UC San Diego
Presentations and Posters

Title

Inclusive Team Visioning: Building the Leadership Muscles to Get Beyond the Groan Zone

Permalink

https://escholarship.org/uc/item/0186c8g9

Authors

McGuinness, Susan

Almodovar, Rachel

Publication Date

2022-10-12

**Inclusive Team Visioning: Building the Leadership Muscles to Get Beyond the Groan Zone**

Rachel Almodovar (she/her) and Sue McGuinness (she/her)

University of California, San Diego

Hosted by Core: Leadership, Infrastructure, Futures

Agenda

- Background of Big Changes in our Library
  - Aspects and Impacts of Change
- Change Management
  - Risk Assessment (change readiness)
  - "ADKAR" Model
- Shared Visioning
  - Inclusive Process- The Groan Zone!
  - Visioning Tools and Timeline
- Lessons Learned

Image Created by Setyo Ari Wibowo form the Noun Project
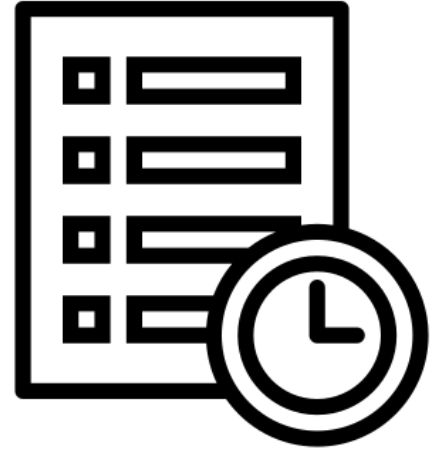
Organizational Change Happens

Change beyond our control:

- 2018: New University Librarian
- 2019: External Organizational Review
- 2019-20 New Senior Leadership Team
- New Library Advisory Structure 2019-20

Senior Leadership Team

Program Management

Cross- Program Advisory Teams
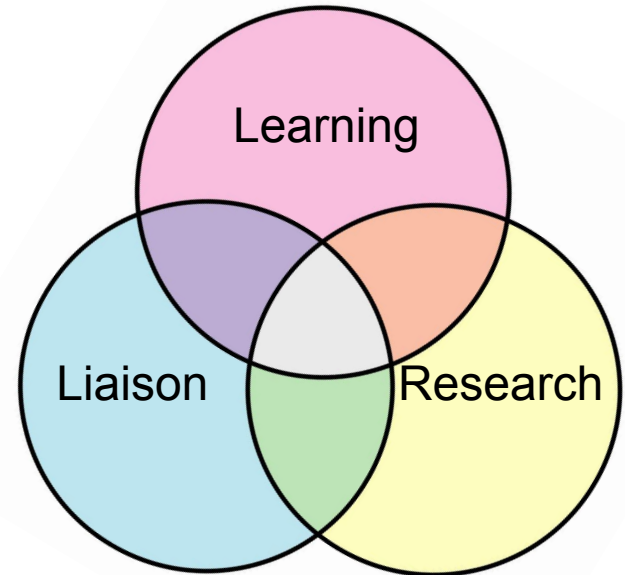
The Library
UC SAN DIEGO
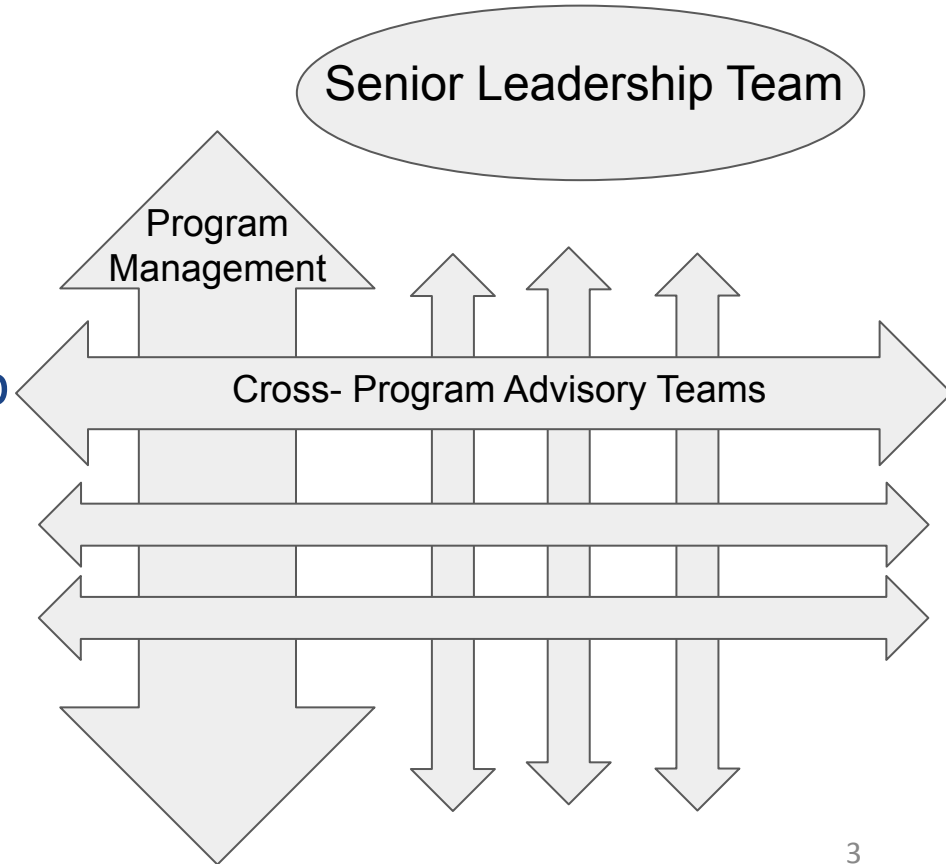
Change within our control
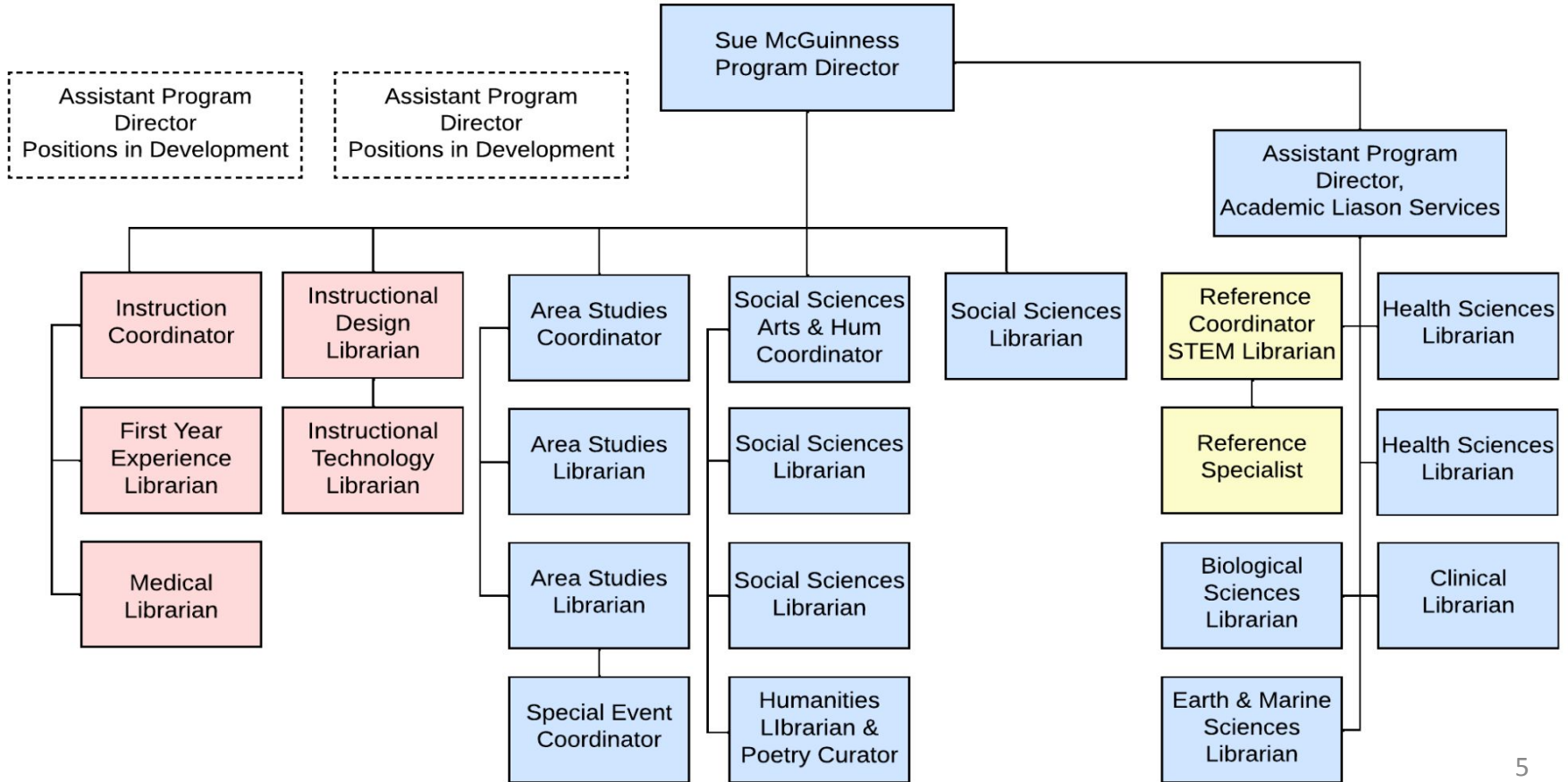
Decision to merge three programs:

- Learning Services
- Academic Liaison Services
- Research Advisory Services

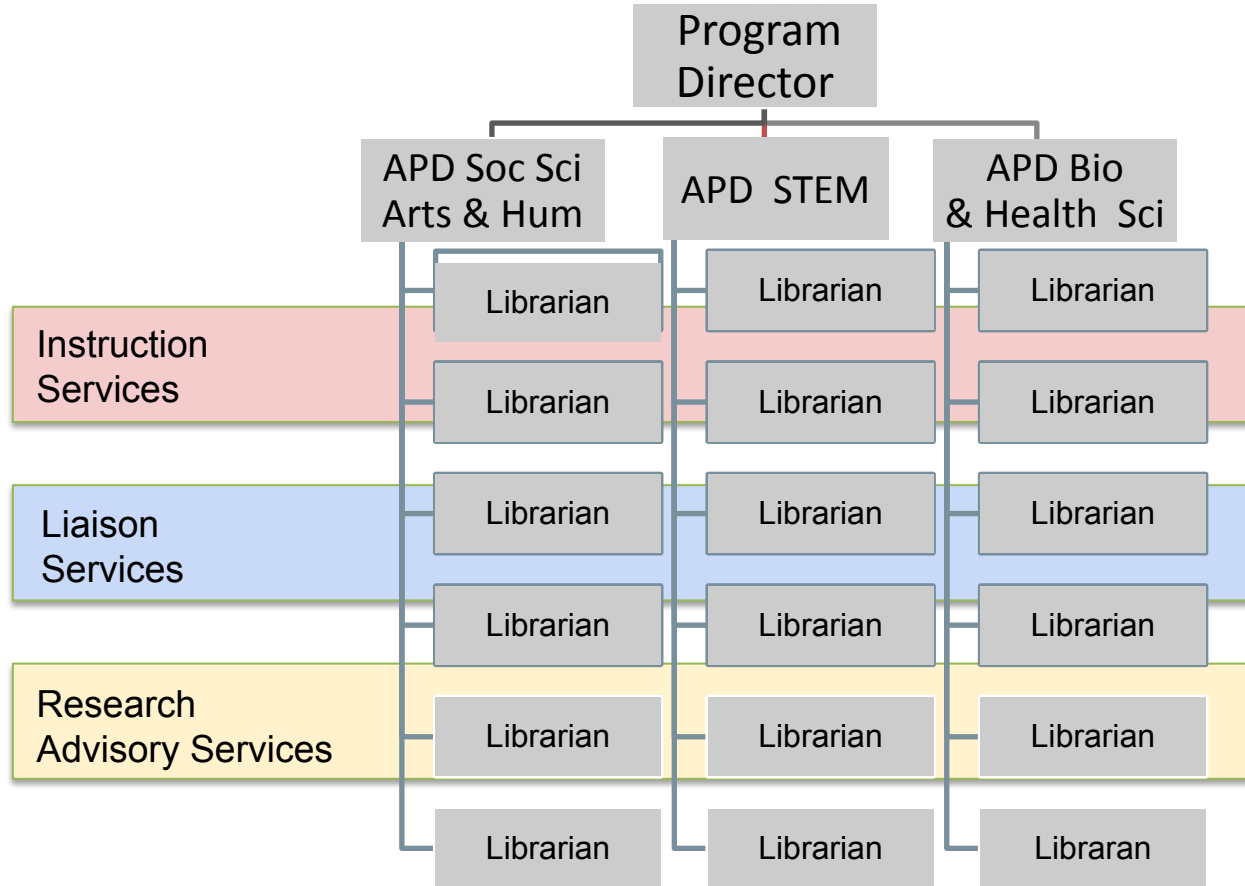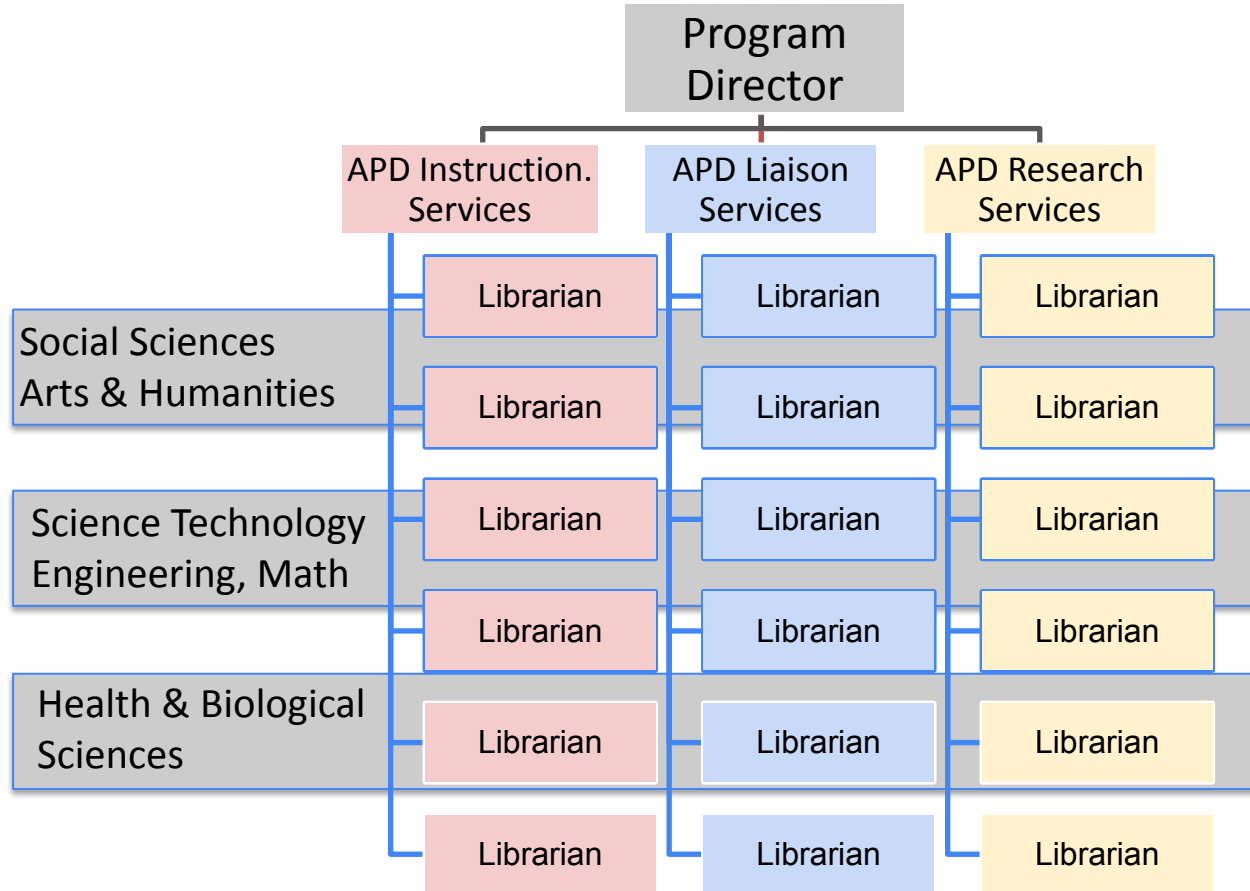## Academic Engagement and Learning Services (AELS) Program

- Announced Dec 2019

AELS on Day One: Jan 2020

Decision: Subject-Based Management ...

...Or Service Based Management

Conflict and Power Dynamics
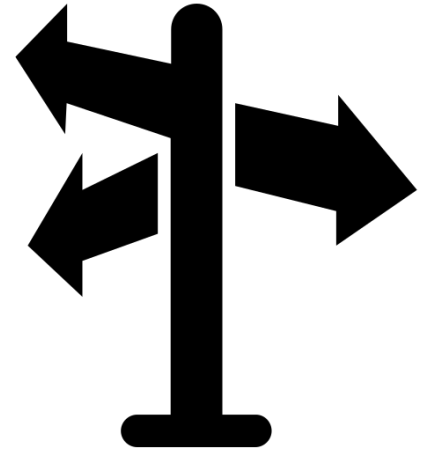
Unpopular Decision: Service Based Management

- Management vs. Advisory
  - Subject vs. Function
- Logical persuasion was not effective
- Transparency of Decision
  - Consensus
  - Consultative
  - Autocratic

Signpost icon created by parkjisun from the Noun Project

And Then…

March 2020 brings more change

What We Faced
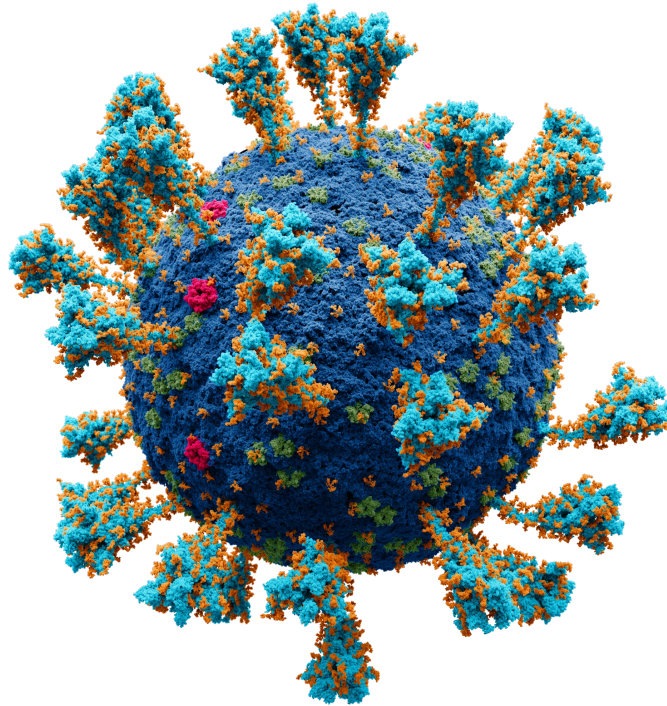
- Future uncertainty
- Fewer communication channels
- New demands on services
- Budget cuts
- Increased expectations of autonomy
- Increased need for person-centeredness

Traffic lights vector image from publicdomainvector.org
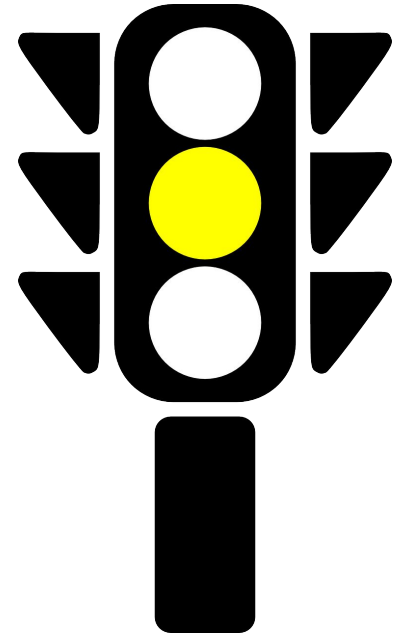
- Structure
- Team building
- Clear direction
- Shared vision
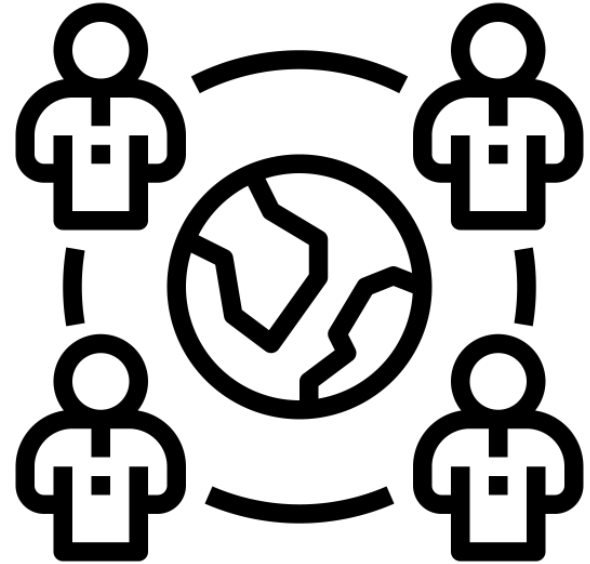
A Strategic Partnership

Sue:
Program vision
and subject
matter expertise

Change
Management

Rachel:
Organizational
development and
training expertise
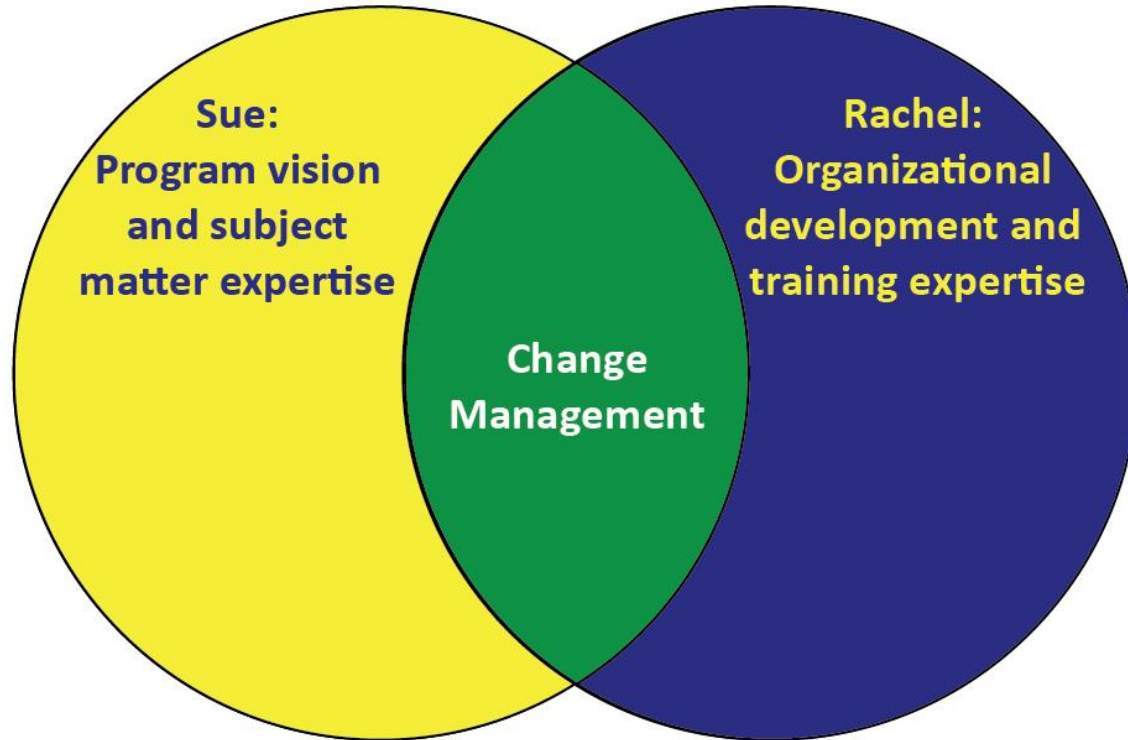
Inclusive Team Visioning
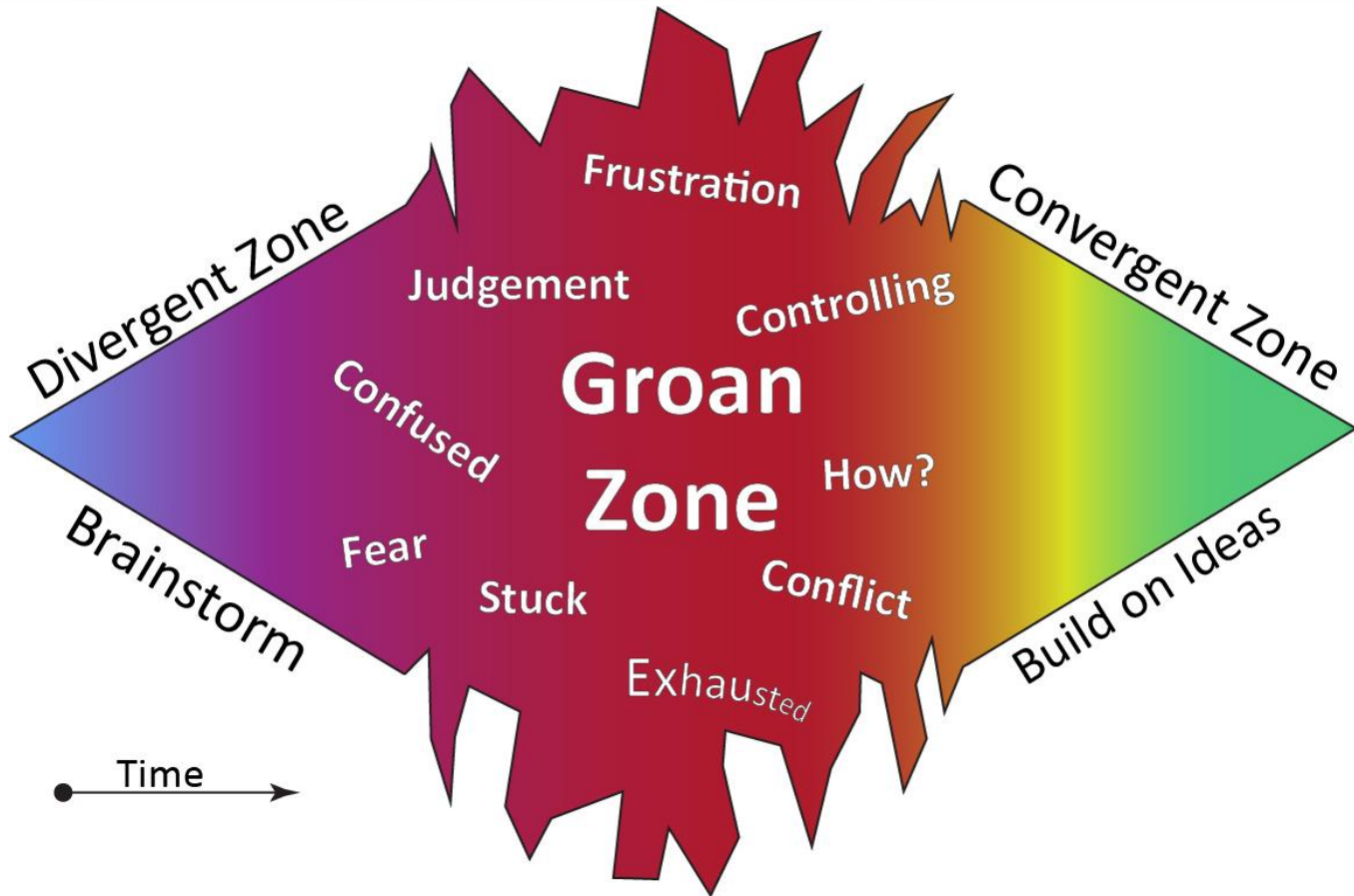
Change Management Timeline

The Library UC SAN DIEGO

2020-2021   Aug 2021   Fall 2021   2022

A   **D**   **K**   **A**   **R**

Phase 1   **Phase 2**   **Phase 3**   **Phase 4**

Phase 1	Phase 2	Phase 3	Phase 4
Assess	Creative Tension	I think, I wish, What If?	Adjust
Train	Model		Apply
Prepare	Plus Delta	Gradients of Agreement	Reinforce

ADKAR Model of Change Management
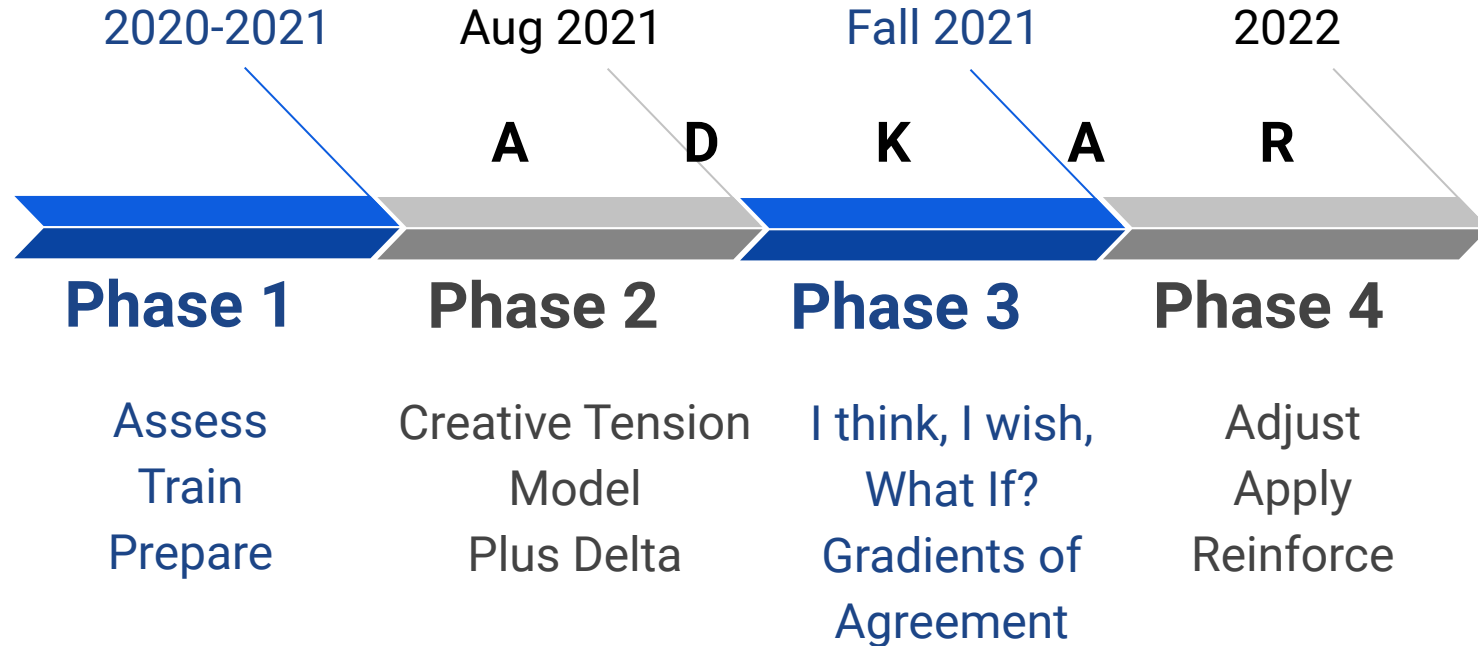
- **Awareness** - awareness of the need for change
- **Desire -** making a personal decision to support and participate in the change
- **Knowledge** - how to change…and…how to perform effectively in the future state
- **Ability** - demonstrating the required changes such that overall expected performance results are achieved
- **Reinforcement** - the mechanisms and approaches so that the new way stays in place

Assessment & Support

Assessment and Support

- Create some space to feel and heal
- Connect your team with the resources they need to manage the change
- Communicate clearly and often
- Expect and manage resistance to change
- Reflect on past success and ask your team to make connections with the present

Phase 1

- Are we ready to change?
- What do we stand to lose?
- What could we gain?

Jenga Wooden Blocks Photo by Kathas_Fotos

Activity

- Review the handout
- Think for 4 minutes
- Share your responses online at www.Slido.com
  - Event Code #3043342

Tools: Creative Tension Model

Current Reality

Shared Vision

Tool: I think…I wish…What if…?

I Think:
- Discuss individual and team strengths
- Include Team feedback (plus/delta)

I Wish:
- Discuss areas for improvement
- Include team feedback (plus/delta)

What If:
- Propose solutions that leverage strengths
- Invite the team to consider
- Build commitment: Ask directly, "Are you willing?"

Image created by Iconpro86 from the Noun Project   21

Tool: Gradients of Agreement
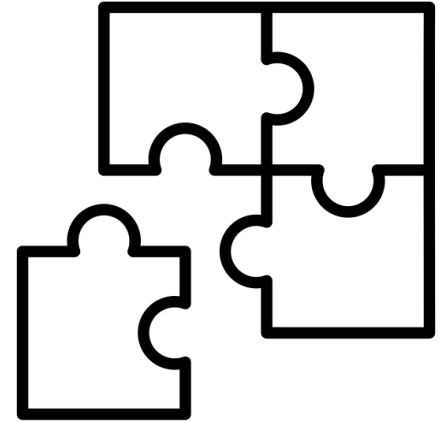
For building consensus

- The peak of the groan zone!
- The effort was worthwhile
  - Dissenting voices were heard
  - Transparency of diverse opinions
  - Seeds were planted (as we later learned)

Image Created by Eucalyp from the Noun Project
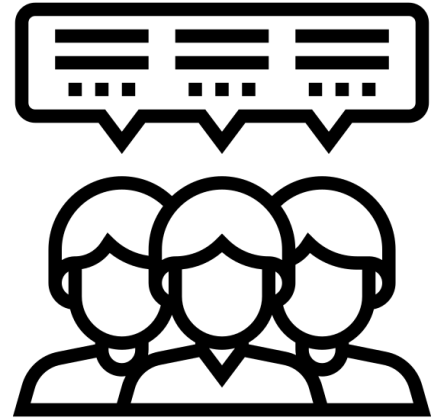
We are in Phase 4

- Onsite work increasing
- New Strategic Plan
- Internal communications improving
- Folks begin to see themselves in the vision
- Seeds are sprouting!

Photo from Pixy.org   23

Lessons Learned

- Get Help! Seek Organizational Development Expertise
- Change happens at the individual level. Every ADKAR process is unique.
- Be clear about how decisions will be made. Don't assume your team knows!

Learn icon created by Greg Cresnar from the Noun Project

Lessons Learned

- Be aware of power dynamics.
- Empathy- don't let it cloud your vision.
- Shared visioning take time. Seeds will grow with practical application.

Embrace the Groan Zone. It's worth it!

Sunflowers: Bruce Fritz, U.S. Department of Agriculture, Public domain, via Wikimedia Commons

References

- <u>DeEtta Jones: An Inclusive Manager's Toolkit</u>: Decision making and Gradients of Agreement
- Kaner, Sam, Doyle, Michael, et al. *Facilitator's Guide to Participatory Decision-Making*. Third edition., Jossey-Bass, 2014.
- Senge, Peter M. "Creative tension Model for Personal Mastery," In: *The Fifth Discipline Fieldbook : Strategies and Tools for Building a Learning Organization*. Currency, Doubleday, 1994.

References

- ProSci Change Management: Change Readiness and ADKAR
- Participatory, Inclusive, and Anti-Oppressive Facilitation in Action [for UCSD Library 6.8.21] Nicole Brown and Elizabeth Galoozis
- Grenny, Joseph, et al. *Crucial Conversations: Tools for Talking When Stakes Are High*. Third edition., McGraw Hill, 2022. Crucial Conversations: Communication Training programs by VitalSmarts
- Lipmanowicz, Henri, McCandless, Keith, *The Surprising Power of Liberating Structures: Simple Rules to Unleash A Culture of Innovation*: Website: Liberating Structures

Land Acknowledgement

The UC San Diego community holds great respect for the land and the original people of the area where our campus is located. The university is built on the un-ceded territory of the Kumeyaay Nation. Today, the Kumeyaay people continue to maintain their political sovereignty and cultural traditions as vital members of the San Diego community. We acknowledge their tremendous contributions to our region and thank them for their stewardship.

Learn about the **Kumeyaay**

Donate to support the **UC San Diego Intertribal Resource Center**

Q&A - Thank You!