We measure what we value.

- Dr. Mikel Harry

Presented by the Business and Finance Organizational Performance Office
Welcome to the OECoP

- Host Introductions
- Purpose of the OECoP
- Welcoming a new partner
- Presentations
- Upcoming Events
Purpose of the OECOp

- Promote the use of:
  - process improvement
  - change management
  - project management
  - employee development
  - 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

Awareness: OECoP
Established in Business and Finance

Directives:
• Lower operating costs
• Improve efficiency and effectiveness
• Improve quality
• Improve the work environment
• Deliver outstanding customer experiences
Welcome LTDN

Learning, Training and Development Network

Association of ASU staff who create, develop and deliver training

- Instructional design
- Presentation / facilitation
- Online training and learning
- Assessment
- Adult learning theory

Presented by the Business and Finance Organizational Performance Office
OECoP Partners

ASU PM Network: pmnetwork@asu.edu

Ira A. Fulton Colleges of Engineering
Global Outreach and Extended Education: https://goee.asu.edu/

Learning, Training and Development Network: opo@asu.edu
Presentations

Project Management the Essential Component for Innovation

Transformational Leadership

Effective Meeting Management

Warick Pond
AVP Planning & Program Management
Office University Technology Office

Alan Rogers
Organizational Performance Office

Kristen Young
Office of Human Resources
Project Management the Essential Component for Innovation

Warick Pond, AVP Planning & Program Management Office
innovation
the introduction of something new

a new idea, method, or device
Only at ASU...

does the reinvention of higher education extend across all boundaries, where groundbreaking research makes community impact, where partnerships unite global thinkers and leaders, where academic excellence meets athletic prowess. A reinvention based on a new way of thinking and doing has taken root in all that is ASU.
5 project management success accelerators

- define success criteria
- organize team
- create plans
- maintain transparency
After a lot of hard work, we’ve completed another project. Before moving on to the next one, we’d love it if someone recognized the good work our team has done.

Challenge: There is no standard way of showing appreciation to a team. Should we give teams more time off? Monetary compensation? Is verbal/written acknowledgment good enough?

The PPMO and PMs capture pain points in delivery team voice through multiple channels.

To preserve delivery team voice, the PPMO translates pain points into persona-based use cases that span all project phases.

1. **Project Manager Observation**
   “The project was delayed by a lack of clear business requirements.”

2. **Support Desk Tickets**
   “How can I check the status of my project?”

3. **Project Lessons Learned**
   “We need a better recognition system for delivery teams.”

**Discovery and Innovation**

**Planning**

**Execution and Testing**

**Go Live and Close**

**Context:** After a lot of hard work, we’ve completed another project. Before moving on to the next one, we’d love it if someone recognized the good work our team has done.

**Challenge:** There is no standard way of showing appreciation to a team. Should we give teams more time off? Monetary compensation? Is verbal/written acknowledgment good enough?
1 Project and Program Managers act as proxies for the delivery team in a full-day, annual workshop.

2 Facilitators guide brainstorming on people, process, and tool-based solutions using four questions:
   - What is the ideal solution?
   - How do we get there?
   - What is working today?
   - What can we realistically do at our organization?

3 The group prioritizes solutions to generate a small set of recommendations.

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Degree of Implementation</th>
<th>Potential Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recognition</td>
<td>Easy</td>
<td>High</td>
</tr>
<tr>
<td>Kickoffs</td>
<td>Easy</td>
<td>High</td>
</tr>
<tr>
<td>Working Sessions</td>
<td>Medium</td>
<td>High</td>
</tr>
<tr>
<td>Single Channel for All Project Requests</td>
<td>Hard</td>
<td>High</td>
</tr>
</tbody>
</table>
Define Success Criteria
Why?
Define Success Criteria

Rigor is needed in building business cases that justify new ideas at ASU:

The average business case at ASU takes 4 hours to create.

The average business case takes 55 hours to create.

Most of our effort is spent in getting approvals for new ideas.

![Bar chart showing response and benchmark percentages for business case approval, validation, and preparation.]

- **ASU Response**
  - Business case approval: 25.0%
  - Business case validation: 50.0%
  - Business case preparation: 25.0%

- **Benchmark**
  - Business case approval: 21.2%
  - Business case validation: 63.1%
  - Business case preparation: 15.7%
### PROGRAM: STUDENT SUCCESS PROGRAMS

<table>
<thead>
<tr>
<th>STRATEGY</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foster student’s academic mindset from the beginning</td>
<td>Improves persistence and student success by enhancing student mindsets of belonging and academic ability. Connect students to fellow students for purposes of changing their mindset when their mindset is not geared to success. It is a mechanism to reach students who are otherwise unengaged and who find it difficult to overcome the inevitable hurdles they will face.</td>
</tr>
<tr>
<td>Nurture Students capacity for meaningful decision making</td>
<td>Achieve a better financial life with tools designed to improve your personal finance knowledge and habits. Search functions on career and major choice. Capacity for integrating financial literacy content with other student success suite components directly or through other providers (i.e. course schedule, degree planner/major map, etc.). Financial health meter / score.</td>
</tr>
<tr>
<td>Detect &amp; quantify risk characteristics in near real-time</td>
<td>Early alerts and actions can be initiated as they develop. Regular file transmission ability between Arizona State University and vendors providing complete student status information (from Arizona State University to vendor and reverse) including but not limited to module completion, entrance &amp; exit completion, graduation dates, enrollment statuses, profile information. File transmissions should be in a format and frequency agreed upon with Arizona State University.</td>
</tr>
<tr>
<td>Shift Human interactions from primarily transactional to proactive and holistic</td>
<td>Improve nudging, contact capabilities, additional means to connect with students via staff, faculty and advisors. Utilize predictive analytics to integrate intervention strategies.</td>
</tr>
</tbody>
</table>

### PROGRAM DESCRIPTION

The ASU Student Success Suite (formerly Dream Hub) is a place where students are guided through integrated academic, financial, and career planning via technology and human interaction. The environment offers an innovative and dynamic context for academic success and personal growth & development. The goal is to integrate a collection of tools that support student success and planning, some of which currently reside in silos, while others have yet to be developed or deployed. The final product will support student success; integrate key information as soon as it becomes available; facilitate planning and action, including communication among students, faculty and support/service staff; and leverage existing disparate tools/processes and new tools/processes. Tools and processes need to have a mobile responsive design and be smart and adaptive to our diverse student population, thereby changing student behavior and trends.

### BUSINESS MEASURES

- 90% retention rates for each college
- 10,000 international students (on-campus)
- 25,000 out-of-state students (on-campus)
- 500 Lake Havasu students
- 25,000 graduates in 2020
<table>
<thead>
<tr>
<th>Predictability</th>
<th>Goal</th>
<th>How</th>
<th>Metric</th>
</tr>
</thead>
</table>
|                        | More accurately predict when we can deliver a solution & how much we can deliver. | • Ensure firm scope planning & management  
• Build out quality project plans  
• Ensure sponsors and project teams value planning processes  
• Understand cause of variance to baseline & take action | • Estimate to actuals  
• Duration to variance  
• Schedule & Effort Variance within 10-15% of Plan |

<table>
<thead>
<tr>
<th>Agility</th>
<th>Goal</th>
<th>How</th>
<th>Metric</th>
</tr>
</thead>
</table>
|                        | Stay nimble & be able to react to the priorities.  
Large unwieldy projects slow us down. | • Implement Program Management  
• Define Business Managers  
• Responsive Roadmaps- separating into multiple projects  
• Deliver highest benefit first  
• Timely prioritization  
• Rebaseline when priorities change in the programs | • # projects complete / # with variance  
• # outcomes complete / # of outcomes  
• Milestones On time to Milestones late  
• # projects with engaged sponsors / # projects  
• Increase # of completed projects |

<table>
<thead>
<tr>
<th>Speed Value Delivery</th>
<th>Goal</th>
<th>How</th>
<th>Metric</th>
</tr>
</thead>
</table>
|                        | Deliver benefits earlier, deliver projects faster.                  | • Reduce resource bottlenecks  
• Reduce concurrent work  
• Engage Business Units early (purchasing, legal, QA, ISO) | • Decrease average duration per Tier  
• Decrease average duration per program  
• # projects in Red status / # of projects  
• # projects Resource status Red / # of projects |
Benchmark Goals

Arizona State University

Overall Index  | Business Outcome Attainment  | On-Time Delivery
---|---|---
81.6 | 83.6 | 80.0
93.5 | 99.6 | 88.4

Overall Benchmark

Overall Index  | Business Outcome Attainment  | On-Time Delivery
---|---|---
89.0 | 92.7 | 83.3

- Meets or Exceeds Expectations
- Somewhat Meets Expectations
- Fails Expectations

Legend:
- 75th percentile
- 2016 Average
- 25th percentile
- 2015 Average
- 2014 Average
Define Success Criteria
Organize Team
The two-in-a-box team is the locus of business engagement for programs.

SMEs assigned as needed rather than heavy requirement for sponsors.

The program manager and business manager jointly report on program success.

The business manager is vested with the authority to make project and program-level decisions on behalf of program sponsors.
<table>
<thead>
<tr>
<th>Role</th>
<th>RACI</th>
<th>Initiate Phase Activities</th>
<th>Plan Phase Activities</th>
<th>Execute Phase Activities</th>
<th>Control Phase Activities</th>
<th>Close Phase Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Executive Sponsor</td>
<td>Project Sponsor</td>
<td>Steering Committee</td>
<td>Advisory Committee</td>
<td>Role #5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Request Review by PMO</td>
<td>Submit Project Request</td>
<td>Research Solution</td>
<td>Develop Business Case</td>
<td>Create Project Charter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A/C</td>
<td>R/A</td>
<td>R/A</td>
<td>A/C</td>
<td>R/A</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>R/A</td>
<td>A/C</td>
<td>A/C</td>
<td>C</td>
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<td>I</td>
<td>I</td>
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<td>R/A</td>
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<td>A/C</td>
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<td>C I</td>
<td>C I</td>
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<td>R/A</td>
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<td>R/A</td>
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<td>I</td>
<td>I</td>
<td>I</td>
<td>I</td>
<td>R/A</td>
</tr>
</tbody>
</table>

**Notes:**
- **A/C** indicates Assigned with Consultation.
- **R/A** indicates Responsible with Assignment.
Project Rover Readiness Update, Wed. 3/19/2014

**Organization**

**Leadership:** ASU Steering Committee

**Implementation Management:** ASU Mission Control

---

### Communications

**Lead:** Casey Ambrose and Mark Young  
**Team:** Enterprise Marketing Hub, Pearson, Edelman, SS+K  
**Components:**  
- Internal Communications and Engagement  
- External Communications and Marketing  
- External Stakeholder Engagement

### Contracting

**Lead:** Lisa Loo  
**Team:** Phil Regier, Sheila Ainlay

### Systems

**Lead:** Leah Lommel  
**Team:** UTO, AON Hewitt, Functional Reps  
**Components:**  
- Process and Functionality Enhancements  
- Data Exchange & System Integration  
- Third Party Integration

### Student Experience

**Lead:** Kari Barlow  
**Team:** David Burge, Lisa McIntyre, Joe Chapman, Kim Beckert, Jenny Lane, Jennifer Malerich, Jennifer Wilkin, Barb Sowden, Bonnie Stoneking, Rob Yosowitz, EduStrategy, Influence Technologies, Pearson, ESM, Fidelis  
**Components:**  
- First Partner Contact  
- Enrollment Coaching  
- Transcript Processing Enhancements Subgroup: Leah (Lead), Kari, David, Roger, Lisa, Barb, Bonnie  
- My ASU  
- Undergraduate Application Changes  
- Advising (Redesign with Service Level Targets and KPI’s)  
- Mentoring with Fidelis  
- Reporting: ASU KPI’s

### Financial Aid and Invoicing

**Lead:** Missy Pizzo  
**Team:** Randy Spenla, Sherri Lawrence, Cristie Norwood, Ross Glass, Melissa Heinrich, David Bernick  
- Document the Process  
- Develop Process Requirements  
- Reporting: ASU Tuition and Other Info

### Program Development

**Lead:** Phil Regier  
**Team:** Casey Ambrose, Ryan Chase, Amy Hillman, Adrian Sannier, Mark Young  
**Components:**  
- SBUX-friendly Majors  
- Extension to Veterans  
- Coordination with SBUX Learning Hub Efforts  
- Coordination with SBUX Field Leadership Efforts

---

### Boot Camp Development

**Lead:** Tahja Wilson  
**Team:** Ryan Chase, Jenny Lane
# Student Success Suite Working Groups

## Organization

### Leadership: ASU Steering Committee

### Implementation Management: ASU Mission Control

### Communications
**Lead:** Dan Dillon, Mark Young, Brian Best, Lisa McIntyre  
**Team:** Enterprise Marketing Hub  
**Components:**  
- Internal Communications and Engagement  
- External Communications and Marketing  
- External Stakeholder Engagement

### Contracting
**Lead:** Catherine Hart  
**Team:** Sheila Aindow, Art Blakemore, Fred Corey, Lisa McIntyre

### Student Data Models
**Lead:** Jennifer Wilken, UTO Bus Intel, Functional Reps, Civitas  
**Team:** Jennifer Wilken, UTO Bus Intel, Functional Reps, Civitas  
**Components:**  
- Data model requirements

### Program Management
**Lead:** Fred Corey  
**Team:** Lisa McIntyre, Tasleema Lallmamode  
**Components:**  
- Program Roadmap & Strategy  
- Internal Program Communications  
- Vendor Relation Management  
- Coordination with SalesForce Efforts  
- Coordination with EdPlus Efforts  
- Coordination with Provost Leadership Efforts

### Student Dream Hub User Experience
**Lead:** Lisa McIntyre  
**Team:** Functional Reps, Web Dev, Civitas  
**Components:**  
- UI & UX Requirements for Hub  
- Integration Requirements  
- iGrad Scope of Work  
- GetSet Scope of Work  
- Civitas Scope of Work

### Financial Aid
**Lead:** Missy Pizzo  
**Team:** Randy Spena, Sherri Lawrence, Cristie Norwood, Ross Glass, Melissa Heinrich, David Bernick, iGrad  
**Components:**  
- iGrad Documentation of the Student & Administrative Processes  
- Develop Requirements for iGrad functionality  
- Reporting Requirements & Development

### Academic Mindset & Planning
**Lead:** Jennifer Malerich, Lisa McIntyre  
**Team:** Functional Reps, Web Dev, Civitas, EdPlus  
**Components:**  
- Document functional and technical requirements for Dream Hub deployment  
- GetSet implemented within ASU 101  
- Integrations: Digication, eAdvisor, me3

### Dream Hub Components Dev
**Lead:** Chris Richardson, Leah Lommel, Tasleema Lallmamode  
**Team:** UTO Web Dev & Functional Reps, EdPlus, Civitas, DARS, BI, BA  
**Components:**  
- Process & Functionality Requirements  
- UI & UX Requirements for Components  
- Dream Hub landing page  
- Development of GetSet, iGrad, Career Services, Dream Portfolio, Appointment Scheduler

### System Integrations
**Lead:** Chris Richardson, Tasleema Lallmamode  
**Team:** UTO, Salesforce, BA, PeopleSoft Integration, Functional Reps  
**Components:**  
- Process and Functionality Requirements  
- Data Exchange & System Integration  
- Third Party Integration

### Quality Assurance
**Lead:** Tasleema Lallmamode  
**Team:** QA, Web Dev, Civitas, GetSet, iGrad, Functional Reps  
**Components:**  
- Test Scripts, Test Plans & Test Results Reporting  
- Bug/Fix Cycle Reporting
ASU Mobile App: Functional Governance Structure

Executive Steering Committee
Aaron Krasnow, Arthur Blakemore, Chris Richardson, Fred Corey, Jennifer Hightower, Kent Hopkins, Leah Lommel, Lisa McIntyre, Michael Hartado, Nicole Taylor, Shari Gustafson, Sheila Aitlay

Functional Stakeholder Group
Aaron Krasnow, Amy Michalenko, Bonnie LeBlanc, Bobby Gray, Dana Folas, Julie Kipper, Catherine Harper, Kari Christie, Kelly Mukherjee, Lisa McIntyre, Nathan Wilken, Michel Hartado, Shari Gustafson, Zohair Zaidi, David Whittaker, Kevin Kovaleski, Michele Grab

Working Group: EOSS
Information Technology: Dana Folas
Counseling Services: Aaron Krasnow
Health & Fitness: Julie Kipper
Dean of Students: Shari Gustafson
Career Services: Amy Michalenko

Working Group: Provost
EdPlus: Ricky Chun, Ayat Sweld
Enrollment Services: Kevin Kovaleski
Undergraduate Representation: eAdvisor
Colleges/Advisors: Jennifer Maleich, Lisa McIntyre
ASU Mobile App: Work Flow

Validation
- Frequency: As Needed
- Requirements Validation
- Testing/QA
- Design Review
- Go/No Go Approval

Student Surveys/Metrics
- Frequency: As Needed
- Global metrics
- Local metrics
- Satisfaction Survey
- Usability
- What do students want next?
- Google Analytics/Reports

Development
- Frequency: Bi-Weekly
- Coordinate Development Work
- Scope Estimates
- Design Architectural Framework (to ensure scalability and shared functionality)

Executive Steering Committee
- Frequency: Quarterly
- Implementation Approval
- Governance Enforcement
- Champion Product Direction
- Support Transparency
- Facilitate Business Unit Buy-In

Working Group
- Frequency: As Needed
- Content Creation
- Use Case Development
- Requirements Gathering

Functional Stakeholder Group
- Frequency: Bi-Weekly
- Functional Priorities
- Functional Direction/Approval
- Capability Definition
- Allocate/Release Resources
- Content Approvers
Create Plans
“Planning is everything, the plan is nothing.”

- Dwight Eisenhower
Kanban Board

<table>
<thead>
<tr>
<th>To Do</th>
<th>Work In Progress (WIP)</th>
<th>Validated</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td><img src="image1" alt="To Do Task Cards" /></td>
<td><img src="image2" alt="WIP Task Card" /></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Maintain transparency
1. The PPMO identified 32 data elements required of each project; delivery teams are responsible for much of this reporting.

2. The PPMO observed how stakeholders use data to make decisions and finds that a significant amount of data is rarely used.

3. The PPMO proposes a dramatic reduction in the amount of data collected, especially from the delivery teams.

- **Work Status**
- **Assigned PM**
- **PM Status**
- **Security Review Complete**
- **Security Review Addressed**
- **Security Risk Status**
- **Weekly Status**
- **Project Status Comment**

**Observe data used in stakeholder meetings.**

- Stakeholders struggle to understand current reports.

**Track data requests from stakeholders.**

- A majority of requests are related to a few data elements: project status, schedule, and PM name.

**Track report email open rates.**

- A majority of emails are never opened.

**Monitor PPM tool and dashboard traffic.**

- High-traffic dashboard components reveal stakeholder data preferences.

**Data Elements No Longer Captured**

<table>
<thead>
<tr>
<th>Data Element</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td></td>
</tr>
</tbody>
</table>

- **Automated Capture From Agile Tool**
- **Reported by PMs**
- **Reported by Delivery Teams**
## Overall Status Update for Project/Program X

**Main / Executive Commentary**

Use this area for summary. Always begin with progression and positives then discuss key challenges and potential resolutions. Use actual names of people and do not create a culture of hiding from reporting RED/AMBER.

<table>
<thead>
<tr>
<th>Overal RAG</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
</tr>
</tbody>
</table>

### Key Exceptions

<table>
<thead>
<tr>
<th>Project</th>
<th>Owner</th>
<th>RAG/Trend</th>
<th>Comment</th>
<th>Path to green</th>
</tr>
</thead>
<tbody>
<tr>
<td>Steve Jobs</td>
<td>R</td>
<td>🟢</td>
<td>It is absolutely essential to put commentary here as it is a Red RAG status so we need thorough explanation of what has happened</td>
<td>In all likelihood we will need to rebaseline or rescope the project/milestone in order to progress</td>
</tr>
<tr>
<td>Jeff Buckley</td>
<td>A</td>
<td>🟢</td>
<td>Oh dear, Amber, we need an explanation of what has gone wrong. Ensure you don't stay in this zone too long without reason. Many people view Amber as mismanaging</td>
<td>What are the salient moves that need to be executed to get us back on track ASAP?</td>
</tr>
<tr>
<td>Kaki King</td>
<td>R</td>
<td>🟢</td>
<td>It is absolutely essential to put commentary here as it is a Red RAG status so we need thorough explanation of what has happened</td>
<td>In all likelihood we will need to rebaseline or rescope the project/milestone in order to progress</td>
</tr>
</tbody>
</table>

### Key Milestones/Project Progress

<table>
<thead>
<tr>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Release iPhone patch</td>
<td>Steve Jobs</td>
<td>🟢</td>
<td></td>
<td>6/11/2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Create new alternative tuning</td>
<td>Nick Drake</td>
<td>🟢</td>
<td></td>
<td>5/27/2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Draft proposition to block Pawnchburger launch</td>
<td>Leslie Knope</td>
<td>🟢</td>
<td></td>
<td>1/21/2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Replace body of ovation to due pink noise</td>
<td>Kaki King</td>
<td>🟢</td>
<td></td>
<td>5/26/2015</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Risks and Issues

<table>
<thead>
<tr>
<th>Description</th>
<th>Owner</th>
<th>Risk/Issue</th>
<th>Date Raised</th>
<th>Mitigating actions (Resolution plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This is a pretty serious Risk. It needs to be dealt with and escalated</td>
<td>Elliot Smith</td>
<td>Risk</td>
<td>1/13/2015</td>
<td>The only way to resolve this is to do exactly as stated in the following sentences</td>
</tr>
<tr>
<td>This is a pretty serious Risk. It needs to be dealt with and escalated</td>
<td>Das Hoff</td>
<td>Risk</td>
<td>12/15/2014</td>
<td>The only way to resolve this is to do exactly as stated in the following sentences</td>
</tr>
<tr>
<td>This is a pretty serious Risk. It needs to be dealt with and escalated</td>
<td>Tom Morello</td>
<td>Risk</td>
<td>10/13/2014</td>
<td>The only way to resolve this is to do exactly as stated in the following sentences</td>
</tr>
<tr>
<td>This is a pretty serious Issue. It needs to be dealt with and escalated</td>
<td>Alan Pacino</td>
<td>Issue</td>
<td>9/27/2014</td>
<td>The only way to resolve this is to do exactly as stated in the following sentences</td>
</tr>
</tbody>
</table>
ASU Enterprise Pipeline

1060

1060

137 completed

Asset Pipeline

42 initiating

61 planning

27 on hold

93 executing

339 completed

137

5% red

3% yellow

66% green

25% not set

83 denied or cancelled

-42d average schedule variance

20,898

# of actual days reported against project work

Actual effort distribution by sponsor

Other 3%

Provost 58%

CFO 8%

CIO 26%

President 5%

Project distribution by sponsor

CIO 66%

CFO 13%

Provost 20%

President 1%
5 project management techniques

- define success criteria
- organize team
- create plans
- maintain transparency
Streamline and improve project management enterprise-wide

Strengthen interdisciplinary relationships

Help staff connect with project management professionals

Improve communications between project management staff

pmnetwork@asu.edu
CEB is now Gartner®

www.cebglobal.com
Question

What project skills are you or your team missing that would contribute to project/service success and how can you obtain them?
Transformational Leadership

Alan Rogers, Organizational Performance Office
What is Transformational Leadership?
Transformational Leadership
Transformational Leadership
Transformational Leadership
Transformational Leadership

An effective transformational leader:

1. Creates and inspiring vision for the future
2. Motivates and empowers people
3. Execute delivery of the vision
4. Coaches and builds a team to achieve the vision
Transformational Leadership

1. Creates and inspiring vision for the future

Transformational Leaders

• Provide direction

• Set priorities

• Make their vision compelling and convincing
A compelling vision is one that people can see, feel, understand, and embrace.
Transformational Leadership

2. Motivates and empowers people

Transformational leaders understand:

- Compelling vision provides the foundation
- Motivate and empower people to deliver
- Expectancy Theory
Expectancy theory states that hard work leads to good results and good results lead to rewards.
Transformational Leadership

3. Execute delivery of the vision

Transformational leaders execute the vision by:

- Manage change effectively
- Project management
- Management by walking around (MBWA)
MBWA brings awareness of problem solving opportunities.
Transformational Leadership

4. Coaches and builds a team to achieve the vision

Transformational leaders understand:

• Team dynamics
• Giving and receiving feedback
• Uncovering leadership potential
Developing leadership skills, creates an environment where you can continue success in the long term.
Transformational Leaders

Inspire vision for the future
Motivate and empower people
Execute delivery of the vision
Coach and build teams
How does your area or department inspire you to be innovative or creative?
Effective Meeting Management

Kristen Young, Office of Human Resources
Objectives

• Define the purpose of a meeting

• Your brain on meetings

• Better facilitation
Why do we need meetings?
What is the purpose?
Four **Legitimate** Reasons to have a Meeting

- Discuss and debate: share opinions about a controversial decision
- Brainstorming: build energy and play off of the group’s ideas
- Complex negotiations: decide details of an agreement between two parties
- Building camaraderie: improve moral, increase collaboration

Reasons **Not** to Have a Meeting

• Exchange information

• Talk out YOUR ideas

• Because it’s Tuesday

• To look like I’m in charge or look busy
What will be the outcome of the meeting?

The answer should be a sentence with a clear “action” verb people can take part in

- decide
- brainstorm
- negotiate
- motivate
- debate
- find a solution
- resolve
- determine
- choose
- resolve
- engage
- appoint
- create
- generate
- inform
- share
- discuss
- talk over
- argue
- state
- update
- highlight
- touch base
- check in

Watch out for

- inform
- share
- discuss
- talk over
- argue
- state
- update
- highlight
- touch base
- check in

what else?
Your Brain on Meetings
David Rock, Managing with the Brain in Mind (2009)
Key Elements of an Effective Meeting

1. Distribute an agenda
2. Invite only key people
3. Use an effective format for the purpose
4. Include wrap-up time for accountability
5. Apply facilitation skills

On average 63% of meetings do not have agendas!
Pozen (2012)
Agenda, Agenda, Agenda

- Send it out 24 hours in advance of the meeting
- 60 minutes max
- List timing for each item
- Make sure the items are outcome-based
- Ask for feedback on your agendas (afterwards)
- No need to explain the agenda before you actually ‘start’ the meeting

Victor Lipman (2013) Forbes
Invite the key people only

6 people maximum
(except for the purpose of camaraderie)

But how do I *not* invite someone?

To-do item
✓ Everyone share with others who need to know
Meeting Format

• Start on time

• Stand up or sit down?

• Choose a location with few distractions

• In-person or…

Victor Lipman (2013) *Forbes*


David Grady: How to save the world (or at least yourself) from bad meetings (TedTalk)
Assign responsibility before the meeting ends

1. Identify action items
2. Give ownership
3. Set realistic deadlines and checkpoints
4. Assign accountability partners
5. Request feedback and progress reports
6. Provide a follow-up
   • An email, post an after-meeting-to-do-list, send reminders
Facilitation
Cope with Difficult Types

- Windbag
- Dominator
- Know-It-All
- Thin-skinned
- Naysayer
- Rambler

Source: wikimedia
Question

What are you going to do to ensure that the next meeting you go to or facilitate is more effective?
Leveraging the Link Between Motivation and Behavior

May 15, 2018
1:30 – 4:00 p.m.
Arizona Ballroom
Tempe Memorial Union
Live stream

https://cfo.asu.edu/professional-development
Integral Facilitation

June 12-13, 2018
8:00 a.m. - 5:00 p.m.
Tempe University Center A
Room 132
$500  [cost to attend out-of-state $3500]

Use a powerful technology called **Integral Facilitation** to diagnose and facilitate group and organizational dynamics to create high-functioning, collaborative teams.

https://cfo.asu.edu/professional-development
Focus on change and continuous improvement in 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.

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Presented by the Business and Finance Organizational Performance Office
Lean Six Sigma Certification Training
In partnership with Ira A. Fulton Schools of Engineering, Global Outreach and Extended Education
Organizational Excellence Yellow Belt Certification

- One day certification event
- June 25, 2018
- Time: 9:00a.m. – 5:00p.m.
- Lunch is provided
- Open to all ASU faculty and staff
- $99 per person discounted rate

Presented by the Business and Finance Organizational Performance Office
Lean Six Sigma for Service Green Belt Certification – Summer

- June 5 – July 26, 2018
- Tuesday, Wednesday and Thursday
- 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
Lean Six Sigma

Lean Six Sigma for Service Green Belt Certification – Fall

• September 4 – November 13, 2018
• Tuesday and Thursday
• 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
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- Complete the final exam with 70%+ score
- Complete a final project
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• Contact Karen Engler-Weber, CSW Program Director
  Karen.Engler@asu.edu
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Jun 11 - Jun 12, 2018
Sorry! The enrollment period is currently closed. Please check back soon.

Project Planning and Management Essentials Workshop
Jun 7 - Jun 8, 2018
Sorry! The enrollment period is currently closed. Please check back soon.

For discount code: ppmo@asu.edu
August OECOp Event

August 3, 2018
9:00a.m. – 11:00a.m.
Pima Auditorium, Memorial Union
Call to Action

Find one way to improve the service you deliver to the people you support.

Email your idea and how it will impact your customers to the OPO@asu.edu by Friday, June 29th

Subject Line: May Call To Action
Contact Us

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Thank You

Next OECoP Event August 3, 2018
Organizational Excellence
Community of Practice

new perspectives
new ideas