Collaborative Organizational Inquiry: Building Organizational Committee Maps to Address Transformation Needs

Presented by Office of Research Planning and Accreditation
Agenda

• Functional maps and domains of committees
  • Where does your committee’s function primarily sit?
  • Comfort zones in committees and breaking this mold

• Understanding the role of communication for a committee

• Perspectives on how committees could relate to each other through initiatives

• What could we do better?

• SWOT analysis of our committee-to-initiative mapping project

• Some ideas about how to deal with committee silos
How Do We Understand Our Committee Work?

INTERNAL

CREATE

FLEXIBLE

EXTERNAL

COMMUNICATE

FOCUSED

CONTROL

STRIVE
Functional Domains of Committees

**CREATE**
- Innovates, develops, builds
  - **Examples:** New process, new curriculum, new policy, new metrics

**CONTROL**
- Reviews, audits, denies, decides
  - **Examples:** Approves funding for an activity, Board Policies

**COMMUNICATE**
- Hears, speaks, discusses, understands
  - **Examples:** Share new requirements, discuss changes in policy

**STRIVE**
- Aims, targets, aspirations
  - **Examples:** Exceeding standards, seeing improvements, metrics, planning

**INTERNAL**
- Flexible

**EXTERNAL**
- Focused
Breakout Activity: For a committee you are very familiar with, place an “X” below to represent the domain/s it fits in most.

Question 1: Why this location?

Question 2: Where could I move “X” to?

Question 3: What can you share out?

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INTERNAL

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Board Policy and Administrative Reg Committee
Breakout Activity: For a committee you are very familiar with, place an “X” below to represent the domain/s it fits in most.

Question 1: Why this location?

Question 2: Where could I move “X” to?

Question 3: What can you share out?
Example: Planning and Budget Committee
Example: Planning and Budget Committee

- FLEXIBLE
- CREATE
- COMMUNICATE
- INTERNAL
- FOCUSED
- CONTROL
- STRIVE
- EXTERNAL
What About the Functional Organization of Committees to Each Other?

- College Council Committee
- CTE Committees
- Equity Committee
- Senate Committees
- Curriculum Committee
- BSI/705 Committees
- Planning & Budget Committee
- Learning Outcomes Committees
- SSSP Committees
- Guided Pathways Committees
Mapping: State-wide Initiatives and Committees

- In spring of 2017 retreat
- Consultation Council attendees + others
- Participants engaged in an exercise of mapping committees onto major initiatives.

- Once committees were mapped, conducted a SWOT team analysis of how committees supported initiatives like:
  - AB705
  - College Promise
  - Guided Pathways
  - FLOW
  - Strong Workforce
  - Enrollment Management

#Silos
Biggest Takeaway:
“The SLO here is we have too many committees and they don’t talk to each other.”

• Internal updates within committees or self-progress measures are a big function for a committee’s agenda on campus

• **But, strategic communication** out to other committees is as important

• Reframing our priorities on agendas: putting communication with other relevant committees as a new core function

• Communication is not just an “update,” remember to sit in the perspective of others when relaying information to turn it into communication
The Purpose of Communication

- What is the purpose of communicating?

- The purpose of communicating is to build **a mutual understanding**.

- The purpose of communicating is to **Reveal** and **Listen**.
The Purpose of Communication

When you build a bridge from where you are to where others’ interests lie, you communicate effectively.

Like Design Thinking posits, start from a place of empathy to lead to authentic communication.
# State-wide Initiatives and Committees: SWOT

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weakness</th>
<th>Opportunity</th>
<th>Threats</th>
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<tbody>
<tr>
<td>Some committees communicate with others</td>
<td>There is no mechanism to ensure all communications go to all parties</td>
<td>Develop a culture for communications across committees</td>
<td>Boredom from redundant information at meetings</td>
</tr>
<tr>
<td>Some committee work is clearly aligned to the strategic plan, which links to initiatives</td>
<td>Not all committees pay attention to strategic planning</td>
<td>Elevate the role of strategic planning to link gaps across committees through communication</td>
<td>Inter-competition, redundancy</td>
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<td>Some committees are focused on the goals of the initiatives</td>
<td>Other committee’s work isn’t aligned to these initiatives</td>
<td>How to effectively communicate and engage other committees</td>
<td>Not being in the loop on initiatives across the organization</td>
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SWOT Analysis: Moment of Truth

I can analyze the inter-organizational structure of committees as they relate to key-state level initiatives.

25 responses

- 36% Strongly agree
- 36% Agree
- 23% Disagree
- 1% Strongly disagree
## Turning to focus on Opportunities

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<td>Action Steps</td>
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<td>Elevate the role of strategic planning to link gaps across committees</td>
<td>Visit all committees, have dialogue about strategic planning, build linkages (note relation to early phase of Design Thinking, inquiry through many face-to-face meetings), talking about initiatives on the planning committees</td>
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<td>Develop a culture for pertinent communications across committees</td>
<td>Develop a process that identifies “the communicators” of various state-wide initiatives to various college committees</td>
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<td>Evaluate the importance of creating a committee for a given initiative</td>
<td>Critically reflect on committee structure, membership, purpose and function. Engage the whole college.</td>
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<td>How to effectively communicate and engage other committees</td>
<td>Currently testing different ways of communicating with others. We have not yet figured this out, it is a work in progress.</td>
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Star%ng	
  
  out	
  
  (Create/Communicate):
  
  • Work is creation-based
  
  • Internal & focused, organizing a lot of parts
  
  • Early readiness to communicate out is important
  
  • This is the “buzzing” or “creative chaos” area but still needs communication

Mid-Phase (Control/Communicate):
  
  • Adding in controls to protect creation work
  
  • Plan communications to **create understanding** about what you’ve developed
  
  • Illustrate accomplishments
  
  • Balance control needs and the need to continue communication

Scaling out (Strive/Communicate):
  
  • Create a distinct process to hit goals and communicate effectively without losing progress
  
  • Communicate what you strive to do, showing others where you’ve been along the way
  
  • Own KPIs from an authentic place and illustrate achievements
  
  • Balance out the need to constantly create with the need to check progress and strive
Org Culture: Where does an initiative fit?

Starting out:
- TIP: Designate a couple of college “initiative communicators”
- Consider someone other than a chair, who is stretched thin

Mid-Phase:
- Share understanding of progress on creations: newsletter, road map visuals, check lists
- Share understanding of any needed controls that must be adopted
- Share draft updates on goals or things you strive toward with others:
  - Take in feedback and close the loop on feedback
  - Lingering feedback without resolution = mistrust

Scaling out:
- Focus on successes, but also be authentic with progress
- Always invite more to the table, but be clear with committee membership roles
- Be sure to communicate roles between committees versus the college
  - This helps you avoid “top down by committee” perspectives
Final Thoughts: Where does an initiative fit? Example: Enrollment Management

TIP: Think about what zone you concentrate on first, and communicate about that.
To Recap-- What We Are Up To:

• Creating ideas for committees to communicate with each other, brainstorming but pivoting quickly off of easy wins

• One recent win comes from suggesting that some of our bigger committees put placeholders on their agendas to communicate out about big initiatives

• Considering controls around about how we want to talk about these major initiatives within and across committees is a work in progress

• Communicating about the strategic plan as a foundation to “glue” all committee dialogue

• Circling back with a leadership committee that has all constituent groups, and finding its role within the greater organizational culture
Ultimate Vision—Kind of

• Potentially create “super groups” of committee networks to help break down silos between committees,
  • How do we make this easy, meaningful, understood?

• Getting college-wide investment into strategic plan as the glue for all initiatives
Summing It All Up

• We all feel the pressure to move quickly on big initiatives

• Never forget the power of communicating

• Think of how your committees on campus are structures and places of help

• And start thinking outside the box in terms of ways to connect with other committees and create mutual understanding to garner support

• Continuously innovate and don’t decide too quickly on structure for an initiative

• If there isn’t any dialogue about a state initiative bring it up. Don’t be afraid!