

ACHIEVING EXCELLENCE – THE ROLE OF DEPARTMENT CULTURE

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This seminar was created for the living learning environment of the Athletic Business Conference and Expo.

Robyn, Maureen, and Eric have no financial interest that would be considered a conflict of interest.

Learning Objectives

After participating in this session you will be able to:

- Identify desired values and/or priorities in your department.
- Identify actions that can be implemented to support an identified department value.
- Describe the importance of managing talent to departmental excellence.

Culture – What is it?

- One end of the spectrum to the other
- Affects personal and professional health
- Painful or fun
- Soul of your operation
- Energy of your staff

Culture Shapes Conduct

- Culture Vulture
- Those three little words
 - ▣ How is my world at work (my culture) better today because of my contribution?
 - ▣ How is our culture more positive, more nurturing, more inviting, more fulfilling, or more productive because of my deliberate, thoughtful, genuine contribution?
 - ▣ How Full Is Your Bucket? For Kids by Tom Rath
 - ▣ “Spotlight on Happiness”, Harvard Review, January 2012

Values

Clarification of department values

- What is important to you and your department?
- Clarity and communication
- Say vs. Do

Values Exercise

- Choose 4 values that best represent your department values
- Choose 4 values that best represent your values
- Discussion

Accomplishment

Achievement

Balance

Challenge

Commitment

Community

Competence

Contribution

Creativity

Credibility

Dependability

Dignity

Discipline

Drive

Education

Efficiency

Enjoyment

Enthusiasm

Ethics

Excellence

Exploration

Flexibility

Frugality

Growth

Guidance

Helpfulness

Independence

Individuality

Inquisitiveness

Inspiration

Integrity

Involvement

Justice

Leadership

Learning

Mastery

Meaning

Mindfulness

Optimism

Partnership

Persistence

Preparedness

Proactivity

Professionalism

Recognition

Reputation

Resourcefulness

Service

Skillfulness

Spontaneity

Stability

Teamwork

Thoroughness

Timeliness

Trustworthiness

Wisdom

Expression of Department Values

- What does your department *intentionally* do to demonstrate these values?
- What *could* you do to operationalize your department values?

Introducing & Supporting the Desired Culture

Gap Analysis

Where you are

vs.

Where you want to be

Introducing & Supporting the Desired Culture

How do leaders make decisions,
and implement policy,
to create a culture that actively supports
the desired mission and values?

Example: James Madison University

- **UREC Mission:**

- To promote and advance healthy lifestyles through educational programs, participation opportunities, and supportive services. Our qualified staff is committed to excellence and responsive to the developmental needs of our participants.

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- **UREC Motto:**

- Motivating Madison into Motion

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- **Our Values:**

- Emphasizing **learning**.
- Striving for **excellence** in all that we do.
- Acting with **integrity**.
- **Working collaboratively** with others.
- Treating others with **respect**.
- Modeling **balance** in our professional and personal lives.
- Exemplifying **personal and social responsibility**.
- Celebrating our differences in appreciation of **diversity**.

Example: James Madison University

- **Our Culture:**
- The UREC team expects that each member will:
- Function as an integral part of the team, and value the mission of the entire department over their individual area of interest/expertise.
- Use our mission, values and culture to guide our decision-making, and ask the question 'should we' before 'can we' in developing new ideas, programs and services.
- Be honest, ethical and honor our commitments.
- Value and support our supervisors, peers and subordinates, and have grace with each other when we disagree.
- Use resources appropriately, and consider the long-term as well as the short-term costs of a particular resource.
- Continually seek to grow personally and professionally, and value and encourage the growth of those we supervise.
- Participate in team discussions and seek to understand. Provide timely responses to requests for information/support. Give and receive feedback in a constructive spirit.
- Begin planning with the end in mind and establish clear outcomes for all programs and services. Seek feedback and support of the outcomes prior to developing a plan.
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- Revised 9/09

Example: Univ. of Illinois Core Values

These core values shape and influence how we approach our job, relate to staff members, and are a reflection of our organizational culture.


- We focus on our STUDENTS as owners, users and employee resources. Our staff offers development and leadership opportunities for students in each of these capacities.
- We are INNOVATIVE and welcome DIVERSITY. Our staff strives to be leaders through participation in diverse programming and engaging in collaborative efforts. These experiences teach us to fully embrace, understand, and appreciate multicultural and diverse perspectives.
- We strive to be community builders by exhibiting LOYALTY and SUPPORTING the University of Illinois, Student Affairs, Campus Recreation, co-workers and our patrons.
- We define and create the culture of Campus Recreation through our INTEGRITY and ETHICS, while welcoming INDIVIDUALITY and HUMOR in the workplace.
- We respect and appreciate our PAST, PRESENT, and FUTURE, as each component builds to define and guide Campus Recreation.

Role of Human Resources in Developing & Maintaining Culture

- Role of Management
- Role of Human Resources
- Connecting What with How
- Performance Management

At the end of the day.....

- ❑ What do we stand for?
- ❑ We must be willing to say that 'this isn't how we do things here.'
- ❑ What you tolerate you teach. Is this really what we want to teach?
- ❑ Open and honest in communication
- ❑ Managing our conflicts appropriately
 - Taking the issues to the right person
- ❑ Accountability
 - You are accountable for your own actions. Always.
- ❑ Supportive of decisions



**Strategy is the team
and culture is the spirit working
together.**

**Both are paramount for success
and sustainability.**



Additional resources and full set of slides will be posted by 12/6 at <http://www.centersusa.com/resources-presentations>

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