
<tr>
<th></th>
<th><strong>Project Management</strong></th>
<th><strong>Change Management</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Definition</strong></td>
<td>The application of knowledge, skills, tools, and techniques to meet project requirements - pmi.org</td>
<td>The practice of applying a structured approach to transition from a current state to a future state - acmp.org</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>Project Management Institute</td>
<td>Association of Change Management Professionals (LinkedIn: group #4362781)</td>
</tr>
<tr>
<td><strong>Methodology</strong></td>
<td>Project Management Book of Knowledge</td>
<td>ACMP Standard, Prosci® ADKAR® Model, Kotter 8-Step Process</td>
</tr>
<tr>
<td><strong>Certification</strong></td>
<td>Project Management Professional (PMP)</td>
<td>Certified Change Management Professional (CCMP)</td>
</tr>
<tr>
<td><strong>Example of Tools</strong></td>
<td>Project Management Plan, Work Breakdown Structure</td>
<td>Change Management Plan, Readiness Assessment</td>
</tr>
<tr>
<td><strong>Example of Resources</strong></td>
<td>Project Manager, Project Coordinator, Business Analyst</td>
<td>Change Practitioner, Communication Specialist, Training Manager</td>
</tr>
<tr>
<td><strong>ASU Offices</strong></td>
<td>UTO, KED, EdPlus, CPMG…</td>
<td><em>No formal offices yet</em></td>
</tr>
</tbody>
</table>
Two disciplines, similar goals

Temporary endeavor with lasting effects to…
create, improve, or replace a product or service, that…
requires scope, timeline, resources.

Projects change how people conduct their work
(so let’s ensure they are able to do so at go-live)
Solution (i.e., tool, program, or system being implemented)
Change Preparation

• Partnership between PM & CM starts with Change Prep
  – User = impacted people/groups of your project’s solution
  – Consider the project from the users’ perspectives (what’s in it for them?)

• Change has two audiences:
  – Organization: How can the users’ organization support adoption?
  – Individuals: What stages do users undergo to adopt your project’s solution?
Collaborate for Change (C4C)

C4C increases chances of successful go-lives by helping projects keep the people impacted by the solution in mind.

C4C partners with projects to:

- Align technical and people-related activities
- Exchange information more quickly
- Ensure Go-Live Ability = end-users understand, adopt, and are able to use your solution at go-live
C4C Network

• C4C currently includes UTO members representing:
  – Change Preparation
  – User Experience & Design
  – Communication
  – Training
  – Knowledge

• C4C consults with:
  – Release Management
  – Organizational Performance Office
  – WP Carey School of Business
  – Other Higher Ed institutions
TAKEAWAYS, NEXT STEPS, RESOURCES

Email us at pmnetwork@asu.edu

Presented by the Business and Finance Organizational Performance Office
Key Takeaways & Your Next Steps

• Project management and change management are two disciplines with similar goals

• Installing your solution is not enough; to fully implement your solution, impacted people must adopt your solution

• Audiences include those who must change how they conduct their work and the people who support them

• Start with what/who you already have
  – You are bound to discover existing resources (and perhaps something new)
PM Network Next Steps

• Communicate
  – Newsletter
  – Updated website

• Connect
  – Networking Opportunities
  – CSW/SC Conference, October 4th & 5th

• Grow
  – Workshops
  – Study Groups
ASU Resources

• ASU Project Management (PM) Network
  – links.asu.edu/pmnetwork, pmnetwork@asu.edu

• UTO Collaborate for Change (C4C)
  – https://uto.asu.edu/ppmoC4C, uto@asu.edu

• Organizational Performance Office (OPO)

• Leadership & Workforce Development (LWD)
  – https://cfo.asu.edu/professional-development

Email us at pmnetwork@asu.edu
Thank you!

Danielle B. Steele, MA, MBA, PMP
Arizona State University | University Technology Office
Project Manager
dbs@asu.edu | Ph: 480.727.2822
The Perception of Good
Changing Our View of Excellence

Clayton Taylor, MBA, CSSMBB
Director, Organizational Performance
Organizational Performance Office
How is ‘good’ defined?
The Perception Of Good

At what point is something considered ‘bad?’
The Perception Of Good

The A-B-C-D-E (F) system
- 90% good
- 1 in 10 defective

Higher standard
- 99% good
- 1 in 100 defective

Presented by the Business and Finance Organizational Performance Office
## The Perception Of Good Activity

<table>
<thead>
<tr>
<th>Activity</th>
<th>90%</th>
<th>99%</th>
</tr>
</thead>
<tbody>
<tr>
<td>506,400,000 pieces of mail delivered per day</td>
<td>50,640,000 lost pieces per day</td>
<td>5,064,000 lost pieces per day</td>
</tr>
<tr>
<td>1440 minutes of power each day</td>
<td>144 minutes without power (2.4 hours)</td>
<td>14 minutes without power per day</td>
</tr>
<tr>
<td>30,000 parts in an automobile (Toyota)</td>
<td>3,000 bad parts in a car</td>
<td>300 bad parts in a car</td>
</tr>
<tr>
<td>100,000 commercial airline flights globally</td>
<td>10,000 poor landings each day</td>
<td>1,000 poor landings each day</td>
</tr>
</tbody>
</table>

Presented by the Business and Finance Organizational Performance Office
Perception of Good

A Lesson from Quasar Televisions

• Motorola produced in the 1960’s and 1970’s
  – Lost market share to competitors
  – Poor quality compared to competitions
Perception of Good

A Lesson from Quasar Televisions

• What Motorola did to improve quality:
  – Added layers of inspectors to find defects
    • Hired more staff
    • Increased administration and red tape
    • More rework
    • Higher costs
  – Did not eliminate poor processes or defective parts
Perception of Good

A Lesson from Quasar Televisions

• Sold to Matsushita Electric in 1974
  – Quality improved dramatically (1981) – rare defects
  – Used the same staff, designs, factories and equipment
  – Hailed as a great success by industry experts
Perception of Good

A Lesson from Quasar Televisions

• What Matsushita Electric did to improve quality:
  – Cultural focus on quality
  – Clear definition of quality
  – Standards and expectations for results
  – Used quality improvement methods and tools
Perception of Good

A Lesson from Quasar Televisions

• What Motorola finally did:
  – Created a Six Sigma in 1985
  – Method for improving performance and increasing revenue
    • Creates an improvement culture
    • Improve consistency of results
    • Center performance on a target
    • Reduce the chance defects will occur
The Perception Of Good

The A-B-C-D-E (F) system
- 90% good
- 1 in 10 defective

Higher standard
- 99% good
- 1 in 100 defective

6 Sigma
- 99.999998% good
- 3.4 in 1,000,000 defective

Presented by the Business and Finance Organizational Performance Office
## The Perception Of Good Activity

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<th>Activity</th>
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<td>5,064,000 lost pieces per day</td>
<td>102 lost pieces per day</td>
</tr>
<tr>
<td>1440 minutes of power each day</td>
<td>144 minutes without power (2.4 hours)</td>
<td>14 minutes without power per day</td>
<td>2 hundredths/sec. without power per day</td>
</tr>
<tr>
<td>30,000 parts in an automobile (Toyota)</td>
<td>3,000 bad parts in a car</td>
<td>300 bad parts in a car</td>
<td>0.006 bad parts in a car (1 bad part per 166 cars)</td>
</tr>
<tr>
<td>100,000 commercial airline flights globally</td>
<td>10,000 poor landings each day</td>
<td>1,000 poor landings each day</td>
<td>1 poor landing every 5 days</td>
</tr>
</tbody>
</table>

Presented by the Business and Finance Organizational Performance Office
Financial Performance

Less capable processes waste money

<table>
<thead>
<tr>
<th>Performance</th>
<th>% of Revenue Wasted</th>
<th>Waste Per $1M</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below Average</td>
<td>25% or more</td>
<td>$250,000</td>
</tr>
<tr>
<td>Average</td>
<td>15% - 24%</td>
<td>$150,000</td>
</tr>
<tr>
<td>World-Class</td>
<td>2% - 14%</td>
<td>$50,000</td>
</tr>
<tr>
<td>Six Sigma</td>
<td>1% or less</td>
<td>$10,000</td>
</tr>
</tbody>
</table>
The Perception Of Good

Who decides what is ‘good’?
The Perception Of Good

- Customers are the final authority on what constitutes ‘good’ service
- The organization has input via standards
- We use the highest standard (customer vs. organization)

If we tell customers what *is* good or that services *are* good, we are promoting to them
Perception of Good

Some factors are more critical than others

- Your surgeon is an A student (90%) from a prestigious university.
- He has years of experience in the surgery he is performing on you.
- Of the 10 things he must do during the surgery, he generally only misses 1 - he forgets to take instruments out of his patients.
- Do you trust him to operate on you?
Perception of Good

Some factors are more critical than others

- Your cashier was an A student (90%) in training.
- He has years of experience as a cashier.
- Of the 10 things he must do during check-out and bagging, he only misses 1 - he doesn’t double bag canned foods.
- Do you trust him to ring up your sale?
The Perception of Good

Changing perception

1. Elevate our personal standards and change our perception
2. Promote awareness of results and the impact on customers
3. Eliminate the chance poor service can occur
   • Lean / Six Sigma / Basic quality tools
4. Set high standards - far above 99%
5. Lead others by example

Presented by the Business and Finance Organizational Performance Office
Questions? Comments?

Thank you!

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Designing Change

Cary López
Chief People and Talent Officer
W.P. Carey School of Business
The Golden Triangle

People

Process

Technology
Research shows...

“Primary success factors for successful projects were heavily weighted towards “soft” or “people-oriented” factors” (IBM Global Services 2008)

Projects with successful change management achieved 143% of projected ROI, as opposed to only 35% ROI achievement for those with poorly performing OCM programs. (McKinsey 2002)

Many studies have reported change efforts or projects in companies failing to meet their stated goals anywhere between 50-80% of the time.
Not so golden…

“Soft side of change” (i.e. “People Side”) matters

Purposeful application of tools to address the “People Side”

THEN WHY

Technology

People

Process

Successful outcomes
Psychology!

Because people are the hardest part.

We are hardwired to procrastinate when:

1) Lack of structure
2) Unpleasant or painful tasks
3) Long term gain vs. immediate gratification

*Psychology Today, “The 5 Most Common Causes of Procrastination, June 17, 2016*
The Change Maker’s Credo

We have tools and methodologies to help

…”The People Stuff” Matters

Results in Success or Failure

…but People Stuff is HARD

TO MAKE PROGRESS YOU HAVE TO LEARN TO BE COMFORTABLE BEING UNCOMFORTABLE.
“Collective wisdom exceeds the sum of its parts – [cognitively diverse] teams of people find better solutions than brilliant individuals working alone”

~Scott Page, *The Difference*
So what happened?

The US Government spends roughly $60 billion annually on civilian IT projects...\textbf{while the private sector total remains incalculable}. Of those investments...at least 50% of a programmers’ time is spent doing rework that is avoidable.”

\textit{~Institute of Electrical and Electronic Engineers (IEEE)}

2005 research
A glimpse of the future?

Structured approach to aligning goals and outcomes, managing risk, and controlling budget and resources.

Design Thinking:
Empathy for the context of a problem, creatively developing solutions, and rationality to fit solutions to the context.

Project Management:
Using structured approaches to identify, analyze, and improve business practices to align with organization goals and objectives.

Process Improvement:
Coordinating identification of stakeholders from inception of problem identification through design and ultimate adoption of collaboratively-designed solutions.
Thank you!

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Chief People and Talent Officer

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Arizona State University
Where Business is Personal™
Feedback

OECoP Feedback Survey

• What information do you want to see
• Issues you are encountering in your job and in your department
• Future presenters
NCCI

Network for Change and Continuous Innovation

• Provide resources related to change and continuous improvement, specific to higher education.

• NCCI’s vision is to function as a catalyst for higher education institutions to work collaboratively across institutions to employ effective methods to advance academic and administrative excellence.

• [www.ncci-cu.org](http://www.ncci-cu.org)

Presented by the Business and Finance Organizational Performance Office
Network for Change and Continuous Innovation

- Monthly conference call
- Annual conference
- Networking and communities of practitioners
  - Change Management
  - Lean
  - Leadership
- Development workshops and webinars

ASU member roster: email Clayton Taylor
Lean Six Sigma for Service Green Belt Certification

- September 5 – November 14, 2017
- Tuesday and Thursday mornings
- Time: 8:00a.m. – 12:00p.m.
- Open to all ASU faculty and staff
- $320 per person discounted rate

Presented by the Business and Finance Organizational Performance Office
Upcoming Events

Lean Six Sigma for Service Green Belt Certification

- Nominated by your leadership
- Complete the final exam with 70%+ score
- Complete a final project by January 5, 2018.

Presented by the Business and Finance Organizational Performance Office
Upcoming Events

ASU CSW/SC Professional Development Conference

October 4-5, 2017
- Downtown, Polytechnic, West campus on the 4th
- Tempe campus on the 5th

Registration
- [https://staffcouncil.asu.edu/cswpdc](https://staffcouncil.asu.edu/cswpdc)

Presented by the Business and Finance Organizational Performance Office
Center for Services Leadership
Compete Through Service Symposium

- October 25-27, 2017
- Hilton Scottsdale Resort and Villas
- Cost: $1,100 per person for non-profit institutions
Upcoming Events

Center for Services Leadership
Compete Through Service Symposium

Areas of Focus
• Simplifying the Customer Experience
• Instilling a Customer Centric Culture
• Mastering Disruptive Change

Registration
wpcarey.asu.edu/cts

Presented by the Business and Finance Organizational Performance Office
Upcoming Events

Educause 2018 Annual Conference

- January 29-31, 2018
- New Orleans, LA

- Gathering of higher education IT professionals
  - Networking
  - Sharing of ideas
  - Discover solutions to today’s challenges
## Upcoming Events

### Educause 2018 Annual Conference

<table>
<thead>
<tr>
<th>Topic</th>
<th>Speaker</th>
<th>Institution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build a Change Network to Prepare, Train, and Communicate with People</td>
<td>Danielle B. Steele, ASU</td>
<td>ASU</td>
</tr>
<tr>
<td>Drive University Innovation Through Enhanced PMO Services</td>
<td>Warick Pond, ASU</td>
<td>ASU</td>
</tr>
<tr>
<td>Process Improvement in Higher Education: Challenges and Lessons Learned</td>
<td>Maryland University</td>
<td></td>
</tr>
<tr>
<td>It Takes Two: Pairing Communication and Support for Successful Rollout of Two-factor Authentication</td>
<td>Indiana University</td>
<td></td>
</tr>
<tr>
<td>Leading Change using Large Scale Course Redesign in the California State University</td>
<td>California State University</td>
<td></td>
</tr>
</tbody>
</table>

Presented by the Business and Finance Organizational Performance Office
November OECoP Event

• November 17, 2017
• 9:00a.m. – 11:00a.m.

• Presentations
  – Value Gaps
  – Process vs. People-based root causes
  – Applying Lean methods in services
  – Kano Analysis
  – Others based on participant feedback

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Contact Us

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