The background of the slide is a photograph of the University of the Pacific campus, featuring a large stone gate with ornate carvings and a gothic-style building in the distance. The entire image is overlaid with a semi-transparent red filter. A large, faint watermark of the University of the Pacific seal is visible in the center of the slide.

University of the Pacific
and CBI

Case Study

◆ The Business Challenge



- ◆ Lack of vision/purpose in the Cabinet
- ◆ Priorities and decisions had little basis and were knee jerk
- ◆ 4-million dollar overspend in Athletics caused breakdown of trust in the institution
- ◆ Departments were siloes
- ◆ Lack of collaboration in the Cabinet
- ◆ People in roles for a long time with fixed mindsets and negative behaviors patterns

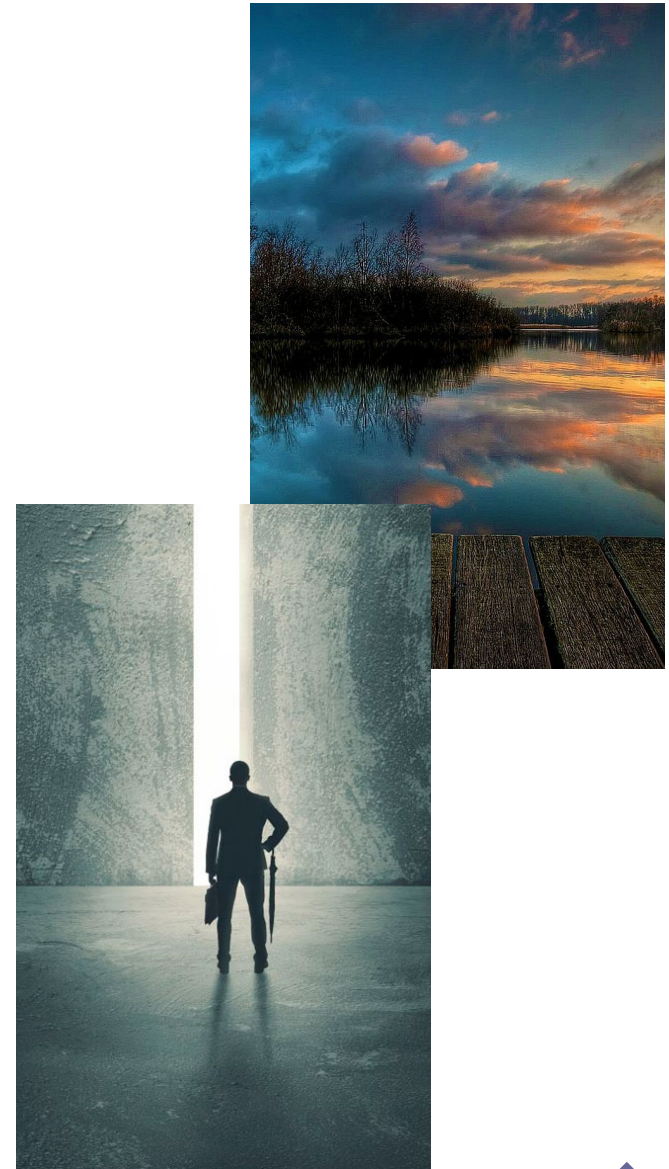
Analysis



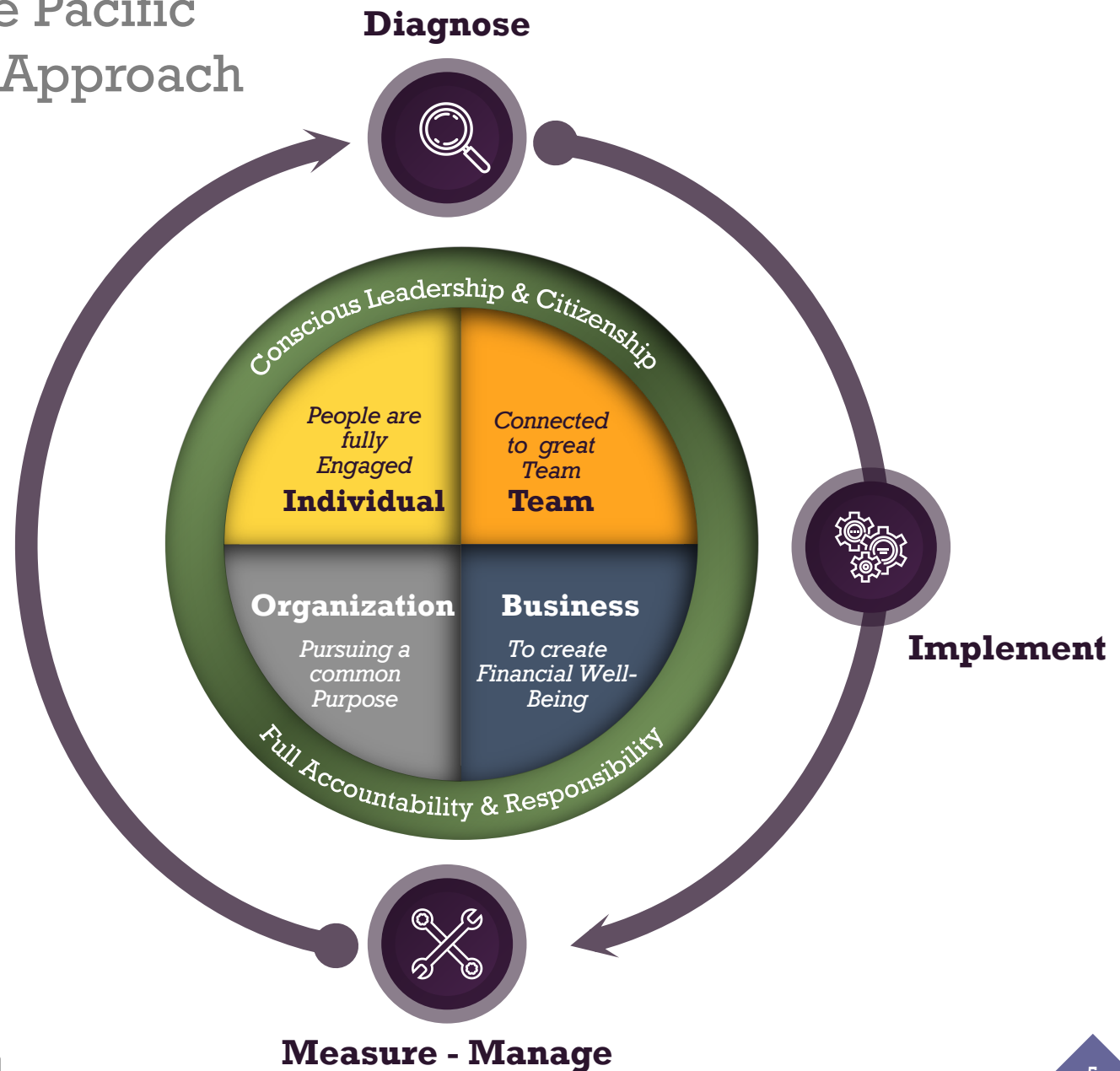
- ◆ We listened and interviewed the president about her leadership challenges with the Cabinet and the University
- ◆ We identified delivery options that were long-term and sustainable that addressed the challenges in a scalable flexible way
- ◆ We identified time and budget constraints

What Was Needed

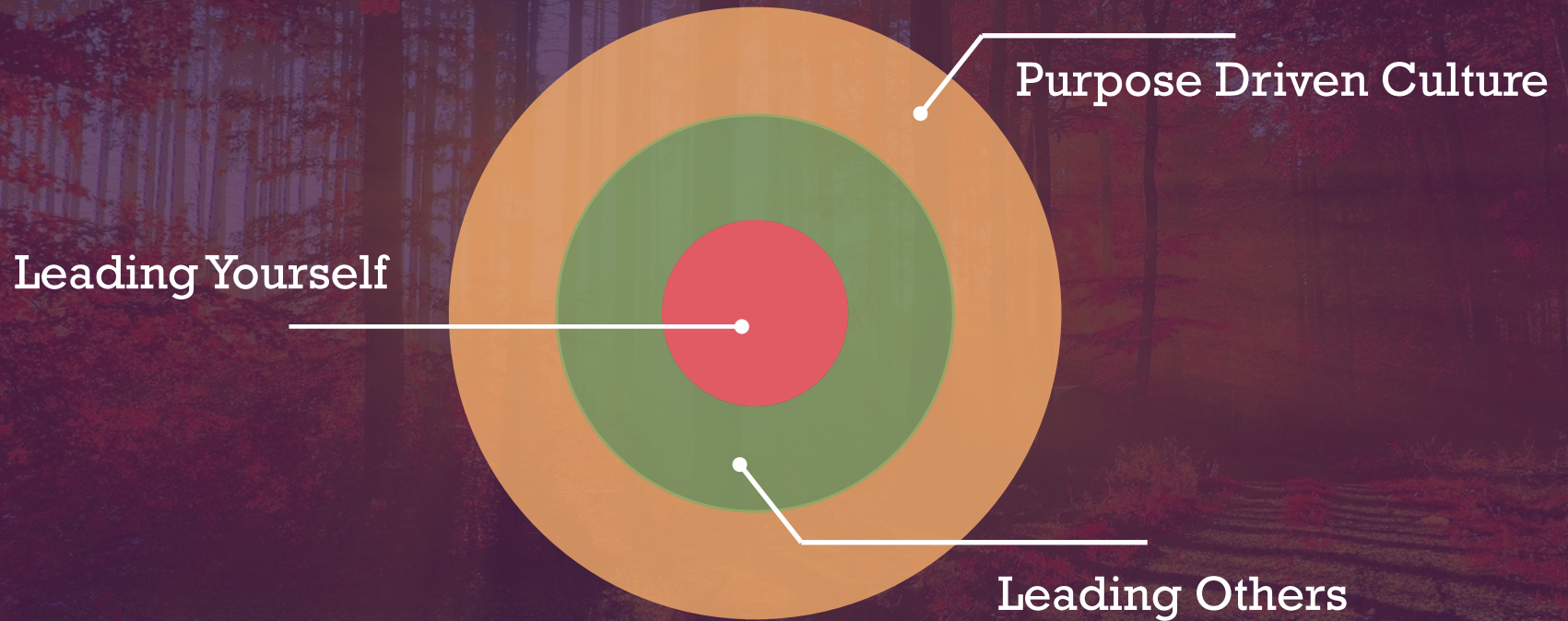
- ❖ A holistic solution with an infrastructure that contained a system for inquiry, resulting in strategic human-centric solutions, that were adaptable and scalable



University of the Pacific
CBI Model and Approach

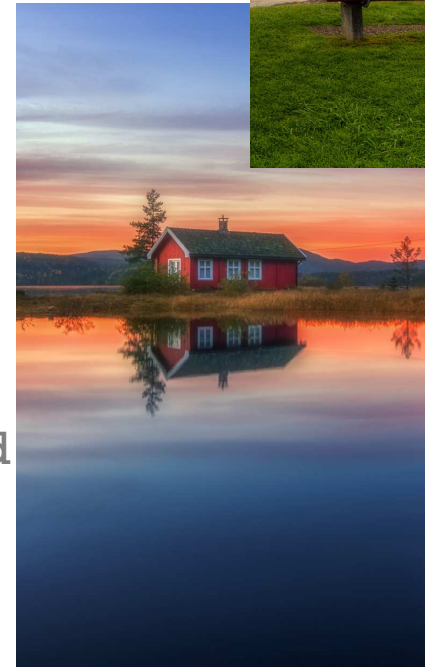
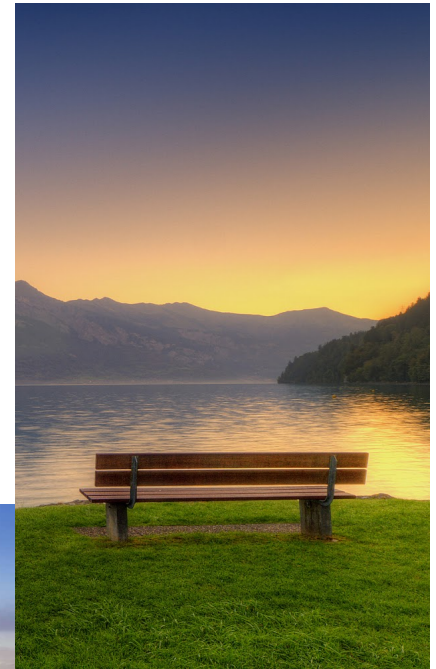


CBI Model



◆ The Goal

- ◆ Help the Cabinet to develop a purpose (their WHY) and form a foundation for collaboration, decisions, and effective prioritization of initiatives
- ◆ Communication of the WHY to provide students, staff, faculty and administration context of decisions and for them to feel as if they were a part of something bigger
- ◆ Help the Cabinet build trust back with the University
- ◆ Help the Cabinet collaborate more authentically and build more synergies
- ◆ Help the Cabinet to uncover limiting behaviors and beliefs, and help them be highly effective, conscious and inspirational leaders



◆ Facets Coaching

Learning Constraints



- ◆ Needed to bring a group of people together who were deeply engrained in their behaviors and perceptions
- ◆ The Cabinet were over worked, had little time
- ◆ Work within the school year cycle
- ◆ They were between campuses
- ◆ They had lack of accountability and did not collaborate well
- ◆ Disengaged, complacent, angry and skeptical

◆ The Solution

- ◆ A combination of customized, and “off the shelf” program that leveraged proven methodologies for learning, combining a framework and infrastructure designed for sustainable change.
- ◆ A combination of webinars, online meetings, in-person workshops, study groups and exercises over a year’s time
- ◆ Opportunities for collaboration, accountability, learning and sharing, brainstorming and strategy within a infrastructure
- ◆ Ongoing feedback loop to ensure the program was working, while leaving room for flexibility where needed

◆ Facets Coaching





◆◆◆ Implementation

- ◆◆ Created a program that addressed the challenges, met the goals, provided space for reflection, learning and collaboration
- ◆◆ Created a holistic learning solution that was adaptable and scalable
- ◆◆ Leveraged Zoom technology so that online sessions could be remote and recorded
- ◆◆ Assigned study groups for homework in between sessions for collaboration and processing of material
- ◆◆ Worked with the UPC technology team ahead of time, and prior to each online meetings to ensure it smoothly
- ◆◆ Worked with the administration to calendar and schedule the in-person workshops, location and needs
- ◆◆ Communicated the flow, infrastructure and expectations and each of the components of the program throughout
- ◆◆ Created open lines of communication for feedback, questions, and adapted when necessary to address needs of audience

◆◆◆ Result: UPC Purpose

WHY

We believe that every individual has the potential to make a positive impact in the world. In everything we do, we help people discover their purpose and gain the knowledge to pursue meaningful, impactful lives.

HOW

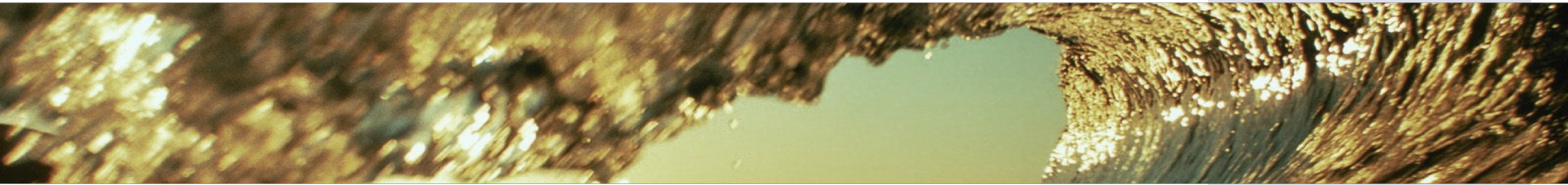
Our students are at the heart of our decisions. We are a community that fosters excellence, where people perform at their best. We respect the diverse perspectives people bring, allowing our collective work to be stronger. We innovate. We develop fresh ideas and experiment, learn from failures and celebrate our individual and collective successes. We act with courage and character to reach our vision of a stronger future and a better world.

****Check out Simon Sine Ted Talk on Why How What

Strategy to Make It Stick

What We Will Do			
Nurture	Communicate	Expand	Ingrain
<ol style="list-style-type: none"> 1. Complete 2. Revisit 3. Assess 4. Accountability 5. Time-Out 	<ol style="list-style-type: none"> 1. Align with culture process 2. Web & other marketing 3. Campus communication 4. Organizational conversations 5. Listening meetings 6. Discussion groups 7. Communication processes 8. Team communication 	<ol style="list-style-type: none"> 1. In your teams 2. Across employees 	<ol style="list-style-type: none"> 1. Create ownership 2. Leadership model 3. Align top teams 4. ID leaders / Influencers 5. Redesign processes <ul style="list-style-type: none">  Recruiting  Assessment  Perf. Mgmt.  Rewards / Promo  Meeting

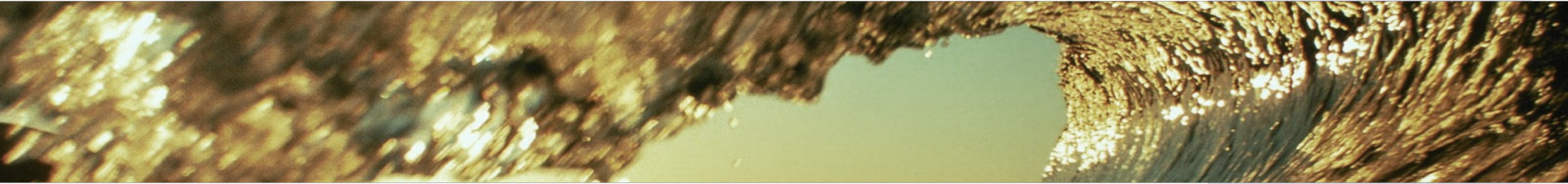
Results



- Creation and articulation of individual and collective purpose (WHY)
- Rituals/processes to “reset” with the WHY
- Baseline for making empowered business decisions and a culture of trust
- An ongoing strategic plan and system to keep the culture alive
- Safe place to take risks, be seen and heard, and own mistakes
- Day-to-day interactions were positive, rather than fear-based
- Synergies, collaboration and accountability for actions and reactions
- The Cabinet and Community new what they stood for
- Organically created culture of respect and a strategy to rebuild trust

Facets Coaching

◆◆◆ Evaluation



- ◆◆◆ Open and ongoing feedback throughout the program, adjusted when necessary to address the needs and challenges at hand
- ◆◆◆ Survey to understand how the program could be improved
- ◆◆◆ The process was fun
- ◆◆◆ Testimonials and referrals
- ◆◆◆ Facets Coaching

Conclusion

A learning solution that works with different audiences and business challenges

"Plug and play approach"

