

Strategic Planning and Implementation

Using Balanced Scorecards, Liberating Structures, and Lean

Ruth Johnston and Jeff Fillmore
Organizational Excellence



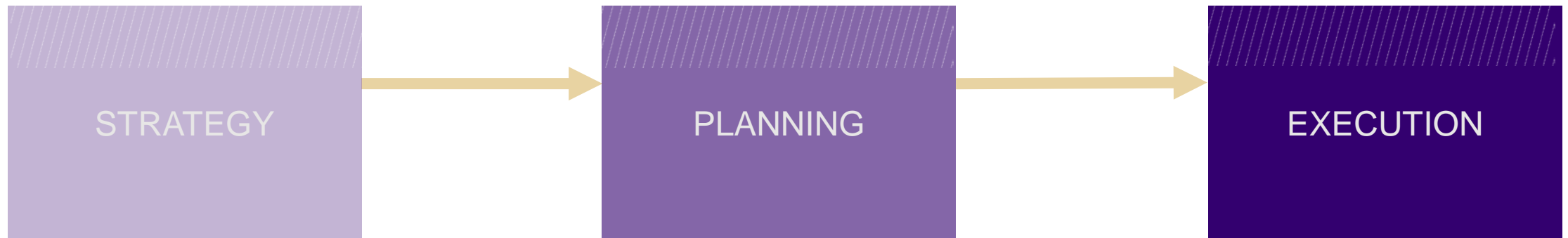
AGENDA

- **Our Approach**
- **Interviews**
- **Strategic-Planning Workshops**
- **Utilizing Liberating Structures**
- **Employing Lean**
- **Action-Planning Approaches and Techniques**
- **Lessons Learned**
- **Questions**



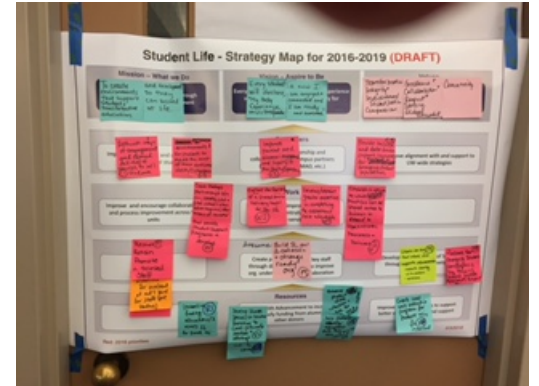
CONTINUUM

Each of these components needs the other two in order to make an impact in an organization

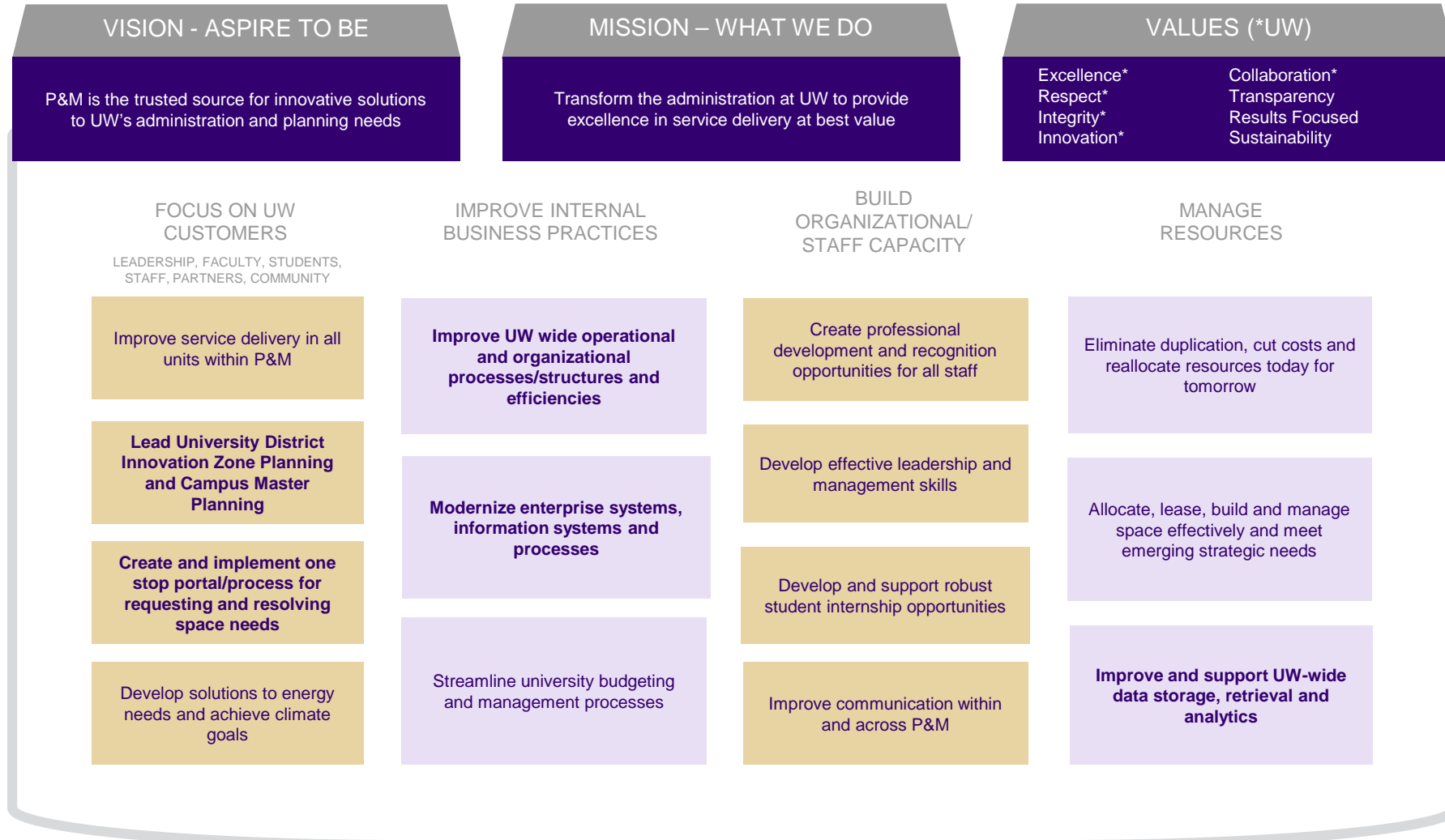


Our Method

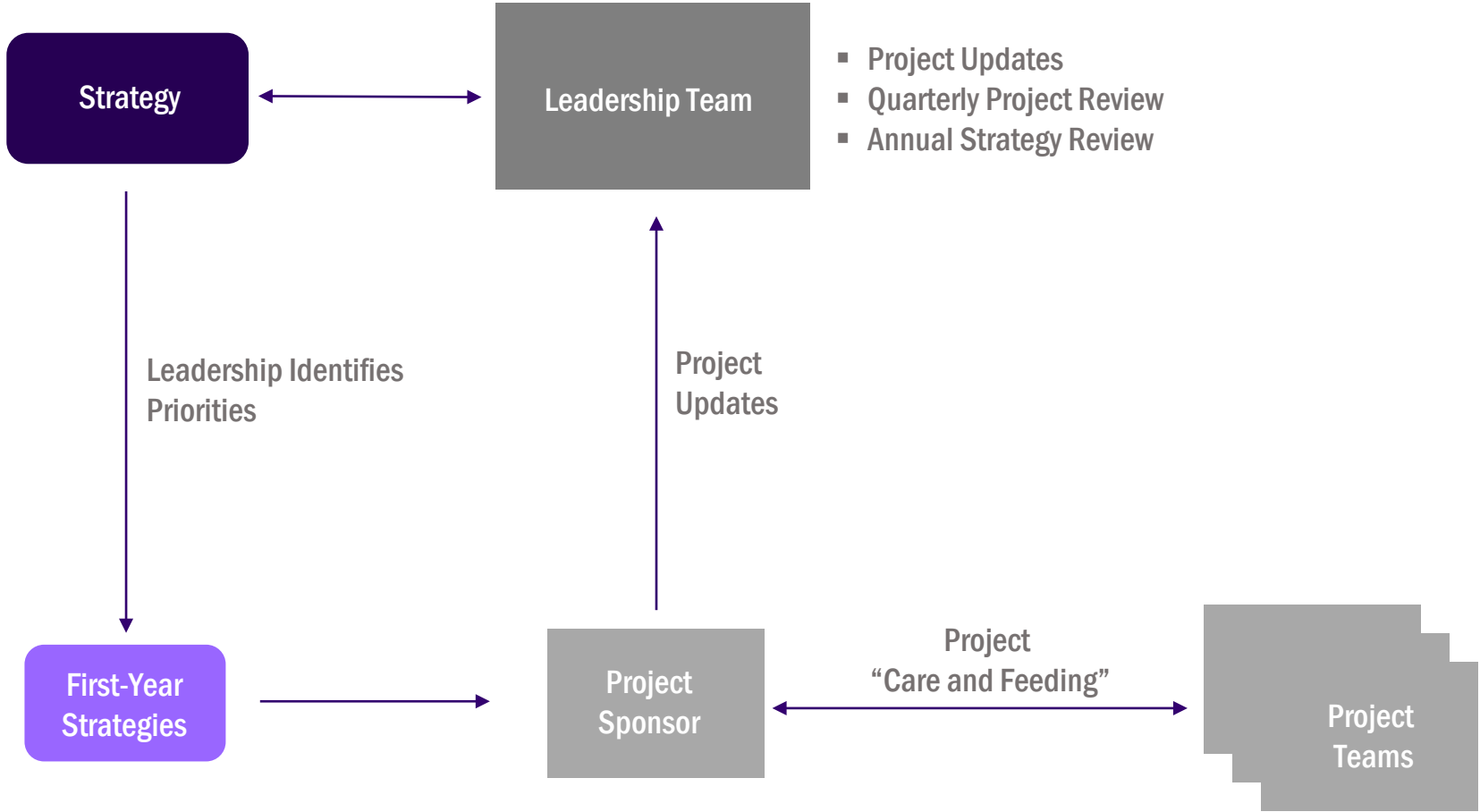
- **Strategy sets focus and priorities**
- **Using Liberating Structures and Lean principles throughout allows more ideas and insights**
- **Balanced Scorecards track progress and ensure a thoughtful approach**
- **Creating and charging work teams drives accountability**
- **Focus on ideas and insights from the front lines**
- **Use Kaizen (“Improvement”) teams to work on focused, one-year priorities**



UW PLANNING & MANAGEMENT (P&M) - STRATEGY MAP FOR 2016-2018



ONGOING ACTIVITIES



PROCESS TIMELINE

INTAKE

INTERVIEWS

WORKSHOP

DEBRIEF

PLANNING



Interview Information

- **Sample questions**
- **Who we interview**
- **How long it takes**
- **What we do with the info**
 - Use it for workshop preparation
 - Identify trends
 - Report orally
 - Report in written form



Workshop Steps/Flow

- **Warm Up**
- **Leadership Kickoff**
- **OE Learnings**
- **Mission, Vision, Values**
- **SWOT**
- **Identify/Prioritize Objectives**
- **High-level Action Plans**



Workshop Approach

- **Table groups**
- **Present question/idea**
- **Individual brainstorming**
- **Individuals share ideas with table**
- **Table discusses ideas, looks for themes, etc.**
- **Table prioritizes ideas and reports to large group**
- **Large group discussion**
- **Prioritization by large group**



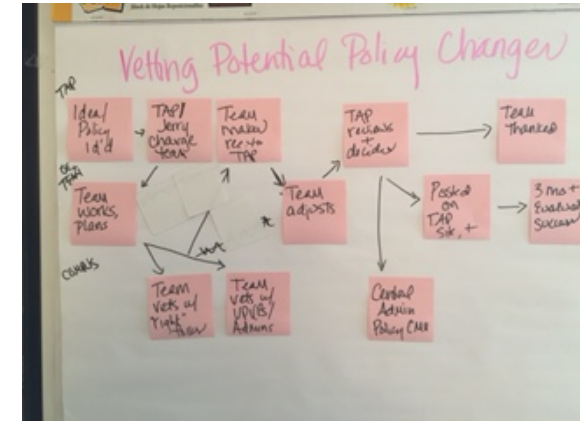
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Workshop Ground Rules

- Assume best intent
- Share the floor and allow for all voices
- Be honest and respectful
- Be authentic
- Listen
- 80% is good enough
- Ask for clarity when needed
- Be positive – change is hard!
- Avoid side conversations
- Free yourself of distractions (e.g. phones, etc.)
- Have fun!



Liberating Structures

- **1-2-4-All** - 
- **Wicked Questions** - 
- **Triz** - 
- **25:10** - 
- **Celebrity Interview** - 
- **Impromptu Networking** - 
- **Purpose to Practice** - 
- **Troika Consulting** - 

Lean Principles and Tools

- **Activity scope**
- **Planning**
- **Make it visual**
- **Visual mapping**
- **Continuous improvement in OE approach**



UW Bothell Administration & Planning 2017 – 2020 Strategic Plan

MISSION – WHAT WE DO

We are a trusted and sought out partner who proactively works to create a thriving UW Bothell community

VISION – ASPIRE TO BE

We provide leadership to meet the goals of the UW Bothell community by effectively stewarding finances, physical space and people resources

VALUES (*UW VALUES)

- Collaborative*
- Transparent
- Proactive
- Excellence*
- Respect*
- Creative
- Diversity*
- Solutions Focused

FOCUS ON FACULTY, STAFF, STUDENTS & COMMUNITY

Engage students in our work

Enhance partnerships to support the UW Bothell and Cascadia College campus

Model a culture of service

Continue to foster an open relationship with the City of Bothell and our campus neighbors

INTERNAL BUSINESS PRACTICE

Streamline and standardize processes, policies, and procedures

Collaborate, communicate & coordinate with campus community on projects from concept to completion

Create a culture of accountability

Establish and implement a Business Diversity Plan

Enhance campus safety, emergency and crisis management plans, and develop campus continuity plans (BARC)

ORGANIZATIONAL CAPACITY

Improve faculty and staff engagement

Strategically recruit a diverse staff

Enhance and support professional development

Acknowledge and recognize achievements

RESOURCES

Create a sustainable campus business plan

In partnership, develop a campus master plan for UW Bothell and Cascadia College

Enhance comprehensive deferred maintenance plan and schedule



PLANNING – ACTIVITY SCOPE

PROJECT NAME: Create One Entry Point for Space Requests (Triage) - Phase 2		DATE: 8/17/2015
PROJECT DESCRIPTION: Space-related requests are handled by different units at UW; as a result, there are a variety of ways to make and start a request for work. This can lead to confusion, overuse of some avenues for requests/work, delays in starting, and other challenges.		
PROJECT START DATE: 8/7/2015	PROJECT END DATE: 7/31/2016	
PROBLEM TO SOLVE/OBJECTIVE: Create a single-point portal for all space-related requests at UW Seattle. Develop a process to evaluate and route requests so they reach the appropriate unit for the work. Determine criteria for routing to “Intake Evaluation Team”. <i>Note: Original team members for Phase 1 were:</i> Rebecca Barnes (OUA) Jeanette Henderson (UWRE) Ruth Johnston (P&M) Alan Nygaard (CPO) John Seidelmann (OUA) Robert Stickney (CPO) Todd Timberlake (UWRE) Jim Angelosante (Facilities Services) Roberta Hopkins (Classroom Technology and Events)	DELIVERABLES, METRICS AND TIMELINES: <ol style="list-style-type: none">1. Space-request portal2. Ensure data from requests is accessible, reportable, usable, and transferrable3. Create process to triage/assign requests to appropriate units4. Communicate policy, plans, information about portal to campus users 8/13-11/2: Weekly team meetings 11/2: Launch Portal (beta testing with limited users) 11/2-1/4: Make changes and enhancements based on user input 1/4: Roll out to campus Jan-June: Continue to make changes and enhancements	
TEAM MEMBER NAMES		
Executive Sponsor(s): Paul Jenny (P&M) Mike McCormick (CPD)	Team Members: John Seidelmann (OUA) Alan Nygaard (CPO) Gina Zagala (CPO) Mike Carette (OUA) Janelle Ortega (UWRE) Chris Coyle (CPO) Dan Druliner (P&M) Andy McGray (CPO) Hannah Eulenberg (CPO)	
Project Leader(s): John Seidelmann (OUA)	Facilitator(s): Jeff Fillmore (P&M/OE)	
	Review Team if needed: Space-Triage Team (original Phase 1 team)	

BALANCED SCORECARD METRICS TEMPLATE

BSC Scorecard Template											
Customer Perspective						Financial Perspective					
STRATEGY No.	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS	STRATEGY No.	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS
CP1	Example: Student Retention	FY	98%	100%	●	FP1	Example: Number of Donors	FY	1500	1700	◆
CP2						FP2					
CP3						FP3					
Internal Process Perspective						Learning & Growth Perspective					
STRATEGY No.	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS	STRATEGY No.	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS
IP1	Example: Percent of processes mapped	FY	90%	100%	▲	LG1	Example: Employee Satisfaction	FY	3.65	4	▲
IP2						LG2					
IP3						LG3					

Key	
Q = Quarterly	● ≥ 95% target
FY = Annual	▲ ≥ 90% target
BA = Bi-Annual	◆ < 90% target
Mthly = Monthly	



SCHOOL OF NURSING METRICS DASHBOARD

School of Nursing Metrics Dashboard -- QE 12/31/2013											
RESEARCH, EDUCATION AND PRACTICE (REP)						SECURING OUR FINANCIAL FUTURE (F)					
STRATEGY	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS	STRATEGY	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS
RES1.1	Percent of Faculty with Grant Funding	Q	68%	90%		F2.1	Donation Trends	FY	\$2,138,992	NA	
RES4.1	CNE Enrollment Trends	FY	3248	3250		F2.2	Number of Donors to SoN	FY	1394	1775	
RES5.1	Student Retention	FY	99%	100%		F2.3	Cost per Dollar Raised	FY	\$0.167	\$0.166	
RES5.2	Student Satisfaction	FY	80%	90%		F3.1	% of Student with Financial Support	FY	16%	35%	
RES5.3	Certification Results	FY	99%	100%		F4.1	Total Grant Dollars Received Annually	FY	\$12,942,397	TBD	
						F4.2	Total Grant Dollars Received by Agency	FY	\$12,942,397	TBD	
						F4.3	Benchmark Funding with Peer Institutions	FY	TBD	TBD	
OPERATIONAL EXCELLENCE (O)						CREATING A SUSTAINABLE ORGANIZATION (S)					
STRATEGY	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS	STRATEGY	MEASURE	FREQUENCY	ACTUAL	TARGET	STATUS
O3.1	Student Time-to-Degree	FY	93%	100%		RES5.5	Faculty and Staff Retention	FY	TBD	TBD	
O3.2	TIER Customer Satisfactori	Q	93%	90%		S1.1	Staff Development	Q	25	150	
O4.1	TIER Blended Service Available	Q	TBD	TBD		S1.2	Faculty and Staff Diversity	FY	TBD	TBD	
						S5.4	Faculty and Employee Satisfaction	FY	3.65	4	

Key	
Q = Quarterly	>= 95% target
FY = Annual	>= 90% target
BA = Bi-Annual	< 90% target
Mthly = Monthly	



Lessons Learned

- > **10 – 20 workshop participants is best**
- > **Set expectations – explain the process to participants in advance**
- > **Have a standardized approach that is flexible depending on client input and needs**
- > **Provide communications templates to clients**
- > **Clients appreciate not starting from scratch in the workshop**
- > **There must be internal champions and sponsors**
- > **Leadership must make this a part of their work too**
- > **There will always be a process or expectation breakdown – be prepared and flexible**
- > **Language is powerful and words matter – some groups find terms like “Lean”, Liberating Structures”, and “Customer” off-putting**
- > **Post-workshop surveys at 30 days give good insights**
- > **Now that Ruth is a “customer”, what are her observations?**



Questions?

Thank you!

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