

CULTURE DEVELOPMENT UPDATE

A Message from Dr. Watters

In April, I announced that we were launching a process within F&A to improve leadership performance in response to your feedback. This effort is part of a larger initiative within the organization to develop a sustainable, values-based culture and workplace that fosters collaboration, engagement and high performance among all F&A employees.

When asked what you would like to see improved in F&A, you overwhelmingly told us you would like to:

- Get regular, timely and open communication
- Be more actively engaged in your workplace
- Feel valued and recognized
- Have leaders who are open, fair, respectful and supportive

We've taken this feedback to heart, and are responding with a multi-pronged culture and workplace improvement initiative that will focus first on leadership development – from front-line leaders to me.

Values-Based Culture

To ensure our efforts are sustainable, we are taking a values-based approach to both our leadership and culture improvement efforts. To support this, we have defined a set of core values and associated behaviors that we are currently using to train and coach our leaders at all levels (see page 2). Our goal is to build a culture where all F&A employees exemplify these values every day as we work together to find personal and professional satisfaction, make a lasting difference in the lives of our students and ensure RIT's long-term success.

Three Areas of Focus

Again, based on your feedback, our culture improvement efforts will focus on developing "great" workplace practices in three areas:



Going forward, you can expect regular and specific updates about our progress in each of these areas – starting with this special edition newsletter!

Our Mutual Commitment

Throughout this newsletter, you will see the significant commitment we are making to help our leaders become as skilled and supportive as possible in our new values-based culture. We recognize that the behaviors of our leaders are the single most important contributor (or barrier) to lasting culture change.

Therefore, all leaders in F&A will be required to take an active role in this process, attend all workshops, and make their personal development a priority.

It's important to recognize that culture change of this magnitude does not happen **to** us, it happens **through** us! While we are initially focused on leadership development, we all have a responsibility to **be the change we wish to see in our workplace**. I encourage you to review our new F&A Values and consider ways that you can begin to align your own thoughts and actions with our new, more positive direction. Down the road, our plan is to provide expanded development opportunities to enable every F&A employee to learn and grow within our emerging values-based culture.

As always, your feedback is very important to us, so please feel free to email your comments and thoughts about this effort directly to me.

Thank you for the important work you do each day to support RIT and our students. You do make a real difference!

“Contrary to the opinion of many people, leaders are not born. Leaders are made, and they are made by effort and hard work.”

– Vince Lombardi, Football Coach

Our F&A Core Values

This summer, all leaders in the F&A division provided feedback to the Senior Leadership Team to help define a core set of values and associated behaviors. These values provide clear guidance and inspiration to both leaders and employees about how we are expected to do our jobs and how we are expected to interact with and treat each other. F&A leadership development efforts are focused on building leader competencies in each of these areas. Consider ways that you can adjust your own day-to-day behaviors to be more aligned with these values.

VISION

Present a compelling, memorable and progressive long-term picture of what we want to become.

We will communicate a clear, exciting and realistic future for F&A, showing how everyone's day-to-day work contributes to accomplishing our organizational goals.

COLLABORATION

Actively work with others across the organization to achieve common goals.

We will break down barriers to encourage cooperative relationships between teams, functions and organizational layers, actively listening to diverse points of view.

HONESTY

Demonstrate personal integrity, candor and straightforwardness.

*We will be sincere and open, providing reasons for our decisions and actions.
We will keep our word and take ownership for decisions.*

FAIRNESS

Treat people without prejudice and make judgments free from bias.

We will foster inclusive work environments that value and support individual diversity to create strong morale and team spirit in every department.

We will ensure that everyone receives fair, constructive and honest feedback on a regular basis.

We will ensure that policies and practices are consistently applied and followed.

ACCOUNTABILITY

Maintain high performance standards and follow through on commitments even under difficult circumstances.

We will set a personal example of what we expect of others.

We will take responsibility for decisions and outcomes.

We will demonstrate excellence in every aspect of our work.

COMPETENCE

Demonstrate intellectual requirements and qualifications necessary to excel in a specific job or role.

We will commit to developing ourselves to be the best possible leader.

We will encourage people to grow through coaching and mentoring and by providing opportunities to develop new skills and capabilities.

OPEN COMMUNICATION

Ensure full information about the organization; adapt personal communication style to a person or audience; actively seek input, opinions, and ideas from others.

We will communicate what we can, as soon as we can, to everyone.

We will fully participate in discussions in an open and candid manner.

RESPECT & RECOGNITION

Show respect, courtesy and appreciation for individuals and teams.

We will create a "culture of appreciation" by recognizing individual contributions and celebrating team accomplishments.

We will spend time and energy being visible, accessible, approachable and responsive.

FISCAL RESPONSIBILITY

Apply sound financial concepts and analysis to decision making.

We will effectively manage all of our resources (people, facilities, financial) in a responsible manner.

Our F&A Culture Development Initiative At A Glance

DESIRED OUTCOMES

- Engaged and satisfied employees – **Employer of Choice**
- More consistent and effectively applied management and leadership best practices
- Higher levels of performance, productivity and customer satisfaction across F&A
- Enhanced working relationships and collaboration with peers and employees

Our Progress to Date

SUMMER/FALL 2009

- Solicited employee input through Employee Survey/ Town Hall feedback
- Identified 3 top areas for workplace improvement:
 - Leadership
 - Communication
 - Recognition

SUMMER 2010

- Leadership Development Advisory Teams established to design appropriate training for front-line, mid-level and senior leaders (see page 5)
- Potential leadership training tools/resources reviewed and selected

WINTER 2009

- Reviewed findings with F&A Senior Leadership Team
- Secured F&A Leadership Team commitment to develop a culture improvement strategy

FALL/WINTER 2010

- Introduce Culture Development initiative to all F&A employees
- Conduct leadership training as follows (see page 4 for course descriptions):
 - Crucial Conversations Training for all senior leaders and mid-level managers
 - Communication and Leadership Skills Workshops for all leaders
 - “Get Fit for Coaching” Workshop for first-level leaders

SPRING 2010

- Core set of organizational values and associated behaviors identified by Senior Leadership Team
 - Serve as the foundation for developing our values-based culture and people performance measures
- Values-based leadership development effort formalized by Senior Leadership Team
- All F&A leaders completed a personal DISC Profile to better understand their personal behavioral styles and to identify their leadership strengths and areas for improvement
- All F&A leaders attended a one-day workshop to learn about DISC, values-based leadership, and recognition tools

What's Next

SPRING 2011

- DISC Training for all F&A employees (see page 4 for details)
- Leadership Practices of Highly Effective Leaders Training for senior leaders
- Crucial Conversations for first-level leaders

F&A Leaders Put Our Values in Action

To ensure our leadership development effort is as effective as possible, we've engaged our own leaders to help create and deliver the training.



RECOGNITION

The following three Advisory Teams have been established to identify the specific training needs for each leadership level; and then guide, design and evaluate the training and development programs we offer:

SENIOR LEADER ADVISORY TEAM

Marjorie Bricks, Real Estate Relationships

Jeanne Casares, Information Technology Services

Bobby Colon, Legal Affairs

Joan Graham, Institutional Research and Policy Studies

Lyn Kelly, Controller

Ross Koenig, Budget and Financial Planning Services

Steve Morse, Institute Audit, Compliance and Advisement

Jan Reich, Facilities Management Services

Barb Ross, Human Resources

Howard Ward, Student Auxiliary Services

John Zink, Global Risk Management Services

MID-LEVEL LEADER ADVISORY TEAM

Pat Didas, Institute Audit, Compliance and Advisement

Dave Edborg, Public Safety

Cliff Edington, Human Resources

Brenda Harding, Housing Operations

Stan Purdie, Accounting and Financial Reporting

Jackie Taylor, College Partnerships

Greg Reitz, Information Technology Services

Terry Walker, FMS Building Services

FIRST-LEVEL LEADER ADVISORY TEAM

Ken Buckley, Investment Accounting and Debt Management

Marcos Cobo, FMS Maintenance Services

Cliff Edington, Human Resources

Lyndsey McGrath, Global Initiatives

Jim Pressey, Public Safety

Kory Samuels, Dining Services

Dan Swab, Information Technology Services

Jerry Taroni, Housing Operations

Jon Zhe, Gordon Field House



Chris Denninger, Director, Public Safety; *Tammy Gouger*, Human Resources Services Manager; *Erika Duthiers*, Associate Counsel; *Lynn Purdy*, Director, Accounting/Finance, Student Affairs

The above leaders have become certified as *Crucial Conversations* facilitators and have already devoted **over 120 hours** of training and personal time to fill this important role — this is in addition to their “real jobs!”



Through their countless hours of voluntary participation, all of these leaders put the following values in action:

- **Collaboration**
Cross-functional F&A representation
- **Competence**
Members selected based on specific skills, criteria
- **Respect/Recognition**
Selection recognizes talents and capabilities of team members
- **Fiscal Responsibility**
Use of internal expertise builds cost-effective, targeted training solutions
- **Open Communication**
Candid, interactive dialogue is a key component of this development effort

A BIG THANK YOU to each of these contributors for going way *above and beyond* to demonstrate their visible support and commitment to our culture development process!

“Leadership is a matter of how to be, not just how to do.”

– Jim Collins, “Good to Great”



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