

Quarter II Update & Quarter III Expectations

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Learning Organization



We did not meet QII expectations and must adjust our expectation in the remaining year. While we made several attempts at executing the LDC within our normally scheduled DFA meetings, we concluded that this arrangement was not conducive for success as we only managed to get through the first two chapters. I think the most successful part of not meeting this expectation was experiencing the concept of organizational learning in real time. The leadership team observed the initiatives (LDC) reflected on why the initiative was not producing the desired outcomes and decided to change course, based off reflection. We moved the LDC training outside of the DFA meeting.

QIII Expectations

We now have repositioned this objective twice and will begin the LDC (The foundation for Strategic Planning) on July 31st and expect to complete both books on December 7th. We rescheduled the launch of the Best Practices & Continuous Improvement Exchange for July.

Strategic Thinking Performance Driven Leaders



Met QII objectives and no adjustments to the strategy are necessary. All Business Unit leaders have completed and begun executing their MBO's to meet the June 1st deadline.

QIII Expectation

In August we will launch the first MBO Quarterly reflection period in which each business unit leader will meet with the VP of The Division of Finance & Administration to examine their tactical and quarterly expectation. We will also design a survey instrument design to give DFA leaders feedback on the Five Core Leadership Competencies

Establish a Continuous Quality Improvement Process in the University



On schedule as every QI objective was executed. In April we combined both CI Team leaders Training Cohorts for their final training. In May we honor them with an recognition Ceremony in which Ron Smith VP of the DFA gave the key note address and challenged the Team Leaders to strive for perfection. We also launch the first Leadership Development circle training using the “Toyota Way.” This book is the introduction to Foundations of lean. We have 14 CI Team Leaders signed up. We also held CI Team Leader meetings with the intent on allowing them to create a team charter and become self-directed with leadership advisers.

The LDC training will be completed by the beginning of QIV. Rucker and Associates trained Business Unit and Sr. leaders on Kaizen Coaching practices. Rucker’s will also training lower level supervisors that is responsible for leading the team leaders. Senior Leadership appeared to really embrace the Lean concepts and as a result we will be focusing on creating a series of articles aimed at promoting point event successes.

Currently there has been a total of 63 lean point event executed throughout the university since te start of the Lean initiatives.

QIII Expectations

In August Rucker and Associates will be training associate level continuous improvement staff with the intent of developing any employee on general lean concepts. This training will allow all employees who attend to be able to do every day individual improvements and support CI Team leaders during a point event.

We will get through the bulk of the LDC training on the Toyota Way and establish a team charter for the CI Team. I believe allowing the group to self-direct themselves will allow leaders to be more flexible with our time. We will also experiment with a lean cost benefit formula to address time and cost saving of lean point events. Finally we will perform Business unit point event audits to establish a PDCA process. Finally we will be studying ITS and Auxiliary Services lean implementation through a critical mass perspective.

Business Unit Strategic Planning



While we missed expectation (failed) to meet the July 1st deadline of ensuring that all DFA business units had crafted strategic plans, we were successful in launching the QII Strategic Repositioning. This was due in large part to setting very ambitious goals with both MBO's and Strategic Planning. We therefore decided to set a target date of August 1st. I think this will allow groups more time to meet the expectation. I believe about 50% of the DFA business units have completed their strategic plans. Currently, Facilitates and EHS are in the Strategic planning progress.

In June we launch our first QII Strategic Repositioning session. Strategic Repositioning are both a way to hold business units to account for their espoused strategic expectations and a organizational learning tool, where information is shared and disseminated across business units. It is two half days in which each business unit leader discuss their MBO progress from QII and expectations for QIII. The second day is dedicated to leadership & professional development. "Leading Change", "Creating a Culture of Excellence", "Ethics" and "Teaching Leaders how to Learn" where all covered presentations

QIII Expectations

In July we will launch the first DFA Mid-Year leadership Strategic Status Report, This program is structured to expand the Strategic Repositioning concept to include all direct reports of business unit leaders and pushes both organizational learning and the dissemination of knowledge down and across. The DFA Strategic Status Report is designed to bring Directors within each of the business units together and give them a platform to present their strategic objectives and to account for meeting expectations. In September we will hold the QIII Strategic Repositioning at which time business unit leaders should be rolling out their strategic goals.

Strategic Themes



We are ahead of schedule as the Sr. VP created the four DFA themes in January. We have integrated the four themes; continuous improvement, collaboration, customer service and innovation into how the MBO process will be implemented.

QIII Expectations

In August we will ensure all DFA Business unit strategic plans can account for the four strategic themes within their goals. This will also be done as part of the QIII Strategic Repositioning where BU leaders must detail how their goals support the themes