

# UC Davis ADVANCE Roundtable: Fostering Inclusive Excellence

## Academic Excellence & Interventions: Our UC Experience

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# Introduction

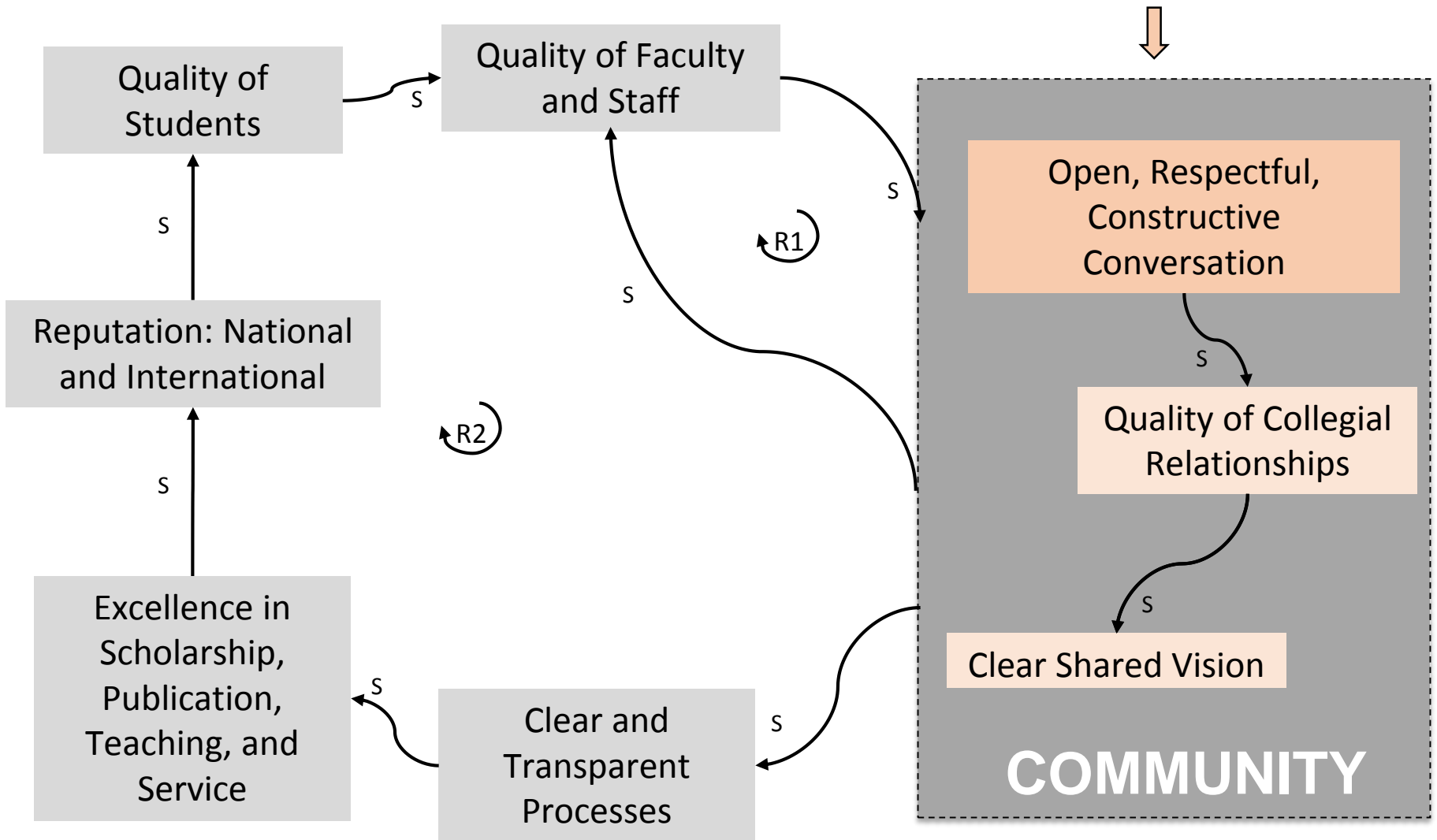
- Our work has been in:
  - Performance & Excellence
  - Change, Improvement, & Learning
  - Personal Satisfaction & Well-being

... In a wide range of settings

# Our Objectives

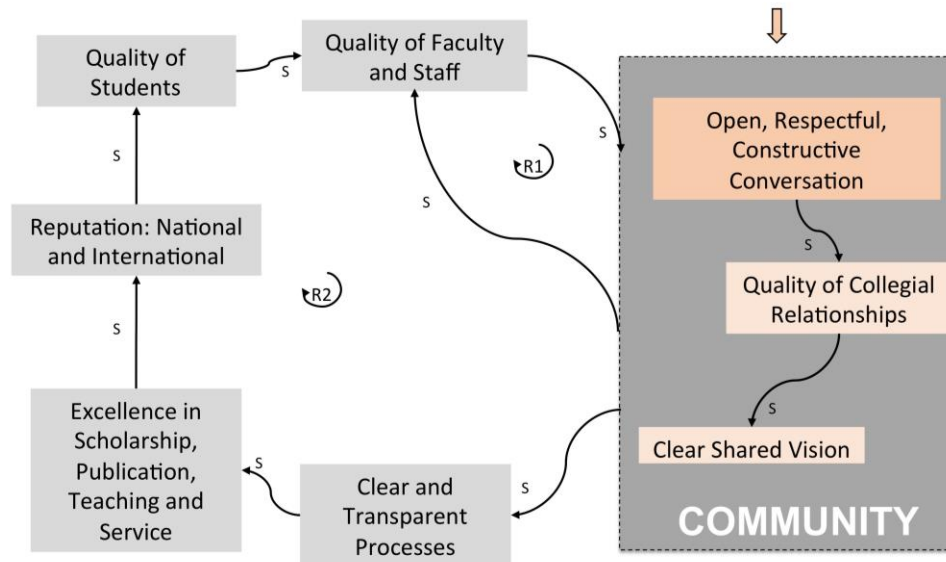
- Share our experiences and findings in this work in academia, especially at UC campuses
- Raise new possibilities for ADVANCE's cultural interventions
- Examine interventions in a larger context of change, improvement, and learning
- Refine our notions of systems and how a systems view can support ADVANCE
- Consider what other knowledge, practices, and disciplines can be helpful

# SP Model for Academic Excellence

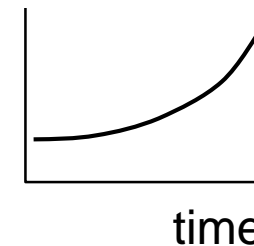


For: Department, Division, Area Levels

# Positive Patterns in Academic Units



## Positive Reinforcing Loop



### Supportive Patterns/Factors

- Commitment to each other
- Being in present moment
- Collective Culture
- Listening. Sense of being heard
- Honest, respectful conv.
- Checks own thinking
- Curiosity. Reduced sensitivity
- Flexibility, open to change
- Leadership

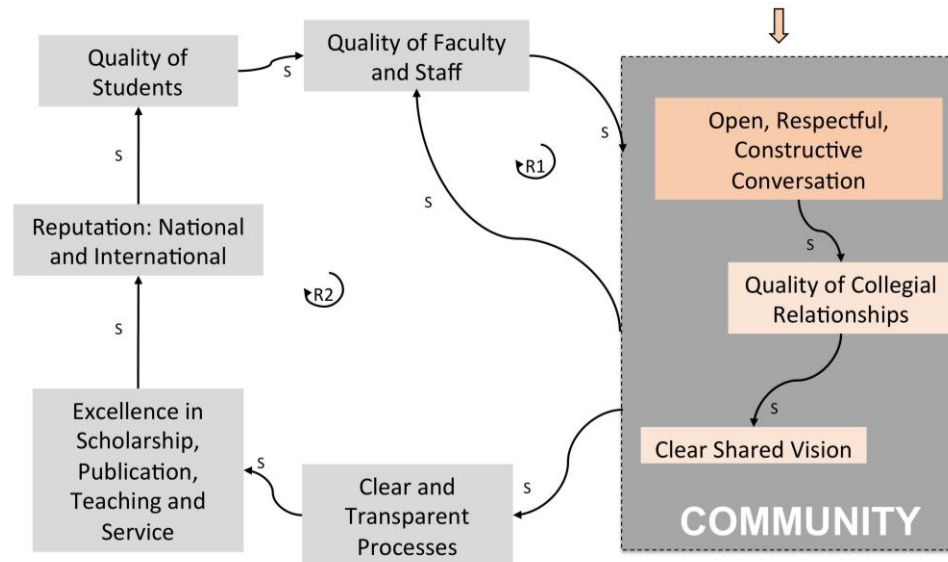
### Effective Practices

- Check-in; every voice heard
- Norms exist and are followed
- Norms periodically adjusted
- Leaning into tensions
- Personal reflective practice
- Group reflection time
- Exec Coaching for leaders

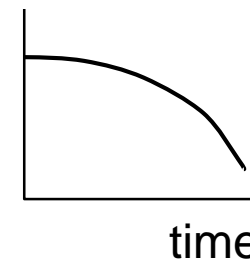
### Supporting Disciplines/Skills

- Clarity of vision
- Using aspiration as an energizing force (ref. Senge)
- Mental Models (ref. Argyris)
- Team Learning & Dialogue
- Systems Thinking (ref. Senge)

# Negative Patterns in Academic Units



## Negative Reinforcing Loop



### Inhibiting Patterns/Factors

- Leaders unprepared for roles
- Culture of Individual performance
- Aggression, disrespect
- Race, status/heirarchy, gender, & culture issues unresolved
- Holds own thinking as “truth”
- Rigidity. Disengagement
- Lacking transparency
- Limited communication, holding back
- Not listening, feeling not heard
- Being in past: anger, hurt, fear
- Taking everything personally

### Team Intervention Approaches

- Leader and group sign-up to address
- Interviews: Build relationships. They feel heard & experience good listening.
- Get away: Retreat, Off-Site, 1-2 days
- Introduce norms, and hold accountable
- Work on listening and speaking effectively
- Find common ground in aspiration
- Bring out unseen mental models
- Reflect back their picture, the system they are creating with their actions. Help group see self as a system. Break out of blame.
- Make choices, promises, & requests.
- Followup.

### Supporting Disciplines/Skills

- Same, but at a basic level:
- Clarity of vision
- Using aspiration as an energizing force (ref. Senge)
- Mental Models (ref. Argyris)
- Team Learning & Dialogue
- Systems Thinking (ref. Senge)

# Discussion

- What are the key characteristics of an effective ADVANCE intervention?
- What should we be doing in high-performing departments to conserve and expand their ability to forward the ADVANCE agenda?
- How to add a collective agenda to a system that has been focused on individual success?

*Thank you!*

