

CULTURE TRANSFORMATION PROJECT

ACTION GUIDE

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The intent of this guide is to provide you with activities that you can customize to your personal style, schedule, work location, and unit purpose. It is meant to serve as a framework for discussions with your colleagues.

The guide is organized according to 3 main questions:

1. What does it mean for us?
2. How are we doing?
3. What can we do better?

For each question, there is an activity for each of the major aspects of the culture change process:

1. Shared Values
2. Leadership Expectations
3. Service Standards

PLAN & PREPARE

- Determine, based on relevance and available time, what activities you would like to do with your group.
- Consider the target audience. If the group is a collection of people in leadership positions, consider emphasizing the leadership expectations activities.

SOME IDEAS

- Plan to do one of the activities (answering one question for one of the aspects of culture change) in each of your staff meetings until you complete them
- If you have more time, consider answering all 3 questions for a specific aspect of the culture change.

If you have any questions, feel free to contact us at:
umculture@miami.edu

Shared Values

What do they mean for us, in our unit?

To be completed individually

Value	What does it mean for us?
Diversity Valuing and including people from all cultures and backgrounds in the pursuit of common goals	
Integrity Demonstrating honesty and fairness in our words and actions	
Responsibility Exhibiting pride and accountability in the performance of duties and ensuring the long-term success of our University	
Excellence Striving to accomplish our goals with quality, rigor, passion, and distinction	
Compassion Behaving in a caring, humane, and empathic way	
Creativity Embracing innovation, flexibility, and originality in the pursuit of our vision and mission	
Teamwork Engaging and working well together to achieve optimal results	

Shared Values

What do they mean for us, in our unit?

Write some of the recurring themes that were mentioned during your group discussion

Summary page - To be completed by the unit leader

Value	What does it mean for us?
Diversity	
Integrity	
Responsibility	
Excellence	
Compassion	
Creativity	
Teamwork	

Leadership Expectations

What do they mean for us, in our unit?

To be completed individually

Leadership Expectation	What does it mean for us?
<p>Builds Trust Able to be transparent by being authentic, conveying trust, and communicating openly, while involving key stakeholders in decision-making</p>	
<p>Visionary Able to take a long-term perspective, conveying a belief in an outcome, and displaying the confidence to reach goals</p>	
<p>Inspirational Able to inspire and motivate others in a positive manner</p>	
<p>Serves Others Able to remove hassles and roadblocks so that others can accomplish tasks and goals</p>	
<p>People Developer Able to provide opportunities for people to be better, know better, and do better</p>	
<p>Courageous Able to seek out opportunities for continuous improvement, and fearless in intervening in challenging situations</p>	
<p>Decisive Able to make informed decisions in a timely fashion</p>	
<p>Business Acumen Able to understand and transact business in a manner that leads to the best outcomes</p>	

Leadership Expectations

What do they mean for us, in our unit?

Write some of the recurring themes that were mentioned during your group discussion

Summary page - To be completed by the unit leader

Expectation	What does it mean for us?
Builds Trust	
Visionary	
Inspirational	
Serves Others	
People Developer	
Courageous	
Decisive	
Business Acumen	

Service Standards

What do they mean for us, in our unit?

To be completed individually

Service Standard	What does it mean for us?
<p>Safety: Providing for the welfare and peace of mind for all</p> <ul style="list-style-type: none">• Know and follow all safety procedures in your area• Identify and help address potential safety hazards• Educate others on safe behaviors• Protect privacy of information	
<p>Caring: Treating every person with respect and dignity</p> <ul style="list-style-type: none">• Listen to the needs, wants, and expectations of the people I serve• Know or find answers for the people I serve• Treat everyone with courtesy and respect	
<p>Responsiveness: Delivering the highest level of quality service with the optimal use of time and resources</p> <ul style="list-style-type: none">• Offer others help when needed• Address issues that negatively impact service• Reduce waste of time and resources• Look for ways to continuously improve and innovate	
<p>Professionalism: Exhibiting quality in our physical environments and personal behaviors</p> <ul style="list-style-type: none">• Maintain an appearance appropriate to my role• Present an orderly and clean work environment• Display a positive, solution-oriented attitude	

Service Standards

What do they mean for us, in our unit?

Write some of the recurring themes that were mentioned during your group discussion

Summary page - To be completed by the unit leader

Standard	What does it mean for us?
Safety	
Caring	
Responsiveness	
Professionalism	

Shared Values

How are we doing?

On a 1-10 scale, with 10 being the highest, rank how your unit is performing on the following values and behaviors:
To be completed individually

Diversity: Valuing and including people from all cultures and backgrounds in the pursuit of common goals

Integrity: Demonstrating honesty and fairness in our words and actions

Responsibility: Exhibiting pride and accountability in the performance of duties and ensuring the long-term success of our University

Excellence: Striving to accomplish our goals with quality, rigor, passion, and distinction

Compassion: Behaving in a caring, humane, and empathic way

Creativity: Embracing innovation, flexibility, and originality in the pursuit of our vision and mission

Teamwork: Engaging and working well together to achieve optimal results

TOTAL

Shared Values

How are we doing?

Input the score that each person within your unit selected for each of the shared values
Summary page - To be completed by the unit leader

SHARED VALUE	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	TOTAL	AVERAGE
DIVERSITY										
INTEGRITY										
RESPONSIBILITY										
EXCELLENCE										
COMPASSION										
CREATIVITY										
TEAMWORK										

Leadership Expectations

How are we doing individually?

Option #1: This activity can be performed either as a series of *anonymous self-evaluations* by each member of a unit

Option #2: This activity can be a way for leadership to gather anonymous evaluations of their performance

On a 1-10 scale, with 10 being the highest, rank either your, or your leader's, performance on the following leadership expectations and behaviors:

To be completed individually

Builds Trust: Able to be transparent by being authentic, conveying trust, and communicating openly, while involving key stakeholders in decision-making

Visionary: Able to take a long-term perspective, conveying a belief in an outcome, and displaying the confidence to reach goals

Inspirational: Able to inspire and motivate others in a positive manner

Serves Others: Able to remove hassles and roadblocks so that others can accomplish tasks and goals

People Developer: Able to provide opportunities for people to be better, know better, and do better

Courageous: Able to seek out opportunities for continuous improvement, and fearless in intervening in challenging situations

Decisive: Able to make informed decisions in a timely fashion

Business Acumen: Able to understand and transact business in a manner that leads to the best outcomes

TOTAL

Leadership Expectations

How are we doing as a group?

Option #1: This activity can be performed either as a series of *anonymous self-evaluations* by each member of a unit

Option #2: This activity can be a way for leadership to gather anonymous evaluations of their performance

Summary page - To be completed by the unit leader

LEADERSHIP EXPECTATION	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	TOTAL	AVERAGE
BUILDS TRUST										
VISIONARY										
INSPIRATIONAL										
SERVES OTHERS										
PEOPLE DEVELOPER										
COURAGEOUS										
DECISIVE										
BUSINESS ACUMEN										

Service Standards

How are we doing?

On a 1-10 scale, with 10 being the highest, rank how your unit is performing on the following service standards and behaviors:

To be completed individually

Safety: Providing for the welfare and peace of mind for all

- Know and follow all safety procedures in your area
- Identify and help address potential safety hazards
- Educate others on safe behaviors
- Protect privacy of information

Caring: Treating every person with respect and dignity

- Listen to the needs, wants, and expectations of the people I serve
- Know or find answers for the people I serve
- Treat everyone with courtesy and respect

Responsiveness: Delivering the highest level of quality service with the optimal use of time and resources

- Offer others help when needed
- Address issues that negatively impact service
- Reduce waste of time and resources
- Look for ways to continuously improve and innovate

Professionalism: Exhibiting quality in our physical environments and personal behaviors

- Maintain an appearance appropriate to my role
- Present an orderly and clean work environment
- Display a positive, solution-oriented attitude

TOTAL

Service Standards

How are we doing?

Input the score that each person within your unit selected for each of the service standards
Summary page – to be completed by unit leader

SERVICE STANDARD	Person 1	Person 2	Person 3	Person 4	Person 5	Person 6	Person 7	Person 8	TOTAL	AVERAGE
SAFETY										
CARING										
RESPONSIVENESS										
PROFESSIONALISM										

Shared Values

What can we do better?

To be completed individually

Value	What can we do better?
Diversity Valuing and including people from all cultures and backgrounds in the pursuit of common goals	
Integrity Demonstrating honesty and fairness in our words and actions	
Responsibility Exhibiting pride and accountability in the performance of duties and ensuring the long-term success of our University	
Excellence Striving to accomplish our goals with quality, rigor, passion, and distinction	
Compassion Behaving in a caring, humane, and empathic way	
Creativity Embracing innovation, flexibility, and originality in the pursuit of our vision and mission	
Teamwork Engaging and working well together to achieve optimal results	

Shared Values

What can we do better?

Write some of the recurring themes that were mentioned during your group discussion, and then list the specific things that can be done to accomplish those goals. Finally, include a reasonable timeline.

Summary Page - To be completed by unit leader

Value	What can we do better?	Specific Steps	Timeline
Diversity			
Integrity			
Responsibility			
Excellence			
Compassion			
Creativity			
Teamwork			

Leadership Expectations

What can we do better?

To be completed individually

Leadership Expectation	What can we do better?
Builds Trust Able to be transparent by being authentic, conveying trust, and communicating openly, while involving key stakeholders in decision-making	
Visionary Able to take a long-term perspective, conveying a belief in an outcome, and displaying the confidence to reach goals	
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Decisive Able to make informed decisions in a timely fashion	
Business Acumen Able to understand and transact business in a manner that leads to the best outcomes	

Leadership Expectations

What can we do better?

Write some of the recurring themes that were mentioned during your group discussion, and then list the specific things that can be done to accomplish those goals. Finally, include a reasonable timeline

Summary Page – To be completed by unit leader

Expectation	What can we do better?	Specific Steps	Timeline
Builds Trust			
Visionary			
Inspirational			
Serves Others			
People Developer			
Courageous			
Decisive			
Business Acumen			

Service Standards

What can we do better?

To be completed individually

Service Standard	What can we do better?
<p>Safety: Providing for the welfare and peace of mind for all</p> <ul style="list-style-type: none"> • Know and follow all safety procedures in your area • Identify and help address potential safety hazards • Educate others on safe behaviors • Protect privacy of information 	
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Service Standards

What can we do better?

Write some of the recurring themes that were mentioned during your group discussion, and then list the specific things that can be done to accomplish those goals. Finally, include a reasonable timeline

Summary Page – To be completed by unit leader

Standard	What can we do better?	Specific Steps	Timeline
Safety			
Caring			
Responsiveness			
Professionalism			