OECoP partners

• Association of Change Management Professionals.
• ASU Project Management Network.
• Business Analysis Community of Practice.
• Global Outreach and Extended Education.
• Learning and Training Development Network.
• Organizational Performance Office – sponsoring organization.
• University Design Institute.
Mission
Bring ASU employees that share an interest in organizational excellence together for the purpose of collaboration and professional development while providing methods, tools, and knowledge that enhance effectiveness.

Purpose
To share information and ideas that educate ASU staff about operational excellence.

Benefits
Learning, exposure to new ideas, expanding personal networks, collaborating.
Agenda

- Welcome
- Meet & Greet
- Presentations
- Upcoming events
“Excellence is the gradual result of always striving to do better.”

- Pat Riley
Level-Up Labs

Danielle B. Steele
Portfolio Owner, Products & Projects
University Technology Office

OECoP Organizational Excellence Community of Practice
ASU Charter

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed, advancing research and discovery of public value, and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.
Level-Up Labs

Summer Cohort: four 45-minute sessions through June and July:

• Discuss the ideas presented in curated professional development content
• Identify our own small actions to take towards progress in the workplace
• Hold each other accountable to our commitment to ASU’s charter
Are you ready to Level-Up?

Danielle B. Steele
Slack:@dbatol  Email: dbs@asu.edu
Leading Toward Excellence

Clayton Taylor, MBA
Director, Organizational Performance
Six Sigma Master Black Belt
Organizational Performance Office
Business and Finance Support Services
Leading others toward excellence

1. Define what excellence means to the organization and customers.
2. Incorporate it into the culture of the organization.
3. Consistent commitment to excellence.
4. Assess and adjust course when needed.
Organizational Performance Office Standards

• Add value to the university and to our customers’ operations.
• Admit when we don’t know something and find the answers.
• Deliver thorough results and a finished, polished product.
• Exceed customer expectations, as long as it provides value and does not result in waste.
• Help others make connections.
• Persevere.
• Reliable.
• Strive to be unbiased and honest about what we see.
Defining excellence

1. Define your services and the value they provide.
2. Talk with existing customers who have experienced your services.
3. Talk with potential customers.
   - What are their needs and wants.
   - What do they need from your services to be successful and get value.
4. Define your standards of excellence.
Excellence is subjective

Who defines excellence for the organization:
• Customer groups they serve and support.
• Internal unit and operational standards.
• Leadership expectations for results.
• University standards for results and outcomes.

Customer feedback regarding their expectations.
• Collect Voice of Customer feedback.
• Identify most common responses.
• Identify responses with greatest impact.
Engage the team to set the standards:
• A wider, more diverse pool of input.
• Builds buy-in and commitment from team members.
• Will evolve over time.

Excellence is subjective
Incorporating excellence into the culture

Excellence is not a project or add-on work – it is *cultural*.

- The desire to produce extraordinary results and outcomes starts with the mindset that excellence is:
  - achievable.
  - supported by the organization.
  - valuable.
  - worth the effort.

- Improvement work is daily work. Prioritize improvement projects with service delivery.

- Allow resources, scope and time for excellence as a part of every activity.
Incorporating excellence into the culture

• Set expectations and performance targets high.

• Do not:
  • Be afraid to pursue the highest levels of excellence.
  • Do not set low standards, nor allow standards to decline.

We may not be able to achieve perfection, but the pursuit of excellence helps us grow and deliver outstanding results.
Set performance standards for your team

Be realistic about what can be achieved.

- Evaluate knowledge, skills and abilities to determine what can be achieved.
- Optimize everything you can to realize the best possible results.

Commit to the standards.

- Consistency is critical.
- Inconsistency results in:
  - Negative impact who we serve.
  - Standards will not have meaning, the bar will drop – fail to meet goals.
Consistent commitment to excellence

Model excellence.
- Can not ask others to do what you are not willing to do.
- Not always easy.

Coach to, discuss and document your standards.
- Document the standards.
- Meet and review regularly – teams and in 1:1 meetings.
- Help your team find ways to achieve excellence.
- Measure what you can, and report it.
PCCM Model

- Performance – what must be observed.
- Conditions – what is needed to be successful.
- Criteria – what performance targets must be met.
- Measures – what metrics will be used.
Consistent commitment to excellence

Meet and discuss regularly:

- Demonstrates that this is important to you, your team and the university.
- Discuss wins, failures and recovery. What did you learn?
- Ensure there is alignment on what excellence looks like.
- Have other leaders speak with your team and share insight.
Consistent commitment to excellence

When meeting, evaluate quantitative and qualitative results.

1. How do they evaluate their results?
2. How do customers evaluate their results?
3. How do you evaluate their results?
4. Are there performance gaps? What can be done to close them?
5. Is performance being met, and how are you recognizing that?
6. Are general standards being upheld?
Consistent commitment to excellence

Resources.

• Professional development and training.
• Reading and videos.
• Rest and pacing of work.
• Technology implementation when appropriate.
Assess and adjust

Culture and excellence continually evolves.

- Customers change.
- Employees change.
- Operational needs change.

Continue to monitor and evaluate what is going on around your team. Set aside time to assess and think, as well as time to discuss and make adjustments.
How many standards should you have?

There is no ‘right number.’

• Base this on what is important to meeting customer and organizational expectations.
• Tend toward fewer, more impactful standards.
Questions
Loving Leadership

ASU OECoP Presentation
with Kevin Ellsworth
5/21/21
Next Hour’s Goals:

Build community, have fun, and learn to love leadership through focus on play, purpose, and people.
Zoom Warm-up Activity:
Turn on camera if comfortable.
Get out paper and pen.
We don’t always love leading. Those we lead often love it even less.

Leadership experiences can be among the most rewarding and among the most frustrating. But as leaders, we often have more agency and more responsibility than we think.

Leadership presents unique opportunities and ethical obligations to make interactions between leaders and those they lead healthy, enjoyable and productive.
Tiny Teams:

- Open our GoogleDoc (address in chat box)
- Open Menti.com (code 5813 7906)
- Reflect on the leaders in your life who you most admire and how they made you feel.
- Share and record characteristics of those leaders.
Tiny Team Reports:

➢ Characteristics of Leaders you’ve admired:
➢ Wordcloud!
➢ How those leaders made you feel:
Leading with Play
PLAY
- Energizes us, enlivens us, renews us.
- Drives innovation and creativity
- Builds us and our relationships

Models
- Cal Tech’s JPL
- Don’t be a Sea Squirt
PLAY is:
- Apparently purposeless
- Voluntary
- Inherently attractive
- It’s fun
- Flow
- Lose sense of Time and Self
- Improvisational
Leading with Play
Open our GoogleDoc (address in chat box)

Have you ever had fun/play at work? When and how?
Leading with Purpose
She started on her journey, “not knowing whither she went,” except that she was going to follow the north star, till it led her to liberty.

Cautiously and by night she traveled, cunningly feeling her way, and finding out who were friends; till after a long and painful journey she found, in answer to careful inquiries, that she had at last crossed that magic “line” which then separated the land of bondage from the land of freedom....
“I had crossed the line. I was free; but there was no one to welcome me to the land of freedom. I was a stranger in a strange land; and my home, after all, was down in Maryland; because my father, my mother, my brothers, and sisters, and friends were there. But I was free, and they should be free. I would make a home in the North and bring them there…. ”
For 5 years, ASU has operated with about half the staff per student as its peers.

FTE employees per 100 FTE students (FY2012 - FY2019)

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<th>University</th>
<th>FY12</th>
<th>FY13</th>
<th>FY14</th>
<th>FY15</th>
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</tbody>
</table>

ASU use of space is efficient compared to ABOR peers

Space density: Net assignable square footage per FTE

Institutions
Florida State University
Indiana University
Michigan State University
Rutgers University
The Ohio State University
Pennsylvania State University
University of Connecticut
University of Iowa
University of Maryland
University of Minnesota
University of Washington
University of Wisconsin
Northern Arizona University
University of Arizona
ASU degrees awarded have nearly tripled since 2002-03

Undergraduate and graduate degrees by year (2002-2025)
Our charter drives all we do

ASU is a comprehensive public research university, measured not by whom it excludes, but by whom it includes and how they succeed; advancing research and discovery of public value; and assuming fundamental responsibility for the economic, social, cultural and overall health of the communities it serves.
Fulfilling our responsibility and the public trust

The charter is a promise to the citizens of Arizona.

ASU has a responsibility to fulfill the requirements of the Arizona Constitution to provide public education.

The responsibility is not one that is conditional upon the actions of the legislature; it is ASU’s responsibility to find the means to fulfill its charter while seeking appropriate and fair public investment in the costs of education for Arizona resident students.
### Use Multiple Capitals to Depict Nested Resources

<table>
<thead>
<tr>
<th>Tangible</th>
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<td><strong>Human</strong></td>
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©Elizabeth Castillo 2016
Lead People,
Manage Projects
1560s, "to handle, train, or direct" (a horse), from the now-obsolete noun manage "the handling or training of a horse; horsemanship" (see manege, which is a modern revival of it), from Old French manège "horsemanship," from Italian maneggio, from maneggiare "to handle, touch," especially "to control a horse," which ultimately from Latin noun manus "hand" (from PIE root *man- (2) "hand"). Extended sense of "control or direct by administrative ability" any sort of business is by 1570s; meaning "to wield (a tool or object) by hand" is from 1580s. Meaning "effect by effort" (hence "succeed in accomplishing") is by 1732.
"to guide," Old English lædan (transitive) "cause to go with oneself; march at the head of, go before as a guide, accompany and show the way; carry on; sprout forth, bring forth; pass (one's life)," causative of liðan "to travel," from Proto-Germanic *laidjanan (source also of Old Saxon lithan, Old Norse liða "to go," Old High German ga-lidan "to travel," Gothic ga-leiþan "to go"), from PIE *leit- (2) "to go forth."
ETYMOLOGY!

**LEAD**
"to guide," Old English lædan (transitive) "cause to go with oneself; march at the head of, go before as a guide, accompany and show the way; carry on; sprout forth, bring forth; pass (one's life)," causative of liðan "to travel," from Proto-Germanic *laidjanan (source also of Old Saxon lithan, Old Norse liða "to go," Old High German ga-lidan "to travel," Gothic ga-leiþan "to go"), from PIE *leit- (2) "to go forth."  

https://www.etymonline.com/search?q=lead

**MANAGE**
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https://www.etymonline.com/search?q=manage
Live Longer, Happier, and Healthier with the Groundbreaking Science of Kindness

THE RABBIT EFFECT

Kelli Harding, MD, MPH
Leading with Love

➢ Servant Leadership
➢ Leading with Kindness
➢ Putting People First
➢ Emotional Intelligence and Empathy
Leading with Love

➢ Happiness Studies
➢ EQ Studies
➢ Health & Wellness
➢ Inclusion
➢ Outcomes
My humanity is bound up in yours, for we can only be human together.
Open our GoogleDoc (address in chat box)

What have others done to help you feel cared for at work?

What can you do to put people first and let others know you care?
Depart with a Plan

Loving Leadership with
➢ Play
➢ Purpose
➢ People

Go to menti.com
Enter one word actions that you can do now.
SUN Award
Serving University Needs

Presented to  Kevin Ellsworth
Department  Ldrshp and Integrative Studies

For  In an extraordinary year of pandemic challenges, this award from the 2019-2020 Faculty Annual Review Committee recognizes your resilience, resourcefulness and dedication to teaching excellence, student well-being and success. Thank you for all you do! The Faculty Annual Review Committee.

Presented by  Hahhna Christianson  Date  April 14, 2021
NCCI engagement

1. ASU staff members can join (free)
2. Attend NCCI programs and workshops
3. OPO leads the Internal Consulting CoP
4. July 21-22 Conference

Website: https://www.ncci-cu.org/
ASU Project Management Network

1. ASU Project Management Summit
   Save-the-Date: September 29, 2021
   Theme: Level Up!

2. PM Network Workshops – now on-demand!

Email: PMNetwork@asu.edu
Slack: #pm-network-community
1. Analysis Brown Bag Sessions
   - every 3rd Thursday, 12:00 pm
   - June 17
2. Business Analyst Development Day in the Desert
   - September 16

Email: BACoP@asu.edu
OECoP communication

• Use slack regularly
• Respond to others
• Post important notices or articles
• Connect with others

CHANNELS:
opo-oecop
opo-org-chg-mgmt.
pm-network-community
Succeeding in business is all about making connections.

- Richard Branson
Organizational Excellence **Yellow Belt** Certification

Open to all ASU faculty and staff at a discounted rate.

Upcoming online class:

- June 9 – June 27

Registration:

[GOEE.asu.edu](http://GOEE.asu.edu)

Click on “Professional Programs”
Lean Six Sigma

Lean Six Sigma for Service Green Belt Certification

Open to all ASU faculty and staff at a discounted rate.

Upcoming online class:
• June 9 – October 31

Registration:
GOEE.asu.edu
Click on “Professional Programs”
Lean Six Sigma for Service **Black Belt** Certification

Open to all ASU faculty and staff at a discounted rate.

Current online class:
- May 19 – January 16

Registration:
[GOEE.asu.edu](http://GOEE.asu.edu)

Click on “Professional Programs”
September 10, 2021
9 -11 a.m.
Zoom
Topic: Supporting Dr. Crow’s call to be SHATTERPROOF.
Contact us

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Organizational Excellence
Community of Practice

new perspectives
new ideas