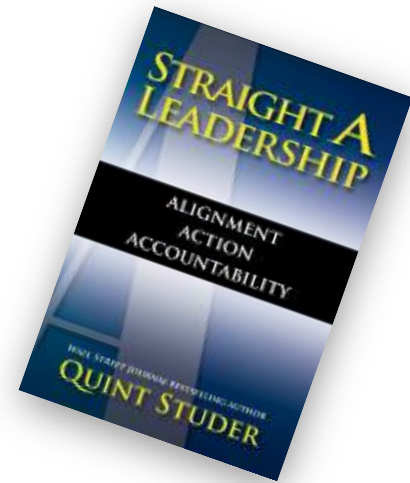


# Straight A Leadership Alignment, Action and Accountability



UPCEA  
South



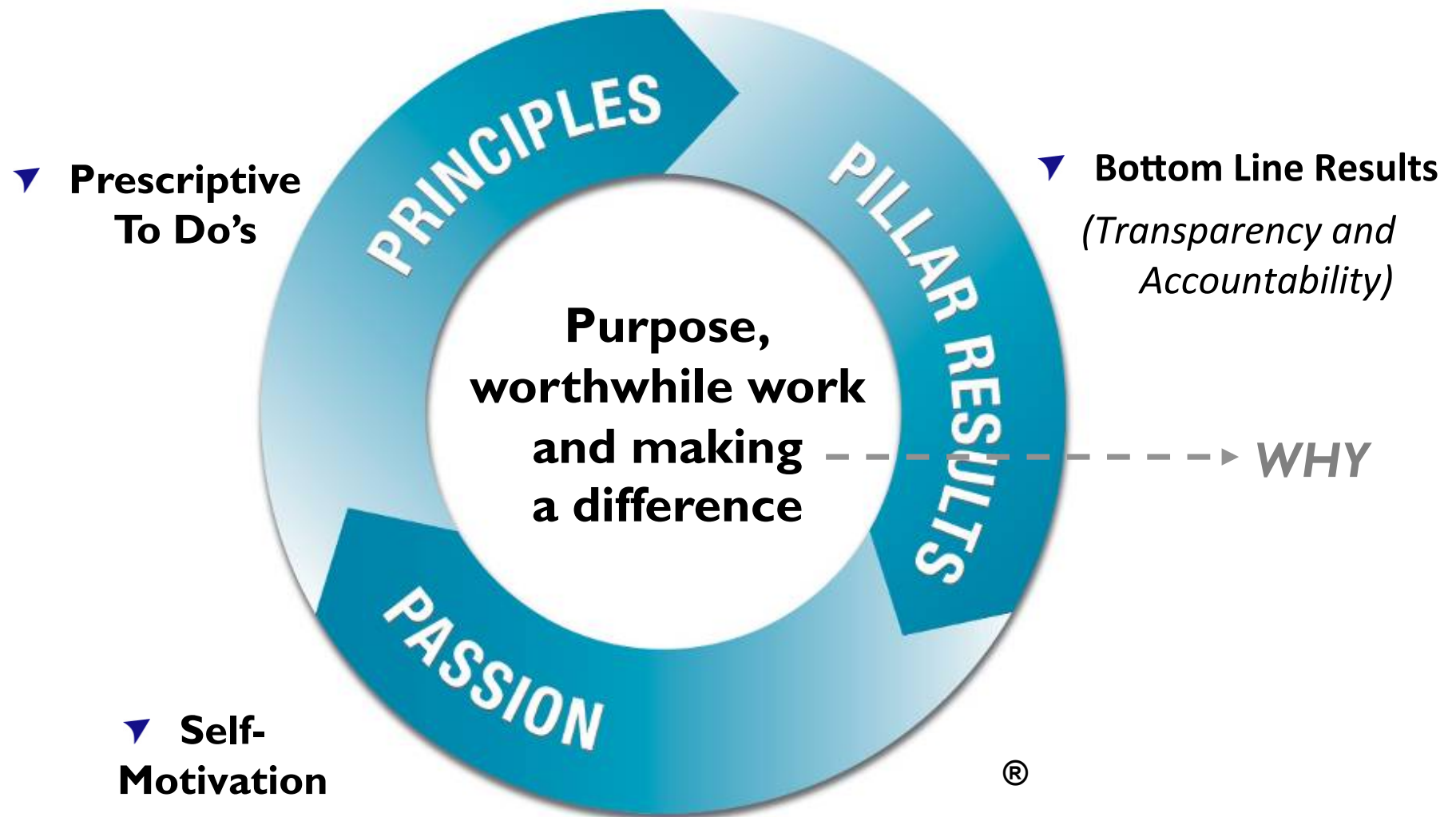
October 17, 2011

# About Studer Group



- ▶ Execution company focused on achieving and sustaining exceptional clinical, operational and financial outcomes
- ▶ Work with over 800 organizations in the US and beyond
- ▶ > 50 Coaches and International Speakers
- ▶ Educational Resources – Books, Training Videos, Webinars and Institutes
- ▶ Web based software solutions for operational alignment and process efficiency/ improvement
- ▶ Evidenced Based tactics that produce:
  - Accelerated rate of improvement and efficiency in quality
  - Favorable customer perception results
  - Increased customer loyalty
  - Improved flow, operational metrics and customer experience

# Studer Flywheel<sup>®</sup>



# Execution Framework

## *Evidence-Based Leadership<sup>SM</sup>*

Rev 4.8.11

Breakthrough

Foundation

STUDER GROUP®:



**Aligned Goals**

- ▼ Implement an organization-wide staff/ leadership evaluation system to hardwire objective accountability (Must Haves®)

- ▼ Create process to assist leaders in developing skills and leadership competencies necessary to attain desired results

**Aligned Behavior**

- ▼ Agreed upon tactics and behaviors to achieve goals

- ▼ Re-recruit high and middle/ solid performers
- ▼ Move low performers up or out

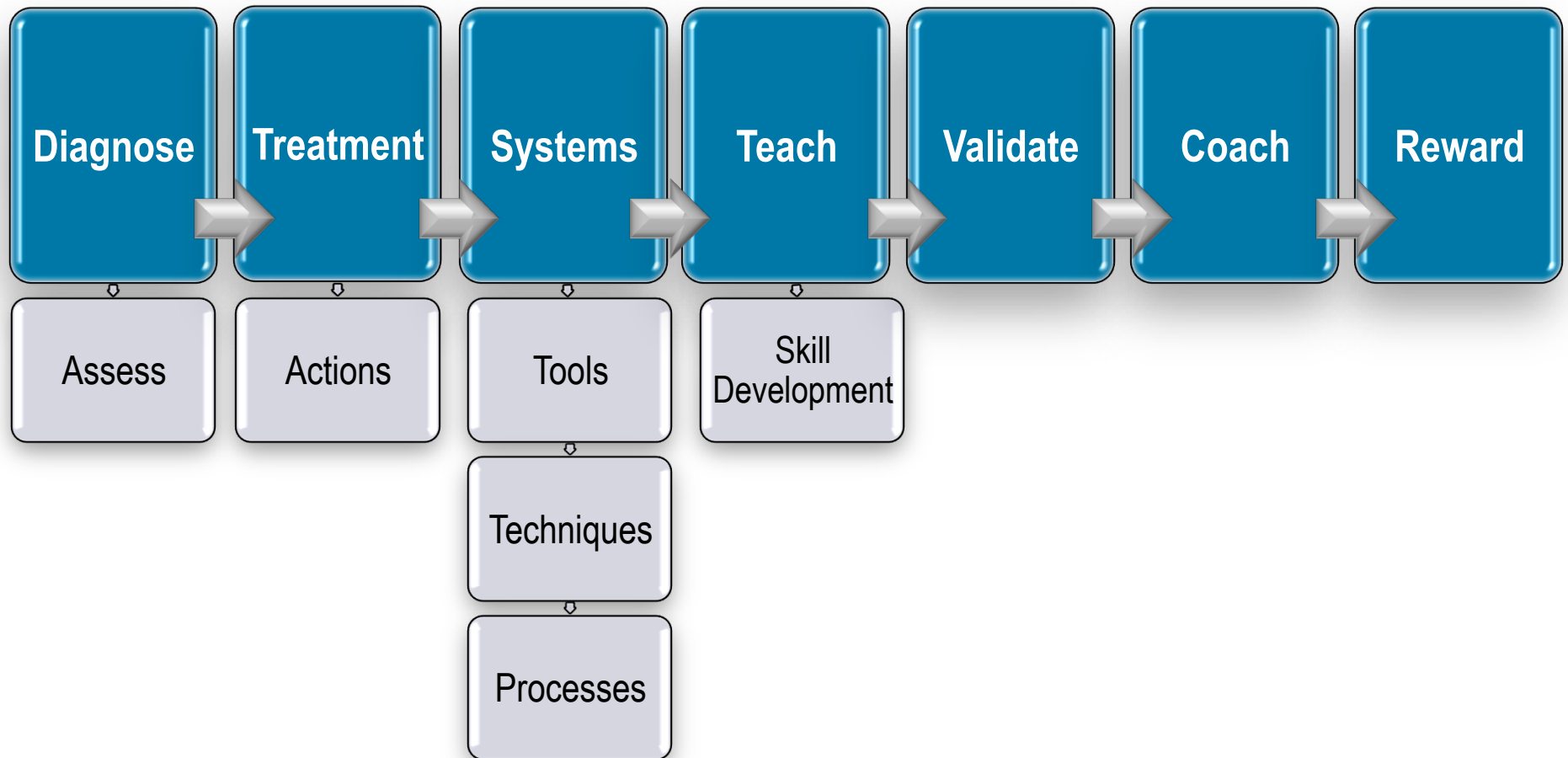
**Aligned Process**

- ▼ Processes that are consistent and standardized

- ▼ Process Improvement
  - ▼ PDCA
  - ▼ Lean
  - ▼ Six Sigma
  - ▼ Baldrige Framework

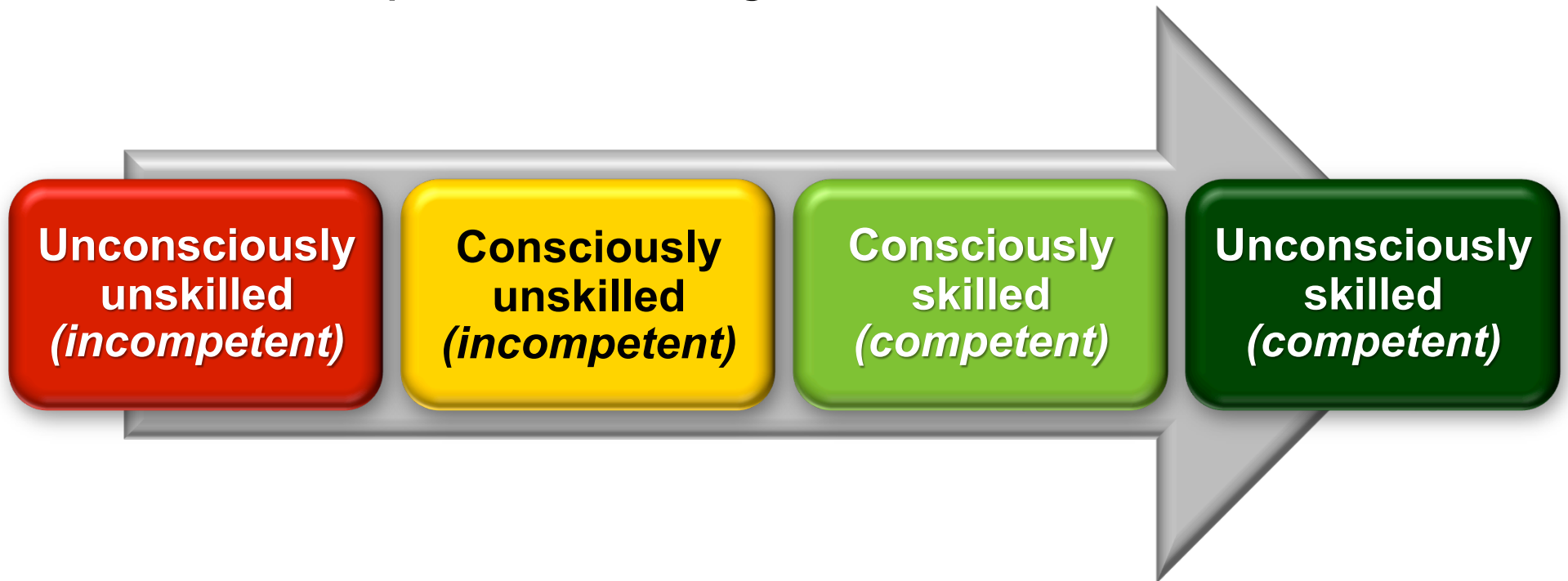
- ▼ Software

# Driving Performance



# Phases of Competency and Change

*Even with positive change, there is resistance . . .*



# Organizational Assessment - UPCEA

*What is your role?*

|                                     | Actual |
|-------------------------------------|--------|
| Dean / VP                           | 9      |
| Director                            | 15     |
| Associate Director                  | 6      |
| Coordinator                         | 8      |
| Support Specialist/Instructor/Other | 6      |
| Total                               | 44     |

# Organizational Assessment - UPCEA

*Please mark the top three (3) things your University Continuing Education Unit does well and should continue to do.*

| Dean / VP<br>(n=9)                              | Director<br>(n=15)                              | Associate<br>Director<br>(n=6)                  | Coordinator<br>(n=8)                                | Support<br>Specialist/<br>Instructor/Other<br>(n=6) |
|---|---|---|---|---|
| Quality Instruction                             | Quality Instruction                             | Customer Satisfaction/<br>Perception of Service | Leadership<br>(engagement, visibility, and support) | Quality Instruction                                 |
| Customer Satisfaction/<br>Perception of Service | Customer Satisfaction/<br>Perception of Service | Quality Instruction                             | Quality Instruction                                 | Customer Satisfaction/<br>Perception of Service     |
| Technology                                      | Community Outreach                              | Community Outreach                              | Customer Satisfaction/<br>Perception of Service     | Community Outreach                                  |

# Organizational Assessment - UPCEA

***Please mark the top three (3) opportunities for improvement at your University Continuing Education Unit.***

| Dean / VP<br>(n=9)  | Director<br>(n=15)                                  | Associate Director<br>(n=6)         | Coordinator (n=8)                  | Support Specialist/<br>Instructor/Other<br>(n=6)    |
|---|---|-------------------------------------|------------------------------------|---|
| Market Research   | Market Research                                     | Market Research                     | Employee Compensation and Benefits | Internal Education, Training, and Skill Development |
| Communication (transparent and open)  | Internal Education, Training, and Skill Development | Goal Setting and Strategic Planning | Community Outreach                 | Leadership (engagement, visibility, and support)    |
| Financial Performance/<br>Fiscal Responsibility<br>(net revenue, EBDITA, etc) | Employee Compensation and Benefits                  | Dealing with Low Performers         | Market Research                    | Goal Setting and Strategic Planning                 |

# Organizational Assessment - UPCEA

***Please mark the top three (3) barriers/challenges you face that keep you from achieving your results in your area of responsibility at your University.***

| Dean / VP (n=9)   | Director (n=15)   | Associate Director (n=6)                                | Coordinator (n=8)                                       | Support Specialist/ Instructor/Other (n=6)              |
|---|---|---|---|---|
| System/Silo Thinking                                    | Resource Limitations (staffing, equipment, space, etc.) | Resource Limitations (staffing, equipment, space, etc.) | Resource Limitations (staffing, equipment, space, etc.) | Resource Limitations (staffing, equipment, space, etc.) |
| Too Many Priorities                                     | Financial Constraints and Industry Pressures            | Financial Constraints and Industry Pressures            | System/Silo Thinking                                    | System/Silo Thinking                                    |
| Resource Limitations (staffing, equipment, space, etc.) | System/Silo Thinking                                    | System/Silo Thinking                                    | Inconsistency/ Lack of Standardization and Hardwiring   | Leadership (engagement, visibility, and support)        |

# Organizational Assessment - UPCEA

27 or 61% of the 44 leaders who answered this question feel the external market over the PAST FIVE YEARS at your organization has been very easy, easy or normal.

**Over the past 5 years, the external market for the University where you work has been: (1=Very Easy to 5=Very Difficult)**

|   |       | Very Easy<br>1 | Easy<br>2 | Normal<br>3 | Difficult<br>4 | Very Difficult<br>5 |
|---|-------|----------------|-----------|-------------|----------------|---------------------|
| Dean / VP (n=9)                                 | 50    | 0              | 3         | 3           | 3              | 0                   |
| Director (n=15)                                 | 66.67 | 0              | 0         | 6           | 8              | 1                   |
| Associate Director (n=6)                        | 50    | 1              | 0         | 3           | 2              | 0                   |
| Coordinator (n=8)                               | 50    | 0              | 1         | 6           | 1              | 0                   |
| Support Specialist / Instructor/<br>Other (n=6) | 54.17 | 0              | 1         | 3           | 2              | 0                   |
| Total (n=44)                                    | 56.25 | 1              | 5         | 21          | 16             | 1                   |

# Organizational Assessment - UPCEA

19 or 43% of the 44 leaders who answered this question feel the external market over the NEXT FIVE YEARS will be very easy, easy or normal.

**Over the next 5 years, the external market for the University where you work will be: (1=Very Easy to 5=Very Difficult)**

|   |       | Very Easy<br>1 | Easy<br>2 | Normal<br>3 | Difficult<br>4 | Very Difficult<br>5 |
|---|-------|----------------|-----------|-------------|----------------|---------------------|
| Dean / VP (n=9)                                 | 69.44 | 0              | 1         | 0           | 8              | 0                   |
| Director (n=15)                                 | 63.33 | 0              | 3         | 3           | 7              | 2                   |
| Associate Director (n=6)                        | 58.33 | 0              | 1         | 2           | 3              | 0                   |
| Coordinator (n=8)                               | 56.25 | 0              | 1         | 4           | 3              | 0                   |
| Support Specialist / Instructor/<br>Other (n=6) | 58.33 | 0              | 1         | 3           | 1              | 1                   |
| Total (n=44)                                    | 61.93 | 0              | 7         | 12          | 22             | 3                   |

# Organizational Assessment - UPCEA

*22 or 50% of the 44 individuals who answered this question feel if they stay the same, results will be the same, better or much better.*

***If your University Continuing Education Unit continues to act/perform exactly as it does today (with the same processes, same cost structure, same efficiencies, same enrollment, same productivity, same techniques) your results over the next five years will be: (1=Much Worse to 5=Much Better)***

|   |       | Much Worse<br>1 | Worse<br>2 | Same<br>3 | Better<br>4 | Much Better<br>5 |
|---|-------|-----------------|------------|-----------|-------------|------------------|
| Dean / VP (n=9)                                 | 38.89 | 1               | 4          | 3         | 0           | 1                |
| Director (n=15)                                 | 46.67 | 0               | 6          | 5         | 4           | 0                |
| Associate Director (n=6)                        | 45.83 | 0               | 3          | 2         | 0           | 1                |
| Coordinator (n=8)                               | 37.5  | 1               | 3          | 3         | 1           | 0                |
| Support Specialist / Instructor/<br>Other (n=6) | 33.33 | 1               | 3          | 1         | 1           | 0                |
| Total (n=44)                                    | 41.48 | 3               | 19         | 14        | 6           | 2                |

***If people believe the future is going to look a lot like the present, it is very hard to create urgency for change.***



# Recommendation

- ▶ If you believe the organization needs to change, you have to put together your burning platform.

# Organizational Assessment - UPCEA

*How well does your course evaluation system help build leadership/faculty accountability today? (1=Very Poor to 5=Excellent)*

|   |       | Very Poor<br>1 | Poor<br>2 | Fair<br>3 | Good<br>4 | Excellent<br>5 |
|---|-------|----------------|-----------|-----------|-----------|----------------|
| Dean / VP (n=9)                                 | 63.89 | 0              | 2         | 2         | 3         | 2              |
| Director (n=15)                                 | 51.67 | 1              | 1         | 9         | 4         | 0              |
| Associate Director (n=6)                        | 37.5  | 2              | 1         | 1         | 2         | 0              |
| Coordinator (n=8)                               | 43.75 | 1              | 2         | 3         | 2         | 0              |
| Support Specialist / Instructor/<br>Other (n=6) | 58.33 | 0              | 0         | 4         | 2         | 0              |
| Total (n=44)                                    | 51.7  | 4              | 6         | 19        | 13        | 2              |

# Recommendation

- ▶ Develop a more robust evaluation tool.

# Organizational Assessment - UPCEA

*How well does your current leader training prepare you to lead for success in the organization today? (1=Very Poor to 5=Excellent)*

|  |       | Very Poor<br>1 | Poor<br>2 | Fair<br>3 | Good<br>4 | Excellent<br>5 |
|--|-------|----------------|-----------|-----------|-----------|----------------|
| Dean / VP (n=9)                                | 55.56 | 0              | 0         | 7         | 2         | 0              |
| Director (n=15)                                | 51.67 | 2              | 1         | 7         | 4         | 1              |
| Associate Director (n=6)                       | 41.67 | 1              | 1         | 3         | 1         | 0              |
| Coordinator (n=8)                              | 53.12 | 0              | 1         | 5         | 2         | 0              |
| Support Specialist /<br>Instructor/Other (n=6) | 54.17 | 0              | 0         | 5         | 1         | 0              |
| Total (n=44)                                   | 51.7  | 3              | 3         | 27        | 10        | 1              |

# Recommendation – Eat Your Own Cooking

- ▶ If one of your goals is to lead continuing education and development, you have to be the best at leadership development yourself.

# Leadership Foundation Skills

## Skill Set Matrix

| SKILL SET   | Dean / VP | Director | Associate Director | Coordinator | Support Specialist/<br>Instructor/<br>Other |
|---|-----------|----------|--------------------|-------------|---|
| Running effective meetings  |           |          |                    |             |   |
| Managing financial resources                                      |           |          |                    |             |   |
| Answering tough questions so as to not create a “we/they” culture |           |          |                    |             |   |
| Selection of talent   |           |          |                    |             |   |
| Development of talent   |           |          |                    |             |   |
| Critical thinking   |           |          |                    |             |   |
| De-selection  |           |          |                    |             |   |
| Understanding the external environment                            |           |          |                    |             |   |
| Manage up the positive, the solution and the decision             |           |          |                    |             |   |
| Improving processes   |           |          |                    |             |   |
| Communication   |           |          |                    |             |   |
| <b>Total</b>  |           |          |                    |             |   |

# Organizational Assessment - UPCEA

*From a customer perspective and point of view, how would he/she rate your organization today? (1=Worst to 10=Best in Class)*

|  |      | Worst<br>1 | 2 | 3 | 4 | Avg<br>5 | 6 | 7  | 8  | 9 | Best<br>in<br>Class<br>10 |
|--|------|------------|---|---|---|----------|---|----|----|---|---------------------------|
| Dean / VP (n=9)                                  | 7.33 | 0          | 0 | 0 | 0 | 1        | 0 | 4  | 3  | 1 | 0                         |
| Director (n=15)                                  | 7.8  | 0          | 0 | 0 | 0 | 0        | 0 | 6  | 7  | 1 | 1                         |
| Associate Director<br>(n=6)                      | 6.83 | 0          | 0 | 0 | 0 | 1        | 0 | 4  | 1  | 0 | 0                         |
| Coordinator (n=8)                                | 6.5  | 0          | 0 | 0 | 1 | 1        | 1 | 3  | 2  | 0 | 0                         |
| Support Specialist/<br>Instructor/Other<br>(n=6) | 6.5  | 0          | 0 | 0 | 0 | 2        | 0 | 3  | 1  | 0 | 0                         |
| Total (n=44)                                     | 7.16 | 0          | 0 | 0 | 1 | 5        | 1 | 20 | 14 | 2 | 1                         |

# Organizational Assessment - UPCEA

***Rate your perception of the ease of students engaging in your program today.  
(1=Worst to 10=Best in Class)***

|  |      | Worst<br>1 | 2 | 3 | 4 | Avg<br>5 | 6 | 7  | 8  | 9 | Best<br>in<br>Class<br>10 |
|--|------|------------|---|---|---|----------|---|----|----|---|---------------------------|
| Dean / VP (n=9)                                  | 6.56 | 0          | 0 | 0 | 0 | 4        | 0 | 2  | 2  | 1 | 0                         |
| Director (n=15)                                  | 6.6  | 0          | 0 | 0 | 0 | 3        | 3 | 6  | 3  | 0 | 0                         |
| Associate Director<br>(n=6)                      | 7.33 | 0          | 0 | 0 | 0 | 0        | 0 | 4  | 2  | 0 | 0                         |
| Coordinator (n=8)                                | 5.75 | 0          | 0 | 0 | 1 | 2        | 4 | 0  | 1  | 0 | 0                         |
| Support Specialist/<br>Instructor/Other<br>(n=6) | 6.5  | 0          | 0 | 0 | 1 | 1        | 0 | 2  | 2  | 0 | 0                         |
| Total (n=44)                                     | 6.52 | 0          | 0 | 0 | 2 | 10       | 7 | 14 | 10 | 1 | 0                         |

# Organizational Assessment - UPCEA

***Rate your perception of the consistency in the leadership throughout the University today. (1=Worst to 10=Best in Class)***

|  |      | Worst<br>1 | 2 | 3 | 4 | Avg<br>5 | 6 | 7 | 8 | 9 | Best<br>in<br>Class<br>10 |
|--|------|------------|---|---|---|----------|---|---|---|---|---------------------------|
| Dean / VP (n=9)                                  | 5.67 | 0          | 1 | 0 | 0 | 4        | 1 | 1 | 2 | 0 | 0                         |
| Director (n=15)                                  | 5.87 | 0          | 0 | 0 | 1 | 6        | 4 | 2 | 2 | 0 | 0                         |
| Associate Director<br>(n=6)                      | 5.33 | 0          | 0 | 1 | 1 | 2        | 0 | 1 | 1 | 0 | 0                         |
| Coordinator (n=8)                                | 5.88 | 0          | 0 | 1 | 2 | 1        | 0 | 2 | 1 | 1 | 0                         |
| Support Specialist/<br>Instructor/Other<br>(n=6) | 4.83 | 0          | 1 | 0 | 2 | 0        | 2 | 1 | 0 | 0 | 0                         |
| Total (n=44)                                     | 5.61 | 0          | 2 | 2 | 6 | 13       | 7 | 7 | 6 | 1 | 0                         |

# Organizational Assessment - UPCEA

***Rate the skill set at your University in implementing and executing best practices throughout the University today. (1=Worst to 10=Best in Class)***

|  |      | Worst<br>1 | 2 | 3 | 4 | Avg<br>5 | 6 | 7  | 8 | 9 | Best<br>in<br>Class<br>10 |
|--|------|------------|---|---|---|----------|---|----|---|---|---------------------------|
| Dean / VP (n=9)                                  | 5    | 0          | 1 | 0 | 3 | 3        | 0 | 0  | 2 | 0 | 0                         |
| Director (n=15)                                  | 5.67 | 0          | 0 | 0 | 3 | 6        | 1 | 4  | 0 | 1 | 0                         |
| Associate Director<br>(n=6)                      | 5.5  | 0          | 0 | 1 | 0 | 3        | 0 | 1  | 1 | 0 | 0                         |
| Coordinator (n=8)                                | 6.38 | 0          | 0 | 0 | 0 | 3        | 1 | 3  | 0 | 1 | 0                         |
| Support Specialist/<br>Instructor/Other<br>(n=6) | 5.67 | 0          | 1 | 0 | 0 | 2        | 0 | 2  | 1 | 0 | 0                         |
| Total (n=44)                                     | 5.64 | 0          | 2 | 1 | 6 | 17       | 2 | 10 | 4 | 2 | 0                         |

# Organizational Assessment - UPCEA

*The average leader supervises  
7.77 individuals*

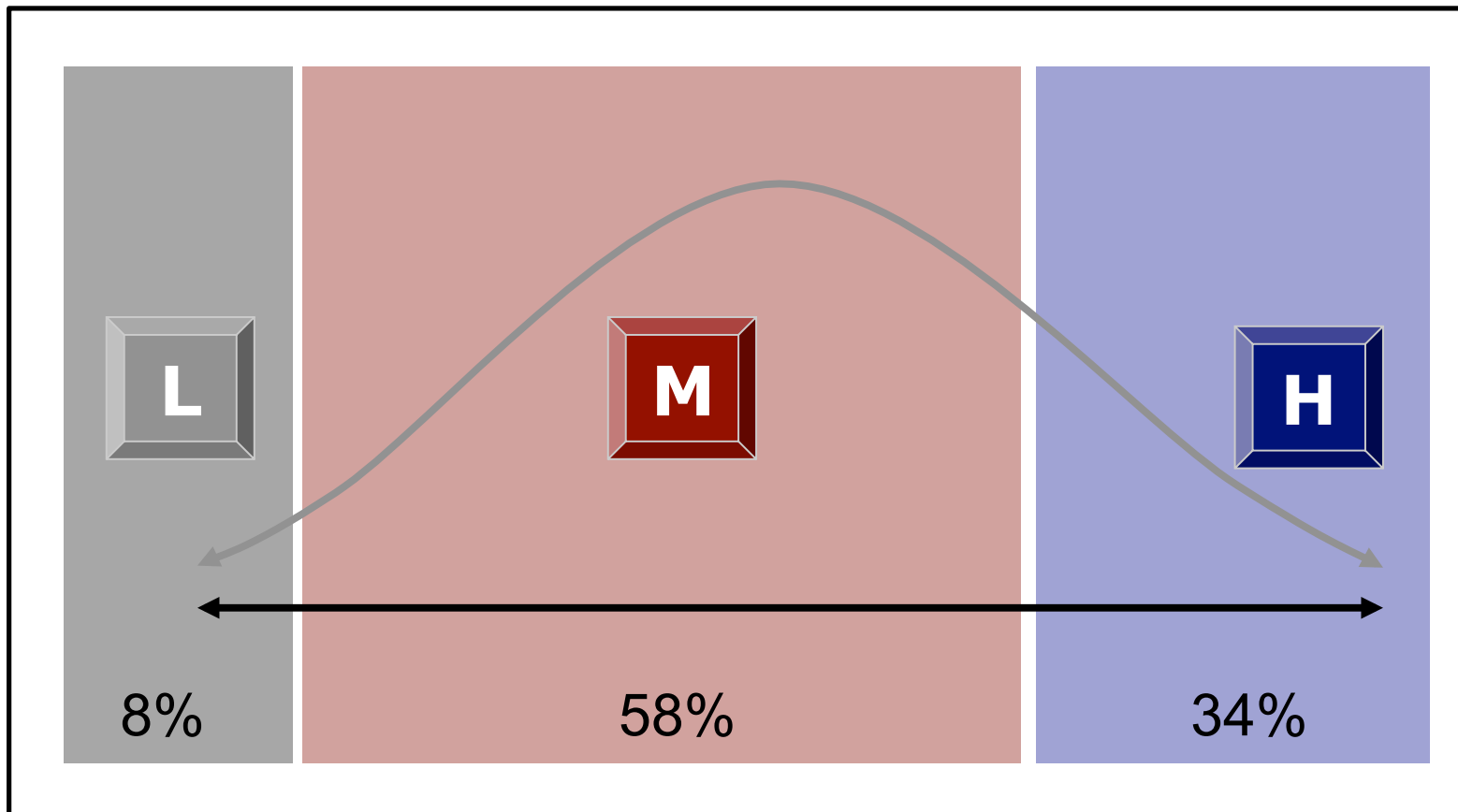
# Organizational Assessment - UPCEA

*Out of approximately 241  
employees identified,  
approximately 26 or 11% are  
identified as not meeting  
expectations*

# Organizational Assessment - UPCEA

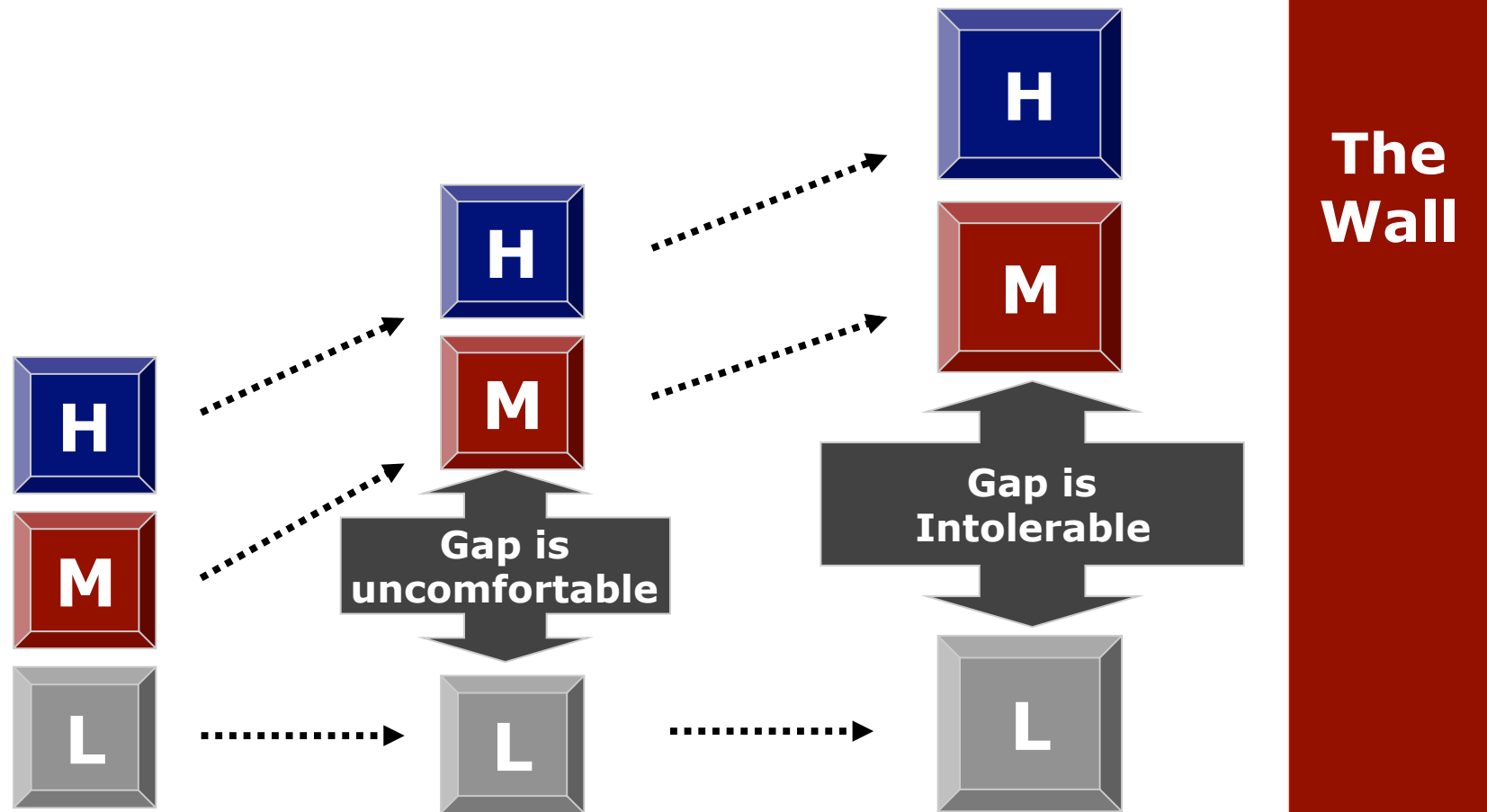
*13 employees of the 26 employees not meeting expectations (50%) were identified as in formal corrective/disciplinary action.*

# Performance Curve

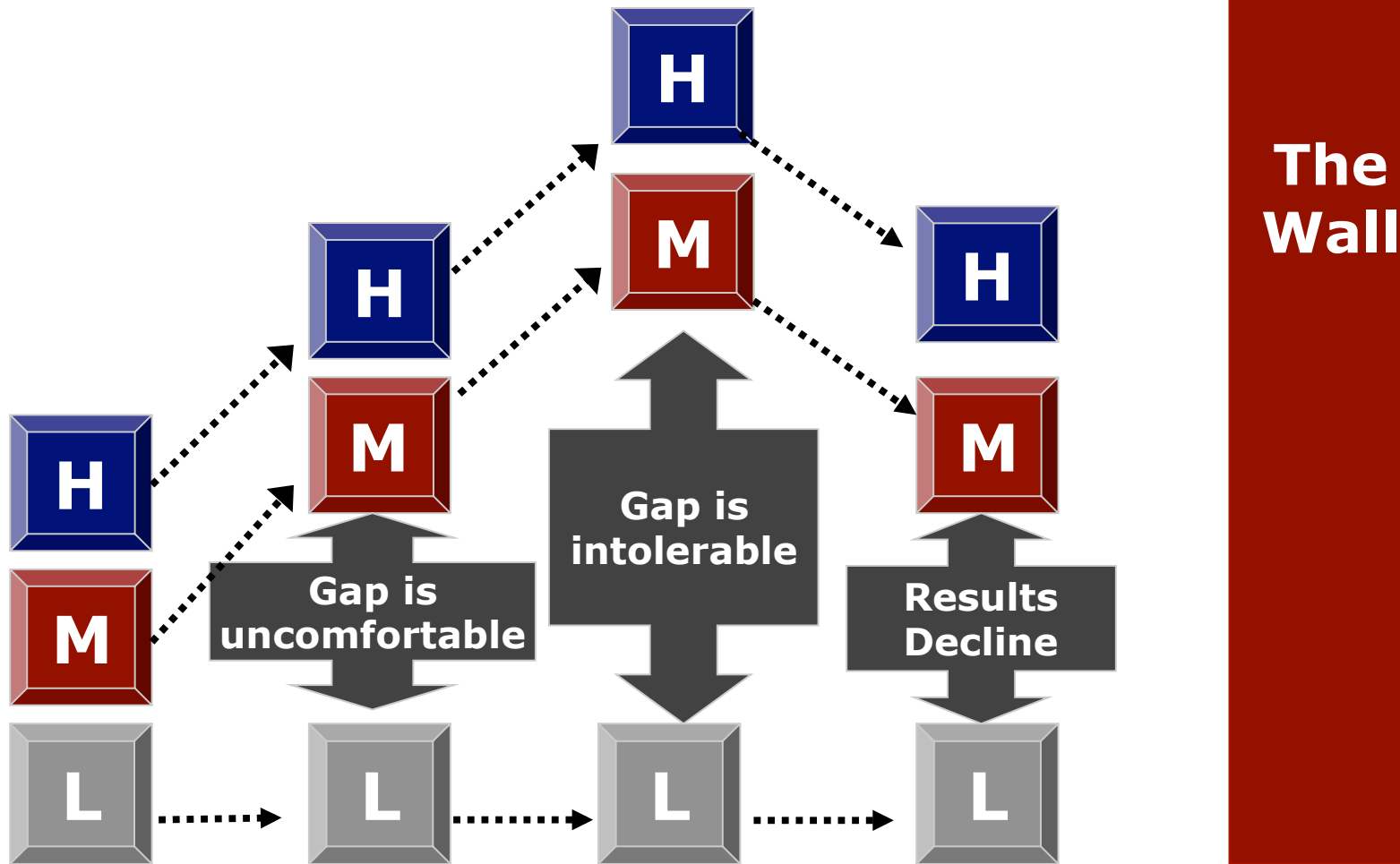


*H=High Performer, M = Middle/ Solid Performer, L=Low Performer*

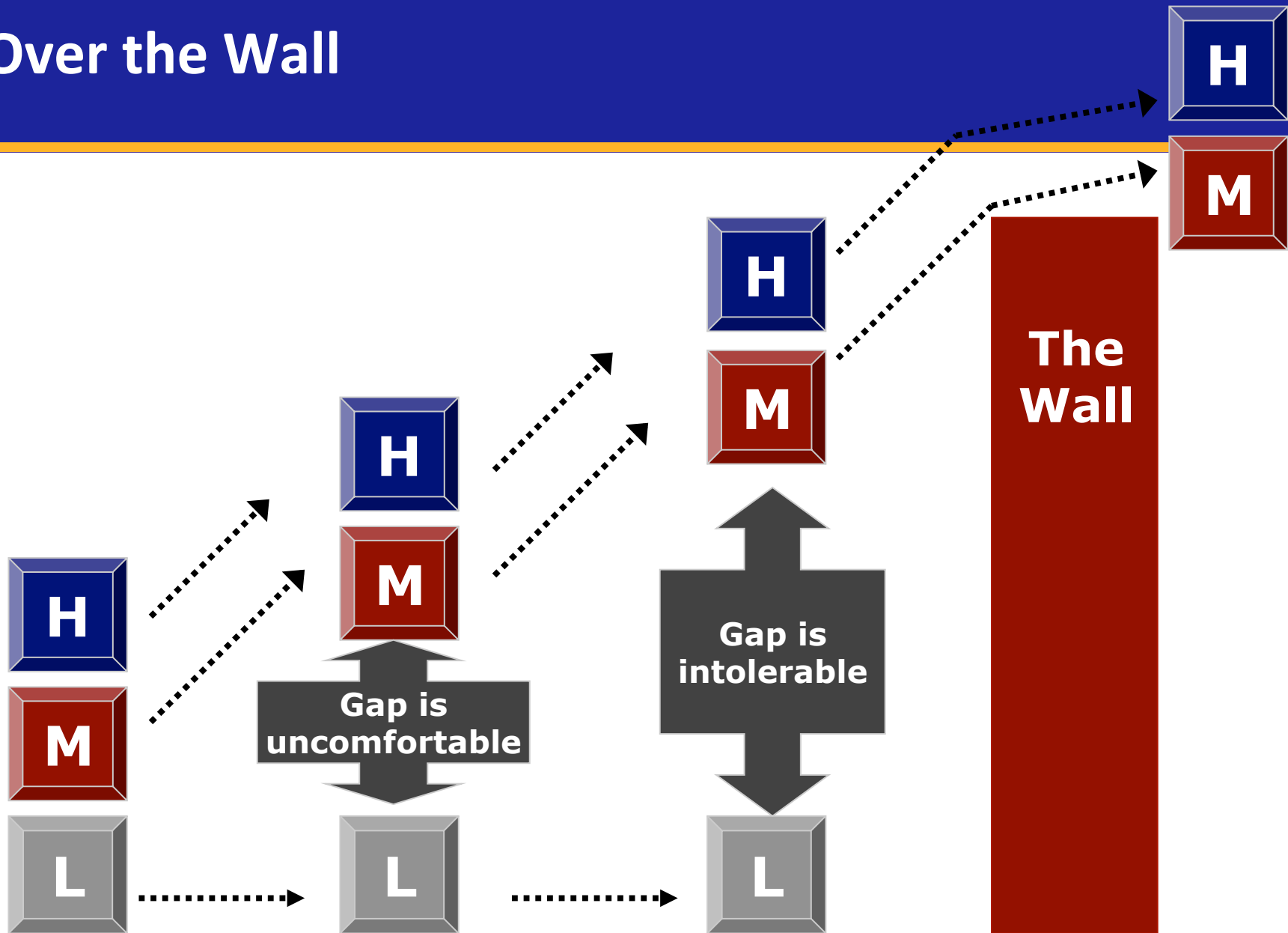
# The Gap is Intolerable



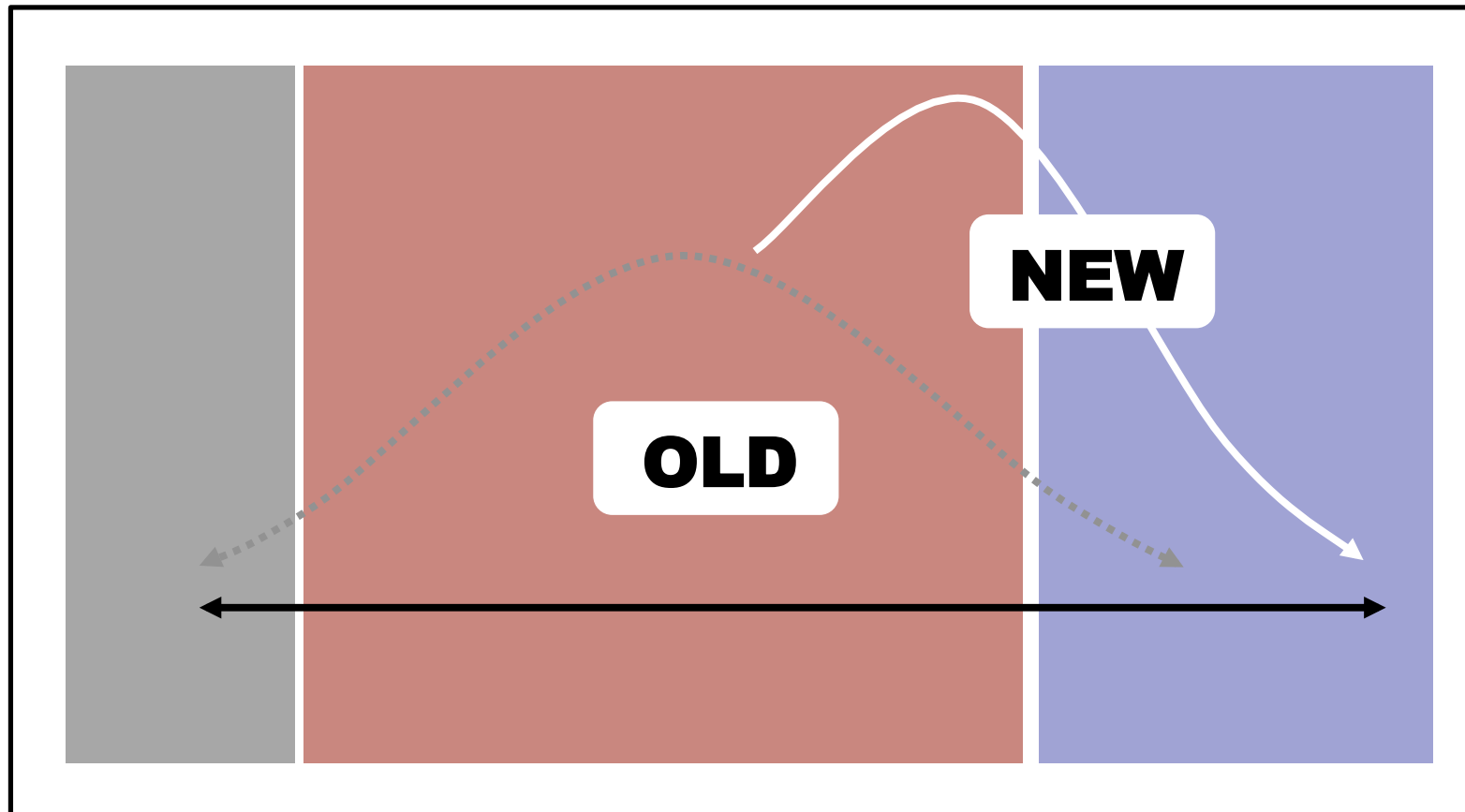
# Results Decline (look familiar?)



# Over the Wall



# Improved Operational Performance Across the Board



Performance || 



**“Always bring it  
back to values ...”**

**Quint Studer**

# Studer Flywheel<sup>®</sup>

