

OECOP

**Organizational Excellence
Community of Practice**

Quarterly Meeting | Nov 4, 2022

**Rapid
Organizational
Growth**

OECOP partners

- **Association of Change Management Professionals**
- **ASU Project Management Network**
- **Business Analysis Community of Practice**
- **Global Outreach and Extended Education**
- **Learning and Workforce Development**
- **Organizational Performance Office** – sponsoring organization
- **University Design Institute**

Agenda



OECOP Announcements

Guest Speakers

Clayton Taylor, OPO

**Judi Adams, Alumna &
Olympian**

Open Discussion / Q & A

OECOP

Announcements



Organizational Performance Office

Mary Graft

- OECOP Networking Events**
- One Hour to Skill Mastery**
- TED Circles**
- Book recommendation**



One Hour to Skill Mastery

Watch slack for **upcoming OHSM workshops.**

- Tue 11/8 - Customer Discovery
- Thu 11/17 - Adobe Sign 201
- Fri 11/18 - Great Collaboration

**Virtual
Peer-led sessions**

*Register on the **#opo-oecop slack channel***



OECOP networking events

Join us for an **VIBE** event on Wednesday, December 7.

4:30-6:00pm

Devil's Advocate

955 E University Dr, Tempe

Register on the **#opo-oecop slack channel**



OECOP-sponsored ASU TED Circle

Quarterly.

Focus: Organizational Excellence.

Building community.

*Register on the **#opo-oecop slack channel***



OECOP book recommendation



OECoP

Presentations



Presenter

Clayton Taylor, MBA

Director,
Organizational Performance Office

LSS Master Black Belt

**“Sprinting a marathon:
keeping up with rapid
organizational growth”**



ASU Speaker Clayton Taylor

Keeping pace with rapid organizational growth.

Sprinting a marathon

The article

Looking at metaphors for business and operations performance.

Common examples:

- Life cycle – products and services.
- Military – leadership and planning.
- Sports – preparation and peak performance.
- Travel – a journey.



**It is not possible to sprint a
marathon.**

Sprinting vs. endurance running

Similarities

- Look like similar sports.
- Rules governing participation.
- Use essentially the same muscle groups in the legs and core.

Differences

- Body motion and muscle use.
- Energy and resource usage.
 - Anaerobic – fast, intense, explosive, fueled by energy stored in the body (fat), produces lactates.
 - Aerobic – slower, paced, high endurance, produce energy by using glucose and oxygen.
- Training focus.

They are very different sports.

Sprinting vs. endurance running

Top marathon runners run fast.

- They are pacing their energy and not using it up in a burst.
- Train their bodies to expend energy over long periods of time.

Hybrid slow–sprint–slow is not an effective strategy.

- Still burns out the energy and exhausts resources and reserves.
- There is a difference between increasing the pace to overcome an obstacle, but it still cannot be a full sprint.



How does this apply to ASU?

Sustained growth for the university. This is the operational equivalent of ASU running a marathon.

- There is no short term finish line.
- We cannot expend all of our energy and resources in a short time and expect to succeed long-term.
 - Become less effective and hinders our ability to perform.
 - Burn out.

Must pace ourselves, yet run fast, be effective and deliver results.



How do pace ourselves and run fast?

Identify if you are trying to sprint a marathon.

1. Jumping from one task to another without a plan or reason.
2. Everything is high priority.
3. Accepting mediocre or 'just good enough' results to get things done.
4. Feeling burned out, avoiding work.

Must pace yourself, expertly manage resources.

1. Measure your workload and understand what it takes to complete it.
2. Evaluate your resources and what you can commit toward doing the work.
3. Adopt a methodology for managing and monitoring resources.
4. Set a pace and control the flow of work into and through your workspace.

How do we do that at ASU?

Train to work fast and efficient and maintain your energy and momentum

- Develop your personal skills, upgrade tools and improve methods.
- Plan your work.
- Set reasonable boundaries and hold to them.

Know when to pickup the pace, and when to rest.

- Rush periods.
- To get caught up or ahead.
- To meet a deadline.

Do not get caught up in what the other people are doing – guard against distractions.



How do we do that at ASU?

Take action to adjust the process to give you the greatest output from your efforts.

1. Eliminate low value activities.
2. Eliminate delays and bottlenecks.
3. Reduce process complexity and eliminate hidden processes.
4. Wasteful activities.

Strategically saying 'Yes' and 'No.'

The Strategic Yes

**“Yes, I can do
that provided I
have _____.”**

Set expectations for:

- what you need to be successful.
- what will happen if you do not get what you need.

Include authority to take action, staff resources, time, funding, tools, technology, training.

Get agreement on what you can accomplish with what you are given.

The Strategic No

Barriers.

- Concerned that it will impact our job.
- Conditioned to say yes.
- Nobody else can do it. See 'Strategic Yes.'

When to say no.

- No strategic alignment.
- Beyond your skills and area of expertise.
- Consumes too many resources and time.
- Not something that should be done.

How to say no.

- Think about it before you say yes or no.
- Recognize that saying no to some things is saying yes to others.
- Set clear criteria for saying no.
- Practice saying no to small things.

No.

How do we do that at ASU?

Get help from others to get ahead

- Collaboration.
- Delegation.
- Subject matter experts.

Automation and short cuts

- Ensure it is the right vehicle for the job and will get the results you need (does not hinder your progress or divert you the long way around)
- Find short cuts as long as they achieve the correct results. – there are no rules against this in our race

Plan and prepare for a marathon

1. Identify where you are trying to sprint.
2. Know what your workload looks like.
3. Reframe the work in terms of a marathon approach.
4. Pace yourself and manage resources.
5. Train and prepare.
6. Set strategic boundaries.
7. Find ways to collaborate and automate.



Questions

Presenter

Judi Coe Adams

ASU Alumna – Mary Lou
Fulton School of Education

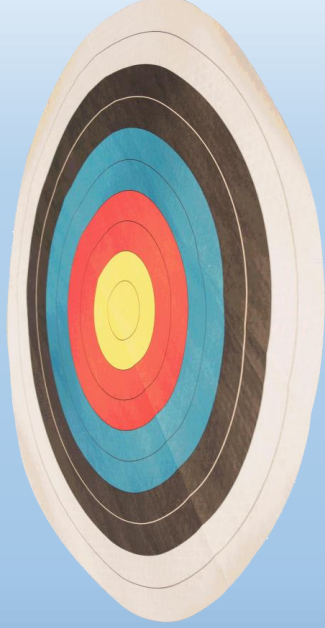
Olympian

“Better your best”



ASU Guest Speaker Judi Adams

Corporate Performance Coach



Better Your Best® Seeking Center

“When the archer misses the center of the target, she seeks for the cause within herself.”

Better Your Best®

Olympic Creed

The most important thing in the **Olympic** Games is not to win but to take part, just as the most important thing in life is not the triumph but the struggle. The essential thing is not to have conquered but to have fought well.



Better Your Best!

“Every morning in Africa, a gazelle wakes up. She knows she must run faster than the fastest lion or she will

What would you attempt if you knew you could not fail?



Better Your Best®

Grow

- Growth Mindset
 - Believe talent can be molded or developed
 - Seek out and welcome demanding tasks
 - Use setbacks and mistakes as learning opportunities
 - Value hard work and effort to continuously get better
 - Seek out constructive feedback
 - Motivated by achievements of others



Better Your Best®

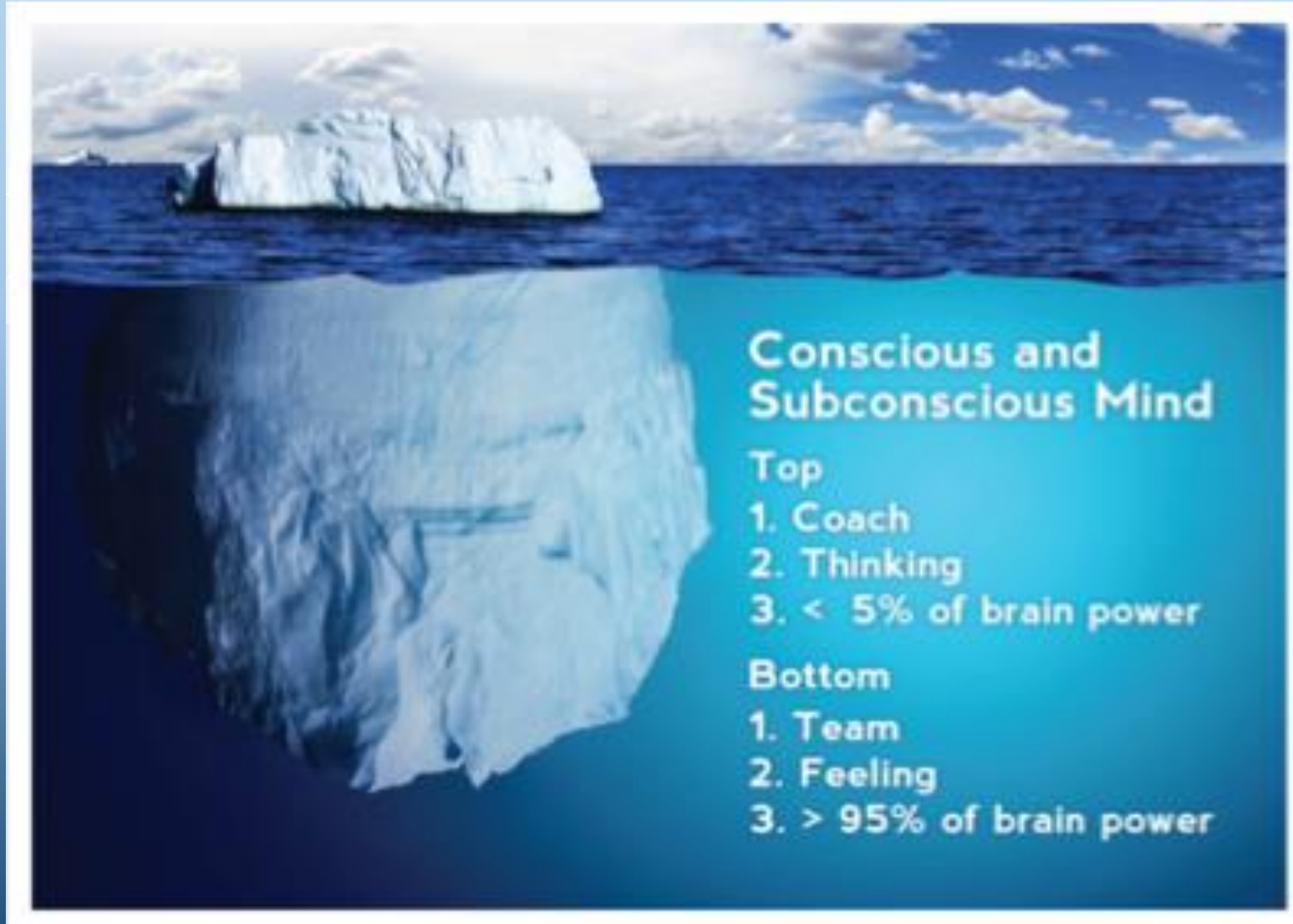
Grow

Lifelong Learner

- Zoo Tiger vs. Jungle Tiger
 - Grow from discomfort
 - Challenge necessary for growth



Better Your Best®



Better Your Best®

Lead

- Courage
 - Courage to be on the cutting edge
 - Courage to be your authentic self
 - Courage to work hard and demand better than your best
 - Courage to Persevere
 - Courage to Own Your Results



Better Your Best®

Lead

- Courage
 - Courage to Focus on What You Want
 - Courage to Park your Failures
 - Courage of Vulnerability
 - Courage to Connect



Better Your Best®

Lead

- Courage to have an Adventure Mindset
 - Approach vs Avoid
 - Curious
 - Impossible, Difficult, Done



Better Your Best®

Lead

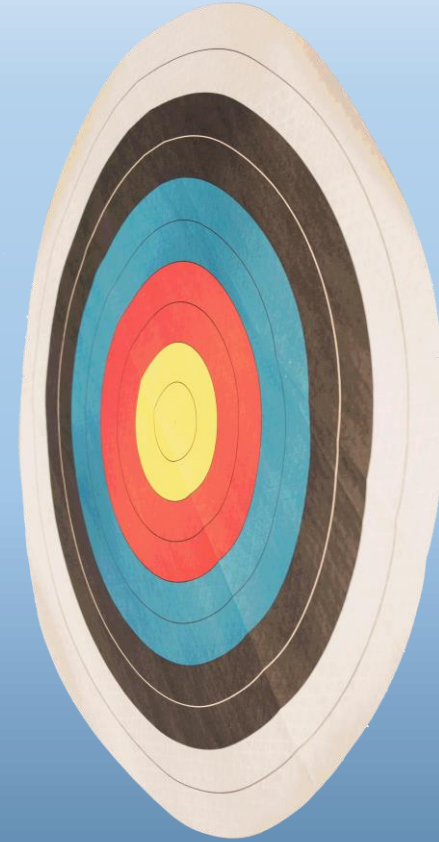
- Adventure Mindset



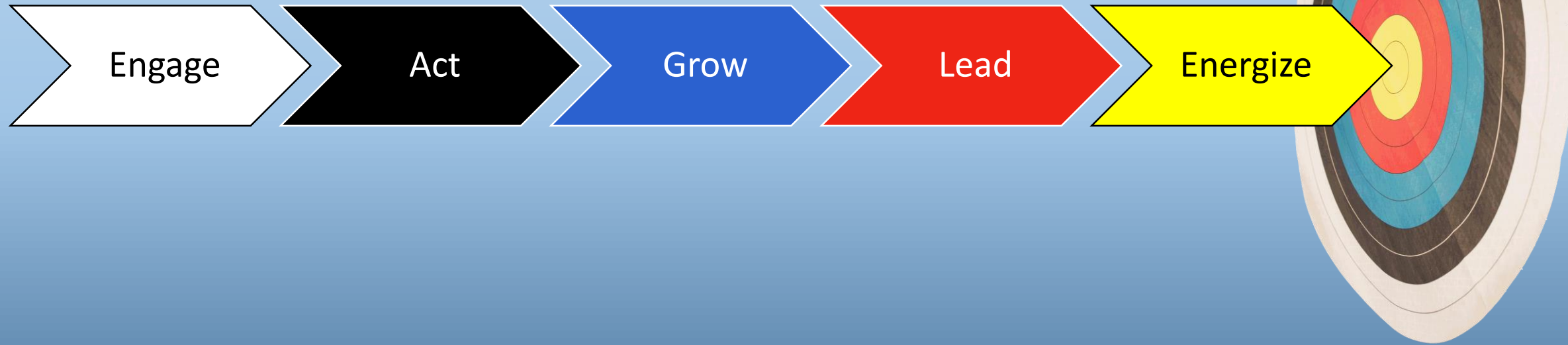
Better Your Best®

Energize

- Merriam Webster defines energy as usable power
- Energy is energy – neither good nor bad
- The energy of emotion
 - Majical or Trajical
- Emotions drive attitudes
- Attitude is everything!



Better Your Best®



Better Your Best®



Wouldn't you really rather be an eagle?

Any Questions?



**Sprinting a Marathon: Keeping up
with Organizational Growth**

Better your Best

Anything else...?



Thank you !

Clayton Taylor, Director, OPO

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Mary Graft, Assistant Director, OPO

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**Organizational Excellence
Community of Practice**

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new perspectives

new ideas