

# Accepting the challenge

Developing a high  
performance organizational  
system during change

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# The Ask

- Modernize and simplify to achieve greater effectiveness and efficiency of support services and administration.

# Essential elements for creating a continuous improvement

- Change readiness
- Change management
- Training
- Projects
- Technology

# Change readiness

- Leadership support
- Current state assessment
- Identify change leaders

# Change management

- Change management plan
- Communications plan
- Website visibility

# Training

- Select approach
- Develop curriculum
- Provide training

# Projects

- Review pain points
- Select initial projects
- Team formation

# Technology

- Understand intersection with ERPs
- Other technologies supporting key business processes



# Long term goals

- Build a culture of continuous improvement
- Develop a base of knowledge in process improvement and tools across the campus community

# Long term goals (cont.)

- Integrate the practice of continuous improvement into the daily administrative work and procedures of the campus
- Build and strengthen staff capacity for leading administrative work

# Strategy

- Meet people where they are
- (Re)build trust within and between campus units

# Strategy (cont.)

- Understand the long term plan but get there through smaller incremental improvements
  - Allow for practice and initial success
  - Eliminate pain points
  - Build momentum and support
  - Provide tangible results to increase understanding

# Strategy (cont.)

- Position staff to own the effort
- Success measures owned by leadership and staff

# Parallel activities

- Build and ensure leadership support, including from business offices
- Develop principles and values
- Charter overall initiatives
- Determine change management strategy

# Parallel activities (cont.)

- Build communications plan
- Envision future organizational structure

# Initial steps

- Assess change readiness
- Understand current skills and capacity
- Introduce general process improvement concepts to leadership
- Include non-central units in all aspects



# Initial steps (cont.)

- Identify key pain points
- Focus practice projects on “low hanging fruit”
- Build upon quick wins and consider how to phase larger projects

# The Wisconsin experience

- Initial projects
- Deans Council challenge
- Huron experience

# Lessons learned

- Utilize the unique talents of each team member
- Its ok if you are struggling
- Seek support before launching a solution
- Measure the complete process

# Lessons learned (cont.)

- Resistance can hurt the new process
- Risk reduction and time savings can be as important as cost savings
- Improvements do not have to take a long time

# Arriving at UT Austin

- Wisconsin roadmap needed adjustments
  - Big challenges that required immediate attention and resources.
  - Cultural differences between organizations.

# UT Austin experience

- Reframing for a strategic mindset.
  - Administrative governance
  - Strategic planning
  - Ownership of strategies by business owners.
- Choosing to wait for right timing to launch.

# UT Austin - The future

- Systemic review and restructuring of administrative policies and procedures.
- Business process re-engineering
- Training program that moves beyond transactions.

# Advice

- A university will resist change. Understand the culture of resistance at our university.
- Be patient. Culture change and continuous improvement is a long term investment.
- Resilience – expect criticism and intentional passivity. Develop strategies to deal with it.



# Advice (cont.)

- Steadiness in leadership. Others will draw strength and confidence from the leaders.
- Willingness to adjust. Pause. Reframe.
- Allow for failure. Teams will not take risks unless they feel safe.
- Nothing can happen without strong leadership from the top.