

Organizational Development

Department Strengths & Branding Workshop Visual Recap

August 2018

Day One Agenda

*Creating a powerful
culture of teaching,
learning and service
excellence*

8:30 - Brief Introduction & Appreciative Inquiry Process

8:40 - Appreciative Inquiry Intervention with Paired
Interviews

9:40 - Break

9:50 - Group Share

10:00 - Mission Statement

10:05 - SOAR Analysis

Appreciative Inquiry

This department is a place for leaders and innovators—for new ideas about employee development, learning events, eLearning strategies and serving employees throughout our organization community. From equipping leaders to introducing new trainings, we are pioneers, each bringing the best of what we have to offer to our sessions, learning events, workshops, and eLearning courses.

We have a unique opportunity to build on the strengths of the organization—the mission, values, and reputation for providing a high-quality education and programs—and create our own culture of employee development, learning strategies, and service excellence.

See Appendix for complete inquiry interview guide.

How can we provide outstanding programs to employees when they attend our trainings? How can we be even more effective in the classroom and with eLearning programs? How can we best collaborate with each other and share knowledge and resources? Develop our own reputation for “legendary training and organizational development” to employees? We begin with each other, and a few questions...

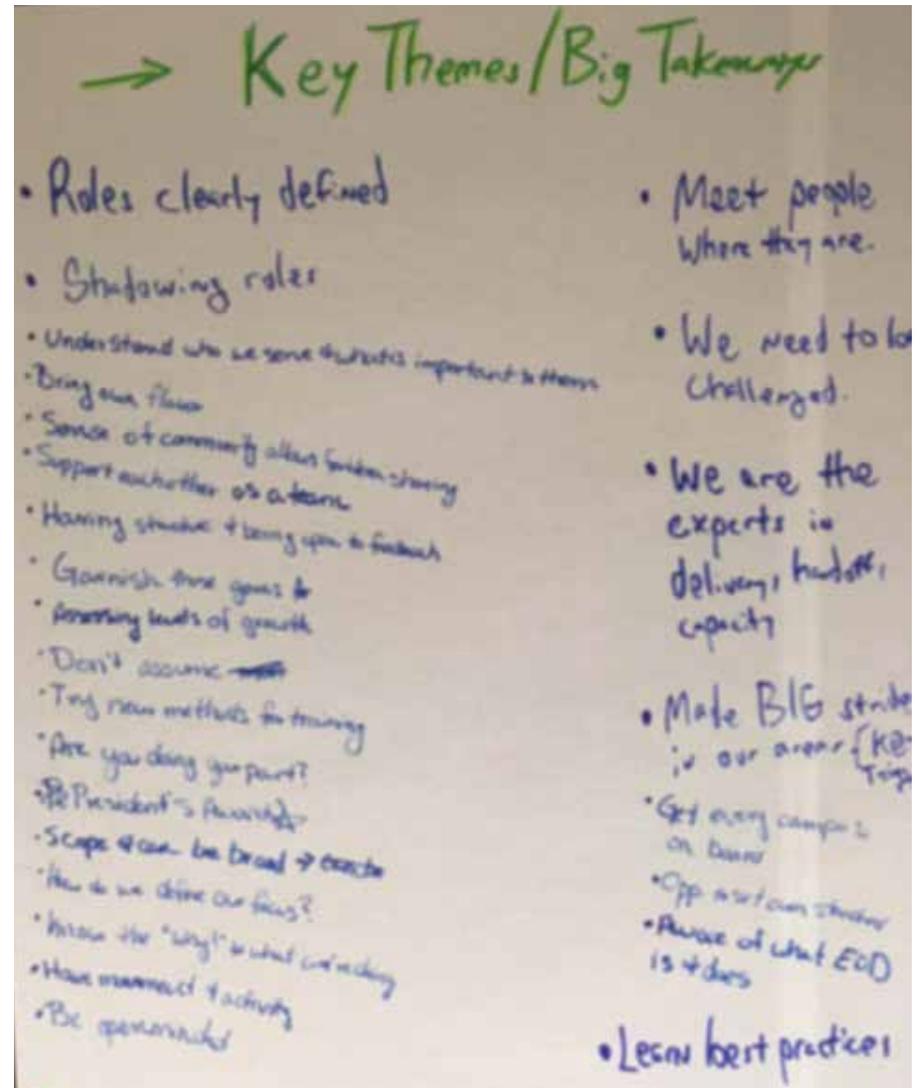
Using the appreciative inquiry method, “interview” your partner (30 minutes each). When you are finished, record the highlights on your Inquiry summary sheet.



Photos of paired interviews with staff.

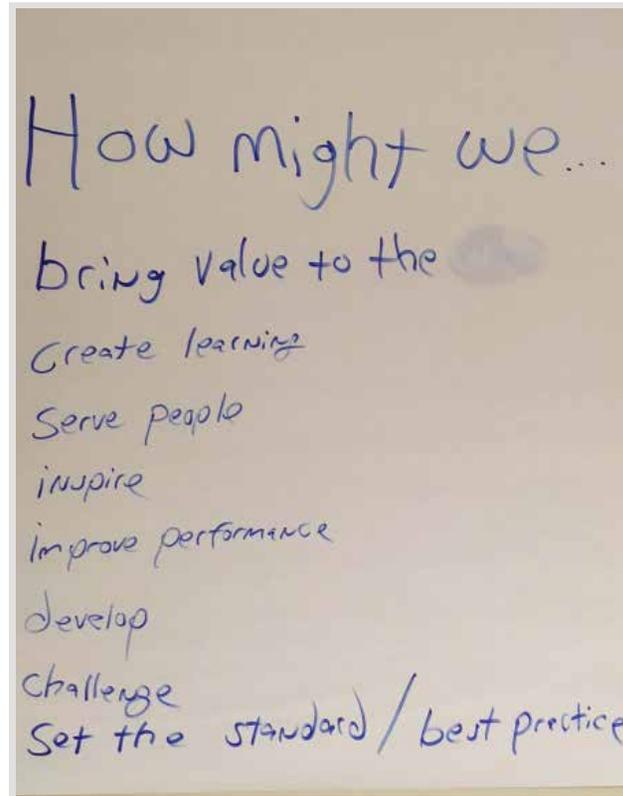
Appreciative Inquiry Group Share

Following the paired interviews, participants were asked to share with the entire group highlights, key themes and big takeaways learned during their interviews.



Mission Statement Creation

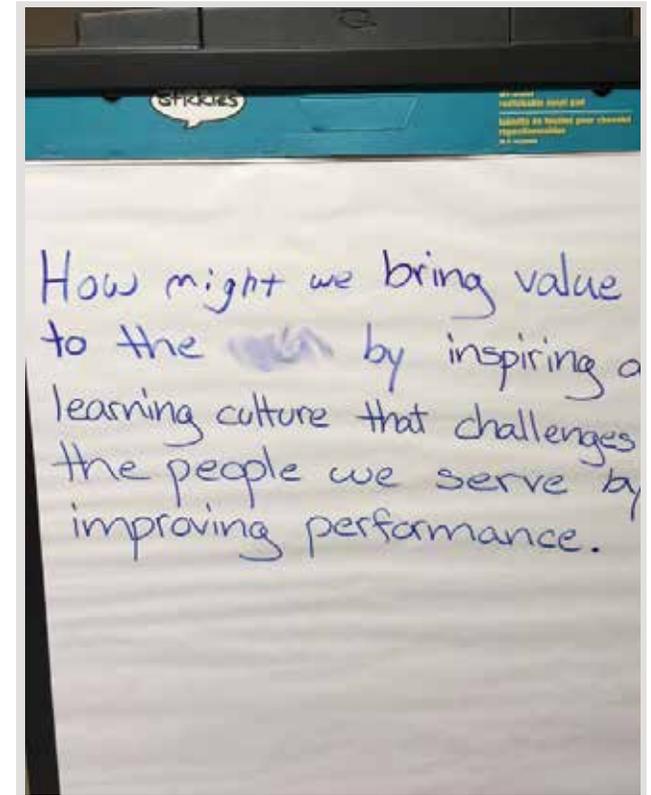
With the learnings from the appreciative inquiry group share in-mind, the group was then asked to create a mission statement using the question prompt: How Might We. Using a question to begin a mission statement is appropriate since a mission is never fully satisfied, but a continuous process of learning and growing. The group first captured the most compelling ideas from the inquiry share and then moved to refining the mission.



How might we...

bring value to the

- Create learning
- Serve people
- inspire
- improve performance
- develop
- challenge
- Set the standard / best practice



How might we bring value to the ~~work~~ by inspiring a learning culture that challenges the people we serve by improving performance.

Key Compelling Ideas



Refining Mission

SOAR Process

Strengths. Opportunities. Aspirations. Results.

The SOAR process draws attention to results as opposed to gaps and identifies and expands strengths and opportunities rather than drilling down on problems, deficiencies, weaknesses and threats. Strengths are optimized so that weaknesses become minimized. Like Appreciative Inquiry, the SOAR method helps organizations build on strengths so that greater results are produced and less time is spent correcting weaknesses. It is action oriented and possibility focused rather than competition focused like in a tradition SWOT analysis.

On the following pages, red dots represent areas of emphasis, energy. ● ●



Participants going through the SOAR process.

SOAR Process

Strengths

What can we build on?

What are we most proud of as a department?

How does that reflect our greatest strength?

What are our greatest assets?

What is working really well?

What is most valued by us?

What good things do employees say about the training they receive from us?



SOAR Process

Opportunities

What are our best opportunities?

What are our stakeholders asking for?

What are the top three opportunities on which we should focus our efforts?

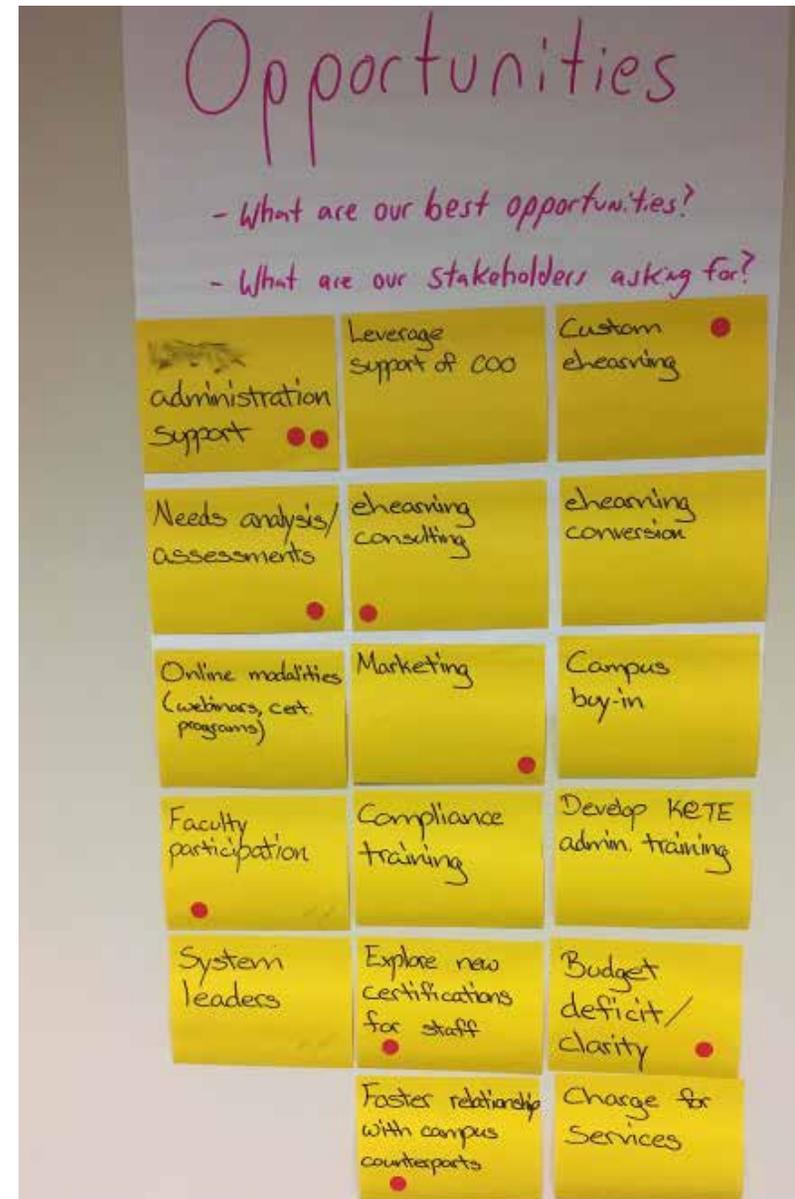
How can we best meet the needs of our stakeholders, including the employees we train and the community at large?

Who are new possible customers?

What are some possible new trainings, services or processes we can offer?

How can we reframe existing challenges to exciting new opportunities?

What new skills do we need to move forward?



SOAR Process

Aspirations

What do we deeply care about?

When we explore our values and aspirations, "what are we deeply passionate about?"

Reflecting on our Strengths and Opportunities conversation, who are we, who should we become and where should we go in the future?

What is our most compelling aspiration?

What strategic initiatives (i.e. projects, programs, and processes) would support our aspirations?



SOAR Process

Results

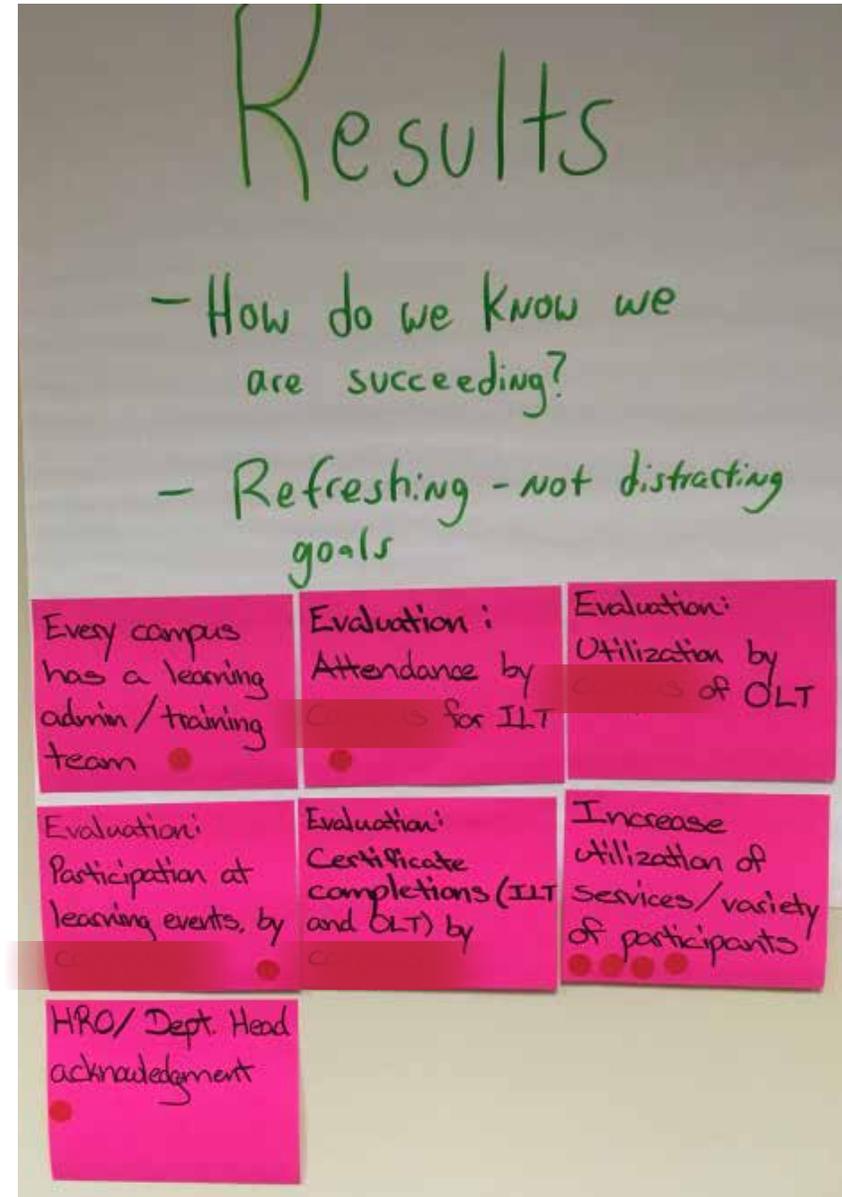
How do we know we are succeeding?

Considering our strengths, Opportunities, and Aspirations, what meaningful measures would indicate that we are on track to achieve our goals?

What are 3 to 5 indicators that would create a scorecard that addresses a triple bottom line of: our trainings, our people, our impact on the _____ community?

What resources are needed to implement vital projects?

What are the best rewards to support those who achieve our goals?



Day Two

Agenda

Branding & Defining Who We Are, What We Do

8:00 - Welcome & Brief Introduction

8:15 - Yes, And Icebreaker

8:30 - Legacy/Obituary Exercise

9:15 - Revisit the Mission Statement

9:30 - Brand Attributes Exercise

10:45 - Value Proposition Creation

11:30 - Department Model Canvas Exercise

Yes, And Icebreaker

To generate curiosity, excitement and creativity for the exercises ahead, we started the day with an improv game called “Yes, And”. In this game the facilitator asked the participants to plan a party together. Each person was asked to look into the eyes of the other and begin each of their party idea sentences with a prompt: Yes, And. One person would offer an idea and the other person responded first with “yes, and” followed by their own idea. They did this three times each, going back and forth.



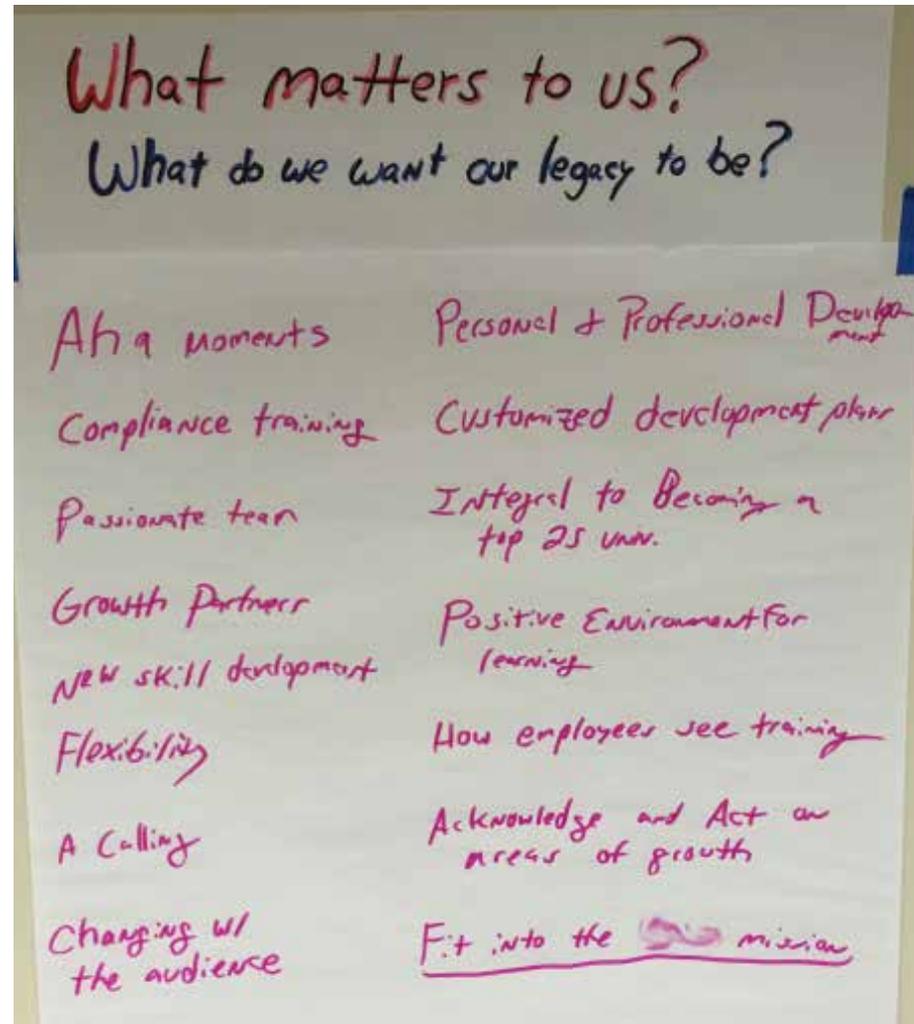
Legacy / Obituary Exercise

In this exercise, participants were asked to write an obituary for their department. This process helps the participants to think about what legacy they want to leave behind, what accomplishments they want to achieve, who they want to impact and how they want to be remembered.

The following instructions were provided:

15 years from now your department is closed. Now, sit down and write your company's obituary. What would you like future generations to say about you? Who (what customers or stakeholders) really loses when you go out of business? Write about the department you want to be. What character traits, actions, legacy would you be remembered for?

The group was broken up into 3 smaller sub-groups, each sub-group writing their own obituary. Next, we shared the obituaries by reading them out loud. The key points of emphasis were recorded (pictured on the right).

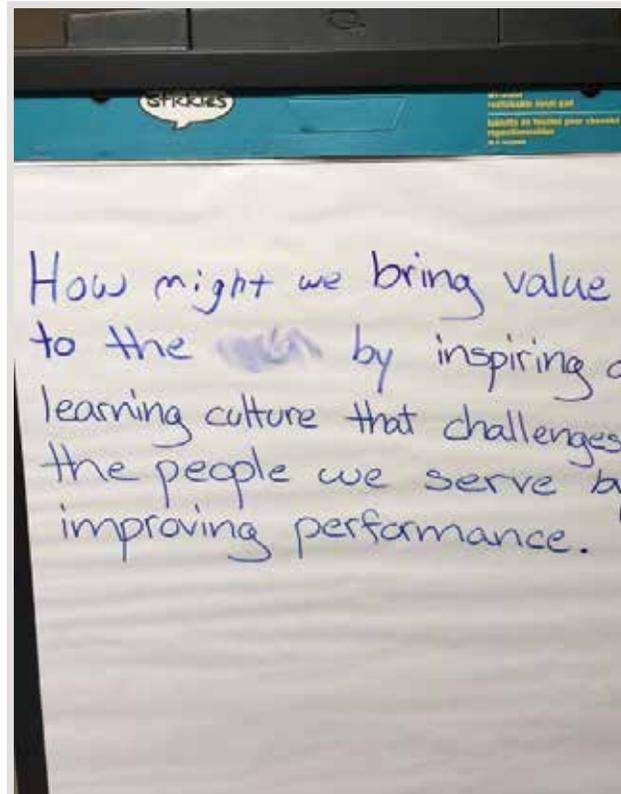


Mission Statement Refined

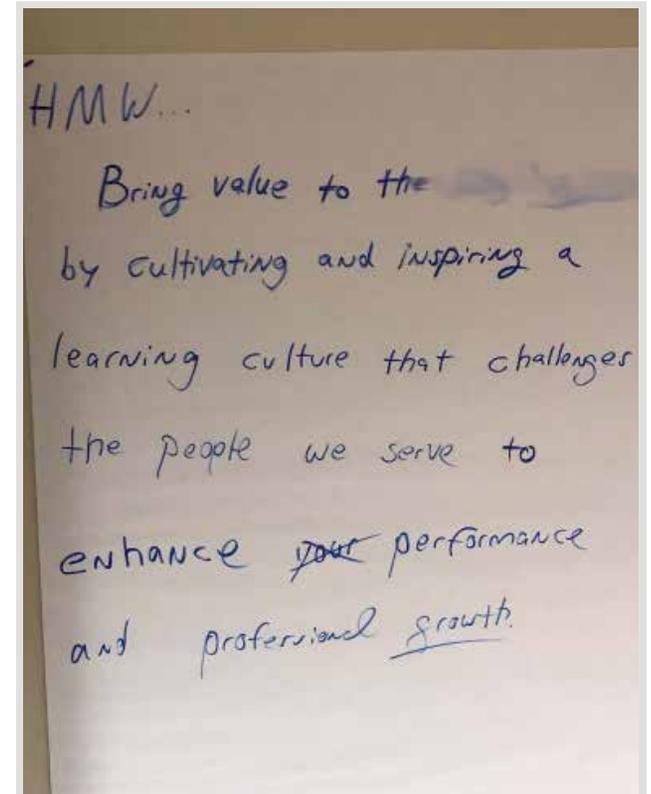
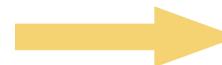
With the legacy/obituary learnings in-mind, the group was then asked to refine the mission statement from day one.

The refined mission became:

How might we bring value to the _____ by cultivating and inspiring a learning culture that challenges the people we serve to enhance performance and professional growth?



Beginning Mission



Refined Mission

Brand Attributes Exercise

The next exercise focused on brand attributes. The group was given a deck of attribute cards (145 total cards) and asked to sort the deck into four piles labeled by the following titles:

You Are – how you want your brand to be perceived

You Are Not – How you do not want your brand to be perceived

I'm Torn – You can't decide

Does Not Apply – The card is not applicable to your brand.

Working as a team, the group was taken through a series of pile sorting steps and discards. The final step

required the team to cull the You Are and You Are Not piles into six or less cards.

Benefits of this game include:

- Helps teams get to the core of the brand they want to be.
- Check the brand aspirations and compare them to the goals of the team and see what needs to change.
- Gets everyone involved in the branding process.
- Creates a brand persona that will help direct / formulate messaging for the department.



Brand Attributes Exercise

The final 12 cards from the deck were sorted into two piles of six cards each.

The team aspires to be perceived as:

Innovative
Professional
Collaborative
Inspiring
Versatile
Capable

Equally important, the team does not want to be perceived as:

Quirky
Dry
Lush
Rebellious
Old
Royal



Value Proposition Creation

Articulating the value that the department brings to the _____ via a written value proposition statement was the next exercise. The group was divided into three sub-groups, each tasked with writing their own value proposition using the following supplied format:

For (description of the customer, user, consumer and a description of their activities, needs, intent or want)...**Our** (description of the offering, product or service)...**We do this by ...** (the key operational feature, activity)... **Unlike** (external competition or alternatives to your offering)...**Our** (how your offering is different and better).

Sub-Group 1

The _____ is for individuals within the _____ community who need training in order to enhance their ability to connect, discover, and connect while reducing _____ liability.

We do this by Our training programs and initiatives address current and future needs that are defined by metrics and workforce needs.

We do this by collaborating with _____ partners to provide customized as well as standardized training. We do this by being attentive to changing needs.

Unlike third-party vendors, we have a deep and organic understanding of the needs and culture of the _____. We can offer more efficient delivery of services.

Sub-Group 2

For every campus + institution at the _____, our training and development solutions are comprehensive.

We do this by assessing needs, developing custom learning experiences, and leveraging system-wide learning management systems. Our strategically aligned, all-inclusive, consistent, and accessible services are unlike de-centralized, inconsistent designs + approaches.

Sub-Group 3

_____ is for Faculty + staff who wish to enhance their abilities and reach their full potential. Our services give employees the opportunity to customize their development needs. We do this by offering innovative and informative programs, both in-person and online. These tailored programs provide relevant and timely content that are cost-effective and convenient. Unlike external sources that require travel, our programs allow employees to choose their own course of development on-demand.

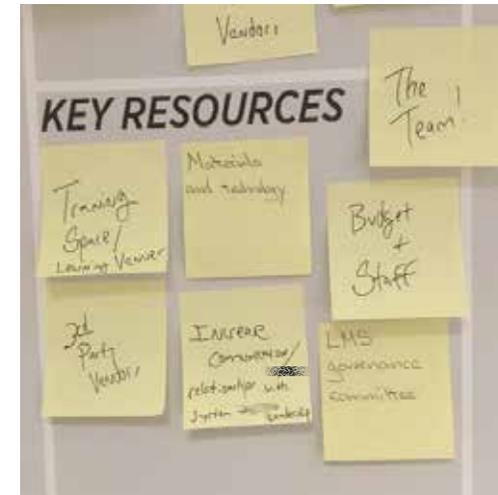
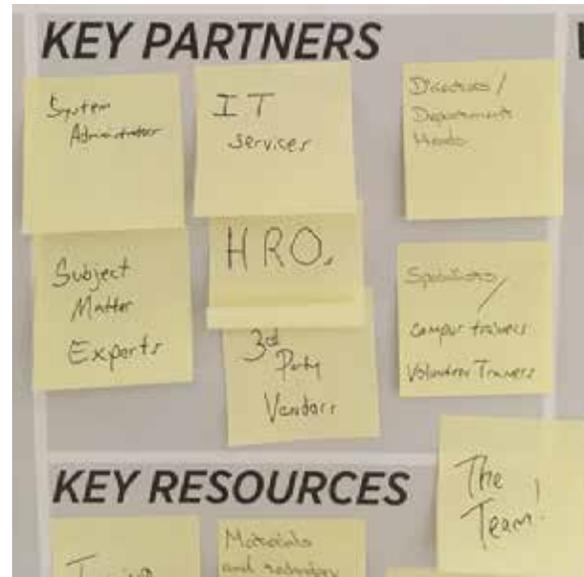
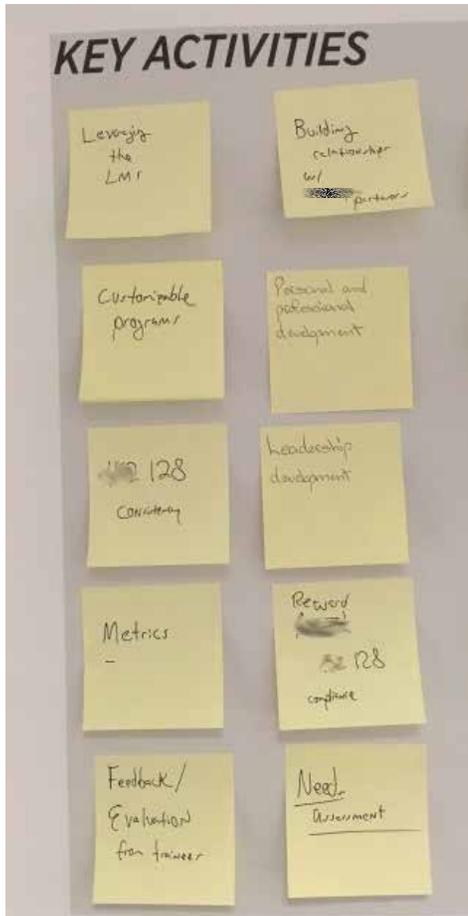
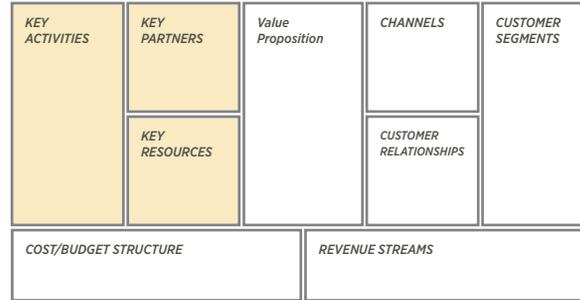
Next Step: combine all three value propositions into one, succinct proposition.

Department Model Canvas

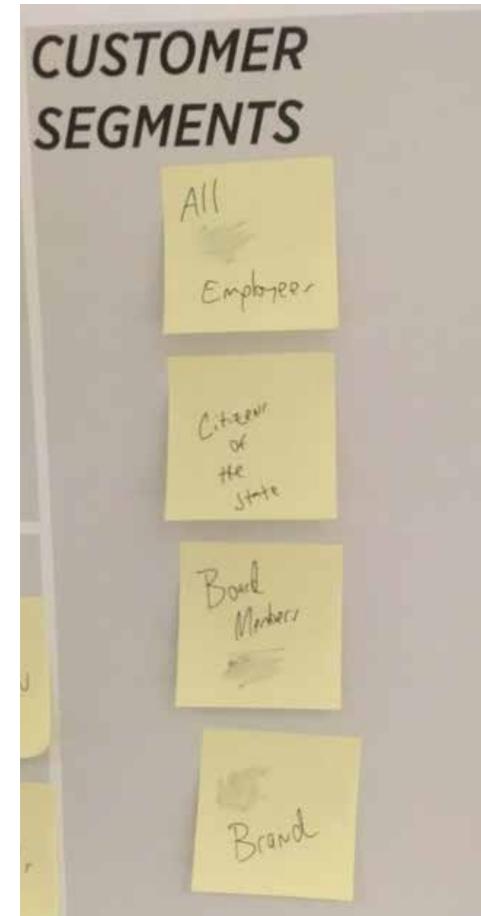
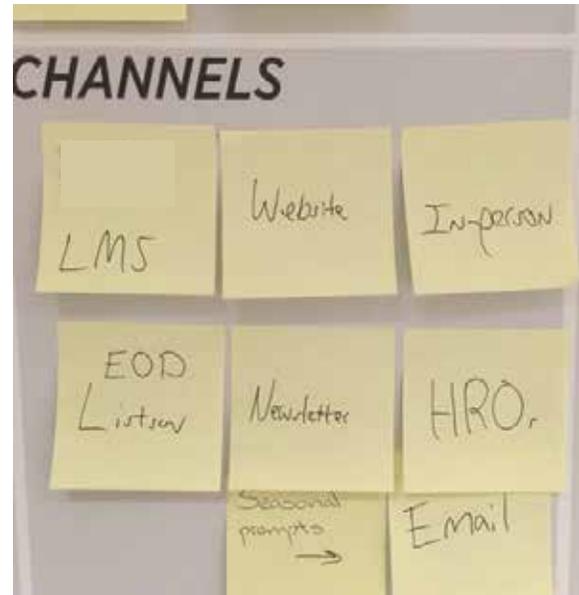
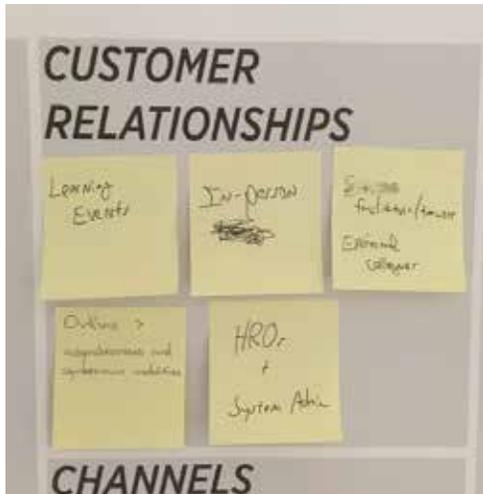
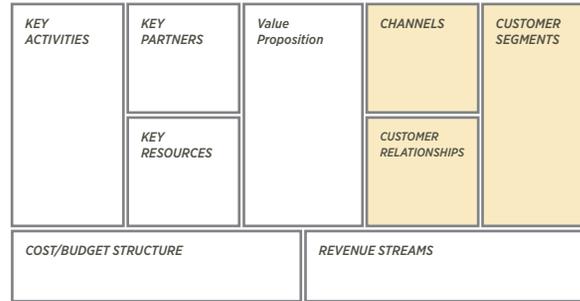
The final session of the day involved filling out a department model canvas. The group was again sub-divided into three smaller groups. After each of the sub-groups had completed their canvas, we all rejoined to share, discuss and complete one single canvas (photos on subsequent pages).

<i>KEY ACTIVITIES</i>	<i>KEY PARTNERS</i>	<i>VALUE PROPOSITION</i>	<i>CUSTOMER RELATIONSHIPS</i>	<i>CUSTOMER SEGMENTS</i>
	<i>KEY RESOURCES</i>		<i>CHANNELS</i>	
<i>COST/BUDGET STRUCTURE</i>			<i>REVENUE STREAMS</i>	

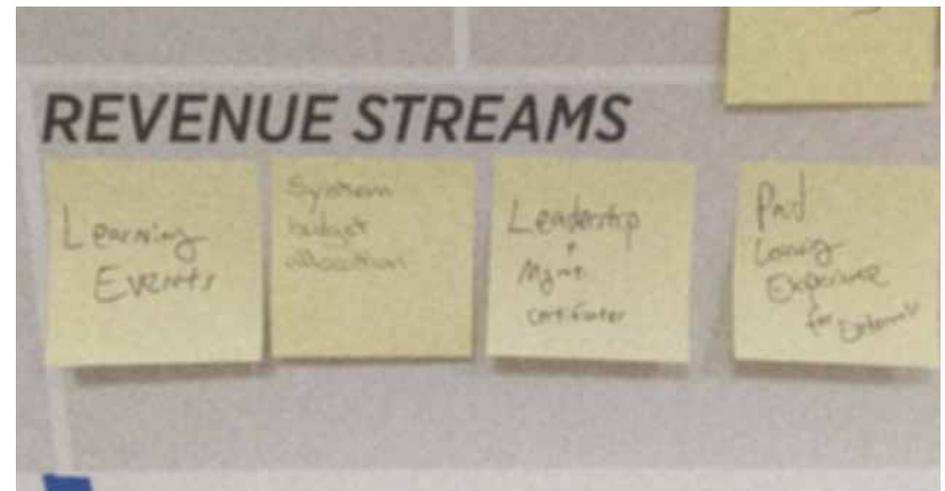
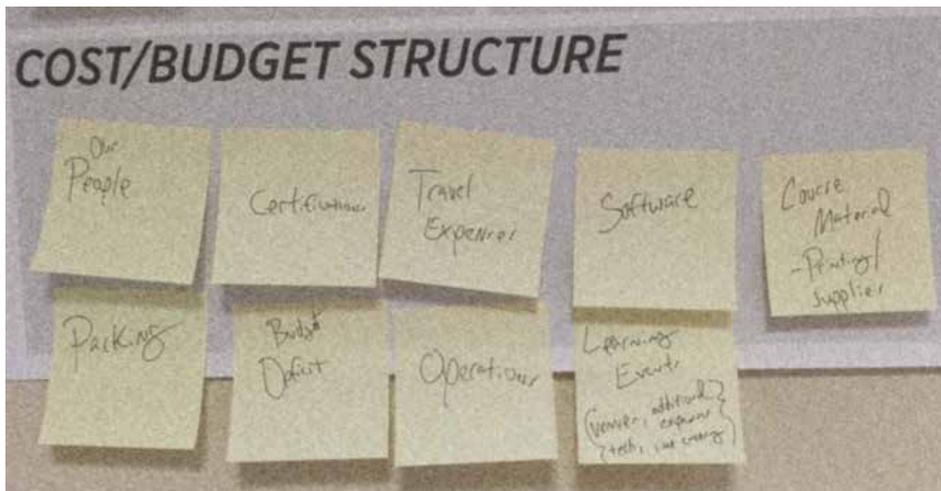
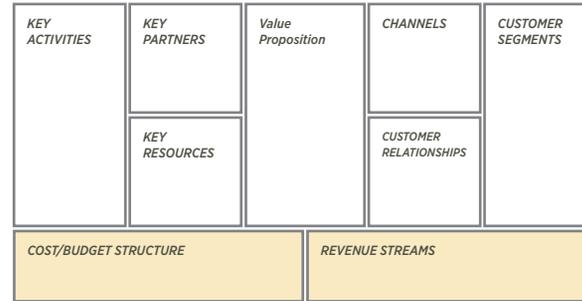
Department Model Canvas



Department Model Canvas



Department Model Canvas



Department Model Canvas



Next Steps

Refine Mission Statement

Continue to refine your question based mission statement until you feel confident in it.

Engage Campus Trainers

How might you engage trainers across the campuses and establish a professional group of practitioners?

Infuse Brand Attributes

Think about and look for ways to infuse your aspirational brand attributes. Remember they are how you want to be perceived.

Optimize Channels

How might you utilize tools such as email to enlist more participants?

Complete Value Proposition

Working as a department, use the three value propositions completed on day two to create one, clear, succinct proposition.

Revisit SOAR Analysis

Strategize how you might take action on your opportunities and gain the desired results you set forth. Set a deadline on your aspirational goals and optimize your strengths to achieve them.

Appendix

Appreciative Inquiry Guide

Introduction

_____ is a place for leaders and innovators—for new ideas about employee development, learning events, eLearning strategies and serving employees throughout our _____ community. From equipping leaders to introducing new trainings, we are pioneers, each bringing the best of what we have to offer to our sessions, learning events, workshops, and eLearning courses.

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Using the following inquiry guide, “interview” your partner (30 minutes each). Try not to stray too far from the questions, but feel free to ask follow-up questions, particularly if your partner seems excited about a particular topic. Listen—deeply. Take some notes. Try to recall the best stories from your interview. When you are finished, record the highlights on your Inquiry summary sheet.

Serving

In each of our professional lives, there are special times when we feel really good about the work we are doing and what we are contributing to others. Everything seems to be working perfectly, and we know that the employees we are serving or working with are happy, engaged and getting everything they need from us.

Tell me about one of those special moments when you felt that the work you were doing was really alive and meaningful for the employees you were training or working with.

What did you learn from that experience that you can still apply today in _____?

What are one-two of the most important ways we can serve employees, or each other?

Inspiring Success

Our learners come to us with a wide range of backgrounds, interests, and needs, and we aspire to help all of them succeed. One important step is understanding the many ways our employees learn.

Describe a learning or training experience that was particularly meaningful for you. What was it, and who was involved? Why was this experience so effective and memorable?

In your experience, what are one or two of the most effective tools or techniques for inspiring employee learning and success here (or anywhere)?

Teamwork

When we are at our best, we are working together effectively—as a team—for the benefit of our learners and each other.

Tell me about a time when you experienced particularly effective teamwork (does not have to be at _____), a time when you worked with others and achieved more than you originally imagined.

What did you learn that you still apply today?

What do you think are the most important ingredients to effective teamwork like this?

Imagine the Future

It's one year from now and we are all gathered at a national conference where our department is being awarded an honor for establishing the gold standard for employee and organizational development. Yes, you and your colleagues SUCCEEDED in creating a training center that is nationally recognized.

Describe your accomplishments and what you believe were main contributing factors to your success.

What unique learning experiences did your team perform that contributed to this stellar accomplishment?

As you receive this award, what are you doing now that is different from the day you first envisioned your training center of excellence at your strategy team-building session?

If you had three wishes to grant immediately to heighten your department's health and vitality in realizing the dream described above, what would they be?

End
