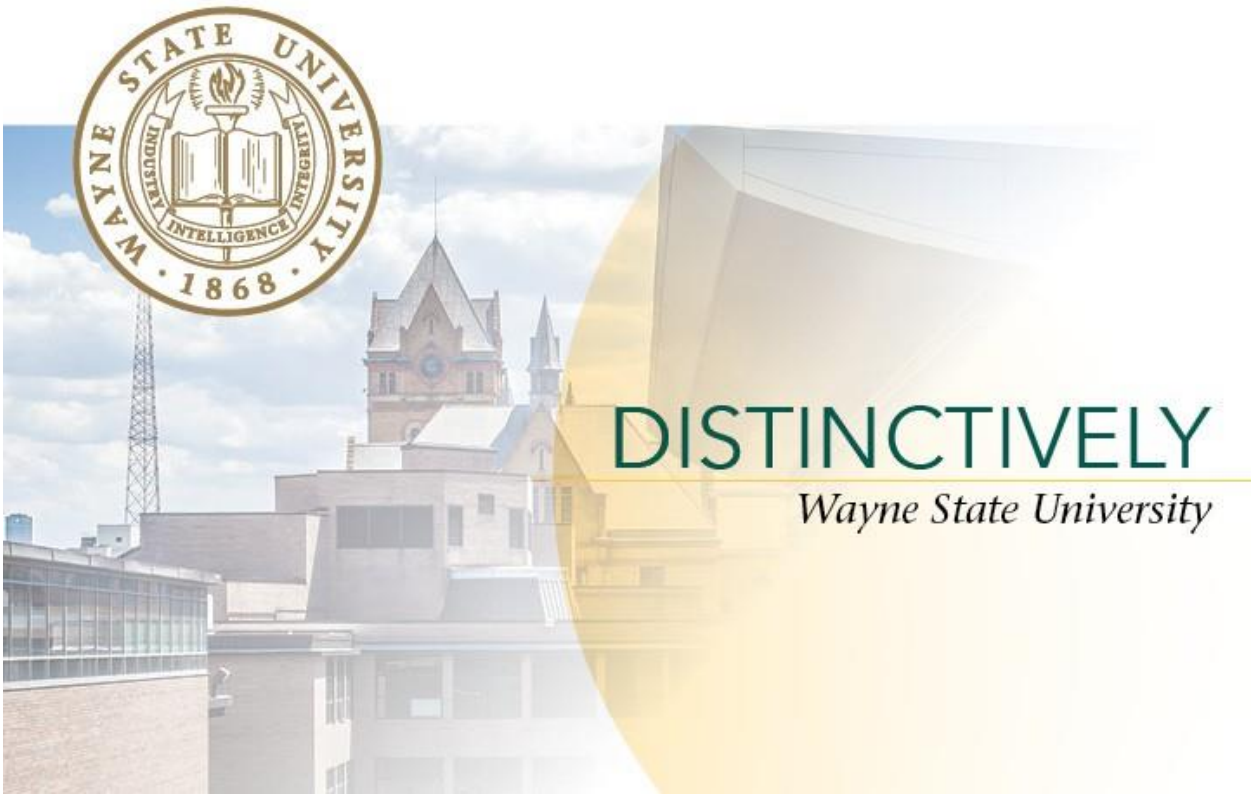
STRATEGIC PLAN **2016-2021**



Strategic Plan Cascade

Toolkit

WAYNE STATE UNIVERSITY

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Introduction & Purpose

What is the Toolkit?

The Toolkit was created for WSU leaders at all levels to support the cascade and operationalization of the 2016-2021 Strategic Plan throughout their S/C/Ds. It is divided into two sections:

TAB 1 Cascade Session – Strategic Plan Rollout
This section includes everything you need to plan for and facilitate a Cascade Session

- Preparation and Facilitation
- Resources and Support
- Materials

TAB 2 Post Cascade Session – Strategic Plan Operationalization
This section includes best practices and resources to enable alignment, engagement and commitment from leadership and throughout every level of the University to achieve our Mission and Vision

- Planning and Readiness
- Communication and Engagement
- Implement and Sustain Change

Additional resources will be added to this section on an ongoing basis.

How to use the Toolkit

Before your Cascade Session

- Review the ***Key Decision Points Guide*** to identify unique needs for your session
- Use these decision points to help you determine the most effective format, customize materials/activities, and work with Human Resources as needed to prepare for and facilitate your session
- Review the ***Facilitation Guide*** and session materials
- Use the ***Checklist*** to help you stay on track

After your Cascade Session

- Read the introduction to TAB 2 in the Toolkit
- Review ***Working Together to Make Change Happen*** Chart
- Identify the stage of change that you and your team are experiencing, and refer to the corresponding section to find targeted activities and resources for that stage
- Partner with Human Resources for ongoing support

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Key Decision Points

Schedule a Preparation Meeting

The Toolkit contains a baseline Cascade Session that can be utilized "as is" (with Unit specific information integrated) or modified to address your specific needs.

We encourage you to schedule a **Preparation Meeting** with Human Resources to review and customize the content and materials as necessary, discuss the right format, and determine if you would like to facilitate your session or if you would like support from Human Resources.

To schedule a **Prep Meeting** contact:

Dawn Aziz
(313) 577-9341
Dawn.aziz@wayne.edu

Sharon Tse
(313) 577-6023
Sharon.tse@wayne.edu

Before Your Session: Key Decision Points

Before you schedule your session, consider these important factors and their potential impact on the effectiveness of your session, as well as how you will engage your team going forward:

1. Do I want to prep for and facilitate my session alone or get support from Human Resources?
   - How comfortable/effective am I facilitating interactive sessions?
   - How much time do I have to prepare for the session?
   - Can I/my team benefit from HR support to prepare? To Facilitate?
2. What format should I use for my Session?
   - Would we benefit from having multiple levels participate together (Town Hall – open forum) or have leaders cascade to managers, and managers cascade to individuals (to create right environment?
   - What are my expectations of my managers with regard to their role
     - In leading the Strategic Plan Cascade throughout the Unit?
     - In ongoing reinforcement and support after the session?
3. How do I customize content?

   The baseline Session is designed as a 2-hour interactive meeting
   - Unit contributions can be added during activities
   - Unit contributions can be referenced during the Strategic Plan discussion

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Cascade Session

Contents

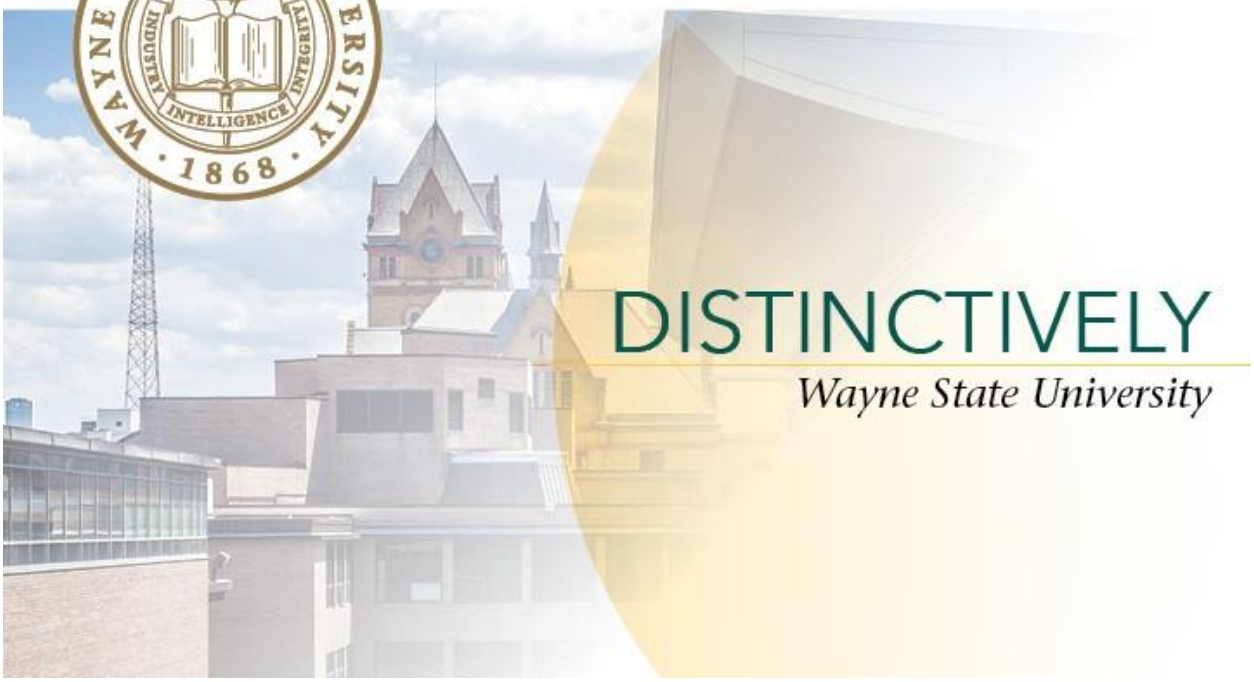
Facilitation Guide

PowerPoint Slide Deck

Activity Materials

Electronic copies of the Toolkit and Cascade Session materials can be found on the Strategic Planning website.

STRATEGIC PLAN **2016-2021**



Strategic Plan Cascade

Facilitation Guide

Collaboration | Innovation | Excellence | Integrity | Diversity & Inclusion

Purpose

This ***Facilitation Guide*** **(FG)** was developed to ensure the successful cascade of the 2016-2021 WSU Strategic Plan. It contains all of the materials and instructions necessary for the session, as well as tools and resources to help you:

- Plan and prepare to lead a successful Cascade Session, including activities to help you consider team and personal needs to align with WSU strategy, live the WSU Values and increase ability to communicate effectively
- Set up and conduct interactive experiences utilizing "Facilitation Tips" included in the ***Guide*** and on the PowerPoint slides
- Partner with Human Resources for help in preparing for and/or facilitating your session
- Gain commitment and plan next steps with your team to sustain momentum after the session
- Understand the impact of change on individuals, and increase your effectiveness in leading change

Note: Facilitation instructions are located in two places for your convenience:

- The "***At the Session***" section of the **Guide** contains detailed facilitation steps with a visual of each slide in the PowerPoint presentation. You may wish to print out this section to have the instructions with you at the session.
- The "***Notes"*** Section of each PowerPoint slide also contains the same detailed facilitation instructions. You can see notes below the slide in "Normal" and "Outline" Views. To print notes with slides, go to "Print Settings," and select "Notes Pages" in the dropdown menu.

Checklist

This Checklist provides a quick reference sheet with all of the action items and suggested timelines to complete them by, to prepare for and facilitate your Cascade Session. Print out a copy and check items off to help you stay on track!

Refer to the appropriate section of the ***Facilitation Guide (FG)*** for specific activities, materials and resources.

Area of Focus	Actions	Timeframe
Prepare Self	☐ **Read this Facilitation Guide**	2-3 weeks prior
	☐ **Utilize Key Decision Points to make modifications as necessary** ☐ **Review agenda**. Know overall goals, main topics & their relationships, activities, key learning points, and session timing ☐ **Schedule Prep Meeting with HR**	2-3 weeks prior 2-3 weeks prior 2-3 weeks prior
	☐ **Connect with other leaders, SMEs, Marketing, and HR partners** as needed to build consistency in messaging, ensure understanding of topics, support WSU systems, policies and procedures, and increase relevancy for participants	2-3 weeks prior
	☐ Refer to the "***Prepare – Before You Conduct Your Session"*** section in the FG; identify implications and impact for your team, craft personal examples/messaging; customize content and activities ☐ Determine appropriate meeting format for your session	2-3 weeks prior
Communicate	☐ Reserve meeting space (make sure room can accommodate number of participants, activities and Audio Visual needs)	2-3 weeks prior
	☐ Send invitation communication with Agenda	1-2 weeks prior
Session Prep	☐ Review facilitation of all activities, understand timing, add/modify questions if necessary to ensure meaningful interaction for your Unit, determine the degree to which any content should be emphasized or minimized ☐ Anticipate participant questions and potential challenges, prepare to address proactively ☐ Customize **Slide 18** to include specific S/C/D strategic focus **Consult with HR/OED for help in preparation and/or facilitation**	1-2 week prior
	☐ Plan for breaks (if needed) ☐ Determine and arrange food and beverage needs (if any)	1 week prior
	☐ Prepare / Print handouts and gather materials	1-2 days prior
	☐ Complete a practice session	1-2 days prior
At the Session	☐ **Arrive early** enough to set up the room and greet participants ☐ **Refer to FG for specific facilitation instructions**	At least an hour prior to session

Prepare – Before You Conduct Your Session

Understand WSU Values – Reflection Exercise

Values are a key enabler to achieving University, School, College and Division strategic goals, as well as producing positive outcomes for our students and the community at large.

Before we can live our Values, we have to be able to articulate how they help us, and why they are important to us from our own personal perspectives.

Answer these questions to explore your own thoughts and experiences, and be able to share examples with your team during the Cascade Session

- Describe three top priorities for your unit.

- In what way are they aligned to WSU's 2016-2021 strategic plan?

- What specific behaviors are needed to achieve them? How do the Values help achieve unit goals?

- Can you think of a time when someone did (or didn't) embody our Values? What was the situation? What was the impact on you / colleagues / stakeholders?

"Elevator Pitch" Template

The term "Elevator Pitch" comes from the ability to get across an idea to someone in the time it takes to ride in an elevator with them – typically 30-60 seconds. Effective communicators prepare Elevator Pitches to be able to deliver a concise, consistent and effective message, or respond quickly to a question without fumbling around or taking too long. The goal is not to provide a complete answer or solve a problem entirely. It is to be prepared to engage in meaningful dialogue with the listener. Think of the Elevator Pitch as a "conversation opener" or "spring board," so that you can engage in further discussion.

How will you answer questions such as, "Why are Values important?" or "How is this any different from other things that come and go?" or "I'm too busy to add this to my plate?"

Use this Template to craft an "Elevator Pitch" to address questions and challenges you might face from your team. You may create several Pitches, depending on the audience and the question/challenge you are addressing.

1. Who is the primary audience?

2. What question/challenge/barrier might they have?

3. Write out 1 paragraph to respond to the issue – it will not "solve" the challenge or answer the question completely; remember, the goal is to be able to respond effectively, and engage the audience in additional conversation. You want to build credibility, so be authentic and honest.

TIP:
30-60 seconds is about 80-100 words; this is just a guide, but you should be able to get across your main point within a short time period, then move on to ask your listener questions, get clarification, share experiences – engage in dialogue.

Customize Content

Use your S/C/D goals and objectives to customize Slide 18. Select 1-3 of your Unit's top priorities and edit the content on the "Impact Map." Move the rectangles to line up with corresponding WSU Strategic Goals. This map shows how your goals align with Key Focus Areas, and also begins to identify / link the Values to how your Unit will achieve those goals.

Determine the Right Format – Customize to Your Needs

You will want to use a meeting format that is appropriate for your needs and audience level. After reviewing this guide and considering your Key Decision Points, determine how best to cascade through your organization:

- Would it be more effective to have specific leadership/manager sessions (for those who supervise others) first, and then have managers cascade to individual contributors?
- Would it be valuable to have individual contributors (those who do not supervise others) join in with leaders/managers or have their own sessions?
- Should this be part of an existing meeting, be more formal, or have a "Town Hall" feel?
- Once you determine the right format, customize the PP slides and materials as needed.

Communication

Customize this communication draft as needed:

[Email subject Line/Outlook Meeting Invitation]: *2016-2021 WSU Strategic Plan Rollout*

Dear colleague,

Please plan on attending this interactive 2-hour Session, where we will share the WSU Strategic Plan and work together to plan for its successful implementation. Please review the attached Agenda and let me know if you have any questions.

I look forward to seeing you there.

Leader Name, Title

Human Resources Support

Schedule a **Prep Session** with Human Resources for support as you prepare for your session, and feel free to contact us any time you have a question.

Organization & Employee Development

- **Dawn Aziz**, Director OED – 313-577-9341 / ej1150@wayne.edu
- **Sharon Tse**, Strategy & Performance Improvement Consultant – 313-577-6023 / Sharon.tse@wayne.edu

Client Services

- **Diane Dailey**, Director Region A – 313-577-4901 / bk5634@wayne.edu
- **Tarry Paylor,** Director Region B – 313-577-7707 / cz2413@wayne.edu
- **Cheri Nowak**, Director Region Admin – 313-577-0188 / ds0197@wayne.edu
- **Brian Wittenberg**, Director Region MPN – 313-577-9618 / eu0615@wayne.edu

Agenda

Review the baseline Agenda included in the Materials section. Modify the content if necessary based on your Prep Meeting with Human Resources and review of your Key Decision Points.

Print out the final Agenda and bring copies to the Session.

OPTIONAL: You may choose to include copy of the Agenda with your invitation communication.

At the Session

Materials List

- Computer
- PP deck (preloaded on computer or copy on stick drive)
- Projector (unless meeting room has built-in unit)
- Remote control clicker (optional)
- Facilitation Guide or PP Slides printed out in Notes view
- Handouts & Activity Materials
    - Agenda
    - Copy of Strategic Plan
    - Today @ Wayne Activity Worksheet
    - Values Worksheet
    - Copy of Toolkit & Facilitator Guide
    - Commitment "parchment poster"
- Flip chart paper and markers
- Pens
- Unit Mission, Vision, Values, Strategic Plans (if appropriate)
- Food, Beverage (optional)

Strategic Plan Cascade Session – Facilitation

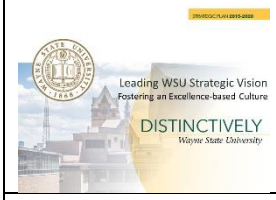
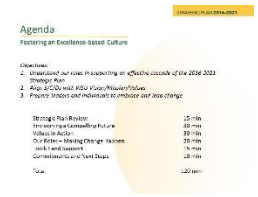
Total Session Time: 2 hours

Key Learning Points (KLPs) – the knowledge that participants should take away as a result of the discussion and/or activities during the session

Actions – the things you should say and/or do to ensure Key Learning Points

Time – the duration of each topic

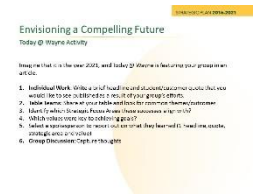
Note: Key Learning Points, Actions and Time can also be found in the "Notes" section on the PP slides.

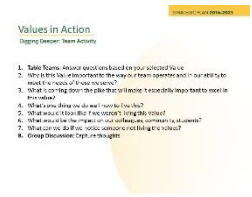
Slide	Key learning points	Actions	Time
Slide 1 	Session Title	• Welcome Participants • Thank everyone for attending & share your anticipation of a valuable session with their active participation	1 min
Slide 2 	1. We all have a role in creating an Excellence-based culture at WSU 2. This session will help us lay the ground work for aligning our activity and collectively living our values 3. Our ultimate goal is creating positive experiences for each other, and exceptional outcomes for our students	• Review Objectives and Agenda Items • Review any needed Logistics & "Housekeeping" items as needed (specific to your session) ➢ Silence cell phones, bathrooms, food & beverage, breaks, etc.	5 min
Slide 3 *Note: Slides 3-16 provide a high-level overview of the 2016-2021 Strategic Plan. There is 15 minutes allotted for this entire section – that's about a minute for each slide.*	These words integrate our mission, vision and values into one statement that unites us in a shared purpose. It reminds us of what we will be known for, the positive impact we will make for our students and the communities we serve, and how we will get there	• Read statement / optional: ask a participant to read • Refrain from diving deep into each statement – just begin to create awareness • Relate the Key Learning Point (use your own "voice") • Say, "Now, let's look at each of those elements, one at a time."	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 4 	Our Vision is what we will be known for. It is a picture of the future, meant to rally us around a common purpose and guide our actions	• Read statement / optional: ask a participant to read • Relate the Key Learning Point (use your own "voice") • Highlight key words that may be new, more meaningful for your S/C/D	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 5 	Our Mission is what we do on the road to realizing our Vision	• Read statement / optional: ask a participant to read • Relate the Key Learning Point (use your own "voice") • Highlight key words that may be new, more meaningful for your S/C/D	15 min Total Time for Slides 3-16 "Strategic Plan Review"

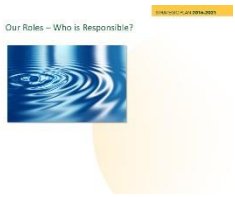
Slide	Key learning points	Actions	Time
Slide 6 	Our Values are "how" we get there, they guide our behaviors help us shape our culture	• Read statement / optional: ask a participant to read • Relate the Key Learning Point (use your own "voice") • Highlight key words that may be new, more meaningful for your S/C/D	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 7 	1. Five Values have been identified to help us build a culture of excellence – where everyone feels valued, can contribute fully and collaborate at the highest levels 2. Today, we'll build our awareness of these values, explore how they resonate for us personally, and identify how they link to our goals	Review Each Value	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 8 	1. Our Mission, Vision and Values provide the roadmap for where we're going and how we'll get there 2. These seven Strategic Focus Areas help us align our activity to achieve the "Distinctively Wayne State" student experience	• Review the focus areas quickly • Say, "Let's take a look at each of these areas and the goals associated with each one. • As we review them, think about how our goals and strategic plans might support each one	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 9 	Student Success is our top priority	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"

Slide	Key learning points	Actions	Time
Slide 10 	Increased student engagement and quality of faculty-student relationships are cornerstones of driving Teaching Excellence	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 11 	We pride ourselves on being one of the most diverse campuses in the nation, and will continue to provide a rich environment for students to learn and grow in, so they are prepared to interact and lead in a global society	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 12 	Community engagement is vital to our academic mission, and the city's sense of renewal	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 13 	Our reputation as a leading research-based university will continue to expand to make a positive difference in people's lives	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 14 	The pace of technological advances and a competitive global economy dictate increasing innovation and entrepreneurship	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"

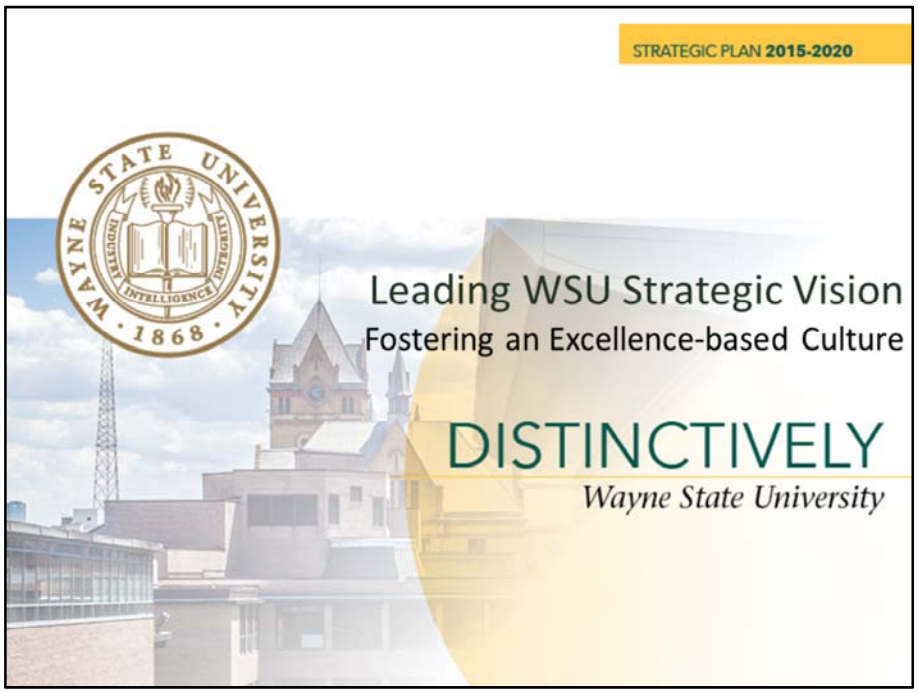
Slide	Key learning points	Actions	Time
Slide 15 	The "Distinctively Wayne State" experience can only be delivered with an operational model of efficiency and sustainability	Review definition and goals	15 min Total Time for Slides 3-16 "Strategic Plan Review"
Slide 16 Materials: Copy of Plan	1. This is a quick overview of our 2016-2021 Strategic Plan. A copy of the full plan can be found at this address. 2. (When available) the President's address video can be viewed at [link]	• Show Plan; Reiterate that a full detailed plan can be downloaded at the address on the slide. Also, the President's address can be viewed at [Link] • Say, "With this initial understanding at the University level, let's delve a little deeper into what this Plan means for us."	15 min Total Time for Slides 3-16 "Strategic Plan Review"

Slide	Key learning points	Actions	Time
Slide 17  Materials: Today @ Wayne Worksheet, flip chart, markers OPTIONAL ACTIVITY	1. Painting a picture of the future helps create shared purpose, enables alignment with WSU Strategic Plan and guides our decision-making 2. Being able to connect our values to positive outcomes helps us realize why they are important and build a business case for change	• Say, “Now that we have a sense of the University's direction, we can see how our goals and objectives align with the WSU Strategic Plan. • To do that, we have an activity to help us envision what that future might look like for us” • Review the activity before handing out Worksheets • The Individual and Table Team portion should take about 15 minutes • Walk around during activity to gain insight on team discussion, answer questions and make sure the teams are on task • Give a 2 minute “heads up” so that teams can finish up their discussion and appoint a “spokesperson” if they haven’t already done so • Bring group back together and have each table report out their headline, quote, Strategic Focus Area and important values • Debrief activity – capture group’s key learning, common themes, importance of values and how they link to outcomes, and other insights on flip chart	30 minutes for entire activity Slides 17 - 18
Slide 18 This Slide must be customized with some examples of Unit Goals/Objectives prior to Session Refer to “Planning & Readiness” section of Toolkit for more tips on creating Impact Maps & Linking Values to Strategic Goals.	1. This visual helps demonstrate how Unit goals & objectives align with WSU Strategic Areas, and helps us describe how values enable us to achieve those goals 2. Values are a key enabler to achieving University, School, College and Division strategic goals, as well as producing positive outcomes for each other, our students and the community at large	• Transition from previous activity if appropriate; Say, “With these future states in our sights, let’s look at how these align with the WSU Strategic Focus areas and how some of our Goals and Objectives will support them” • Use examples from the de-brief as well as some pre-filled in examples to show alignment with WSU Strategic goals • Ask: is there alignment? What changes may need to be made? • What are the implications for the Unit with regard to priorities, working together?	30 minutes for entire activity Slides 17-18

Slide	Key learning points	Actions	Time
Slide 19  Materials: Values Worksheet	**Purpose: Based on previous activity, identify and deepen understanding of Values that are important to the team, find personal meaning, and share thoughts on impact of 'not living' values, as well as ways to support each other** 1. Values help us build a culture of excellence by guiding our behaviors and performance expectations 2. They help us focus on the experiences we create for each other and the impact we have on our stakeholders 3. They unite us, but are expressed and experienced in many different ways	• Say, "Let's dig a little deeper to explore what the Values mean to us personally and as a team" • Assign each table a value and give them a Values Worksheet to help them explore their thoughts • Tell them to answer questions as a group and select a different spokesperson to report out during the Group De-brief • Give them about 15 minutes to discuss, with a 2-minute "heads up" • Walk around to get a sense of the discussions, answer questions and keep teams on task • Debrief activity - capture group's key learning, common themes, pull out any action items/commitments/change that has to occur as a team or individually to support living the Values	30 min for entire Activity

Slide	Key learning points	Actions	Time
Slide 20  Flip chart & markers	1. Everyone is capable of living our values without anything else happening after today - Use the metaphor of the Ripple Effect – one small action (one individual) can have a positive (or not-so-positive) impact on many – but alone is very hard! Imagine dozens, hundreds of these ripples – what happens then? 2. Living our values requires awareness, commitment and ongoing engagement from **everyone** – we all play a role in embedding our values into the WSU culture 3. One of the biggest reasons why change initiatives fail: lack of authentic leadership championship and lack of pervasive, ongoing engagement. Leaders play a critical role, but all of us, regardless of our "title" are responsible (and have the ability) to lead by example, positively influence others and make significant impact	• Ask, "Who is responsible for embedding our values into the WSU culture?" • Say, "The answer is everyone! We each play a role in getting our values 'off the paper' and into action" • Brainstorm some of the responsibilities of leaders, as a team and as individuals in making this happen? • Capture on flip chart • Summarize Key Learning Points	5 min
Slide 21 	1. You can't step in the same river twice because it is always flowing, always changing 2. To live our Values, we must be prepared to make changes as well – changes in how we do things, the way we approach our work, what we focus on, our skills, abilities and knowledge 3. We don't expect change to happen overnight, it takes time and is an ongoing effort	• Ask the team what this saying means to them: "You Can't Step in the Same River Twice" • Say, "As we take on our roles, we do so in an environment of change" • Refer back to any examples the team identified in previous activities that drive the need for change to achieve their 2021 vision • Say, "So what will it take to get from here to achieving the headlines and student quotes we envision for 2021?"	2 min

Slide	Key learning points	Actions	Time
Slide 22 	1. Change happens over time, not overnight 2. It is a continuous cycle, not a one-time event 3. We play a role in every phase, but we're not alone – we have a road map and support along the way	• Review each of the stages of change (top graphic – first animation • Review each of the roles, and some of the types of activity that occurs (second animation) • Point out how examples from the previous brainstorm activity are captured here • Ask team, "So, Where are we right now?"	5 min
Slide 23 Materials: Facilitation Guide & Tooklit	1. These cascade sessions are part of our readiness activity and the beginning of our communication efforts 2. The **Facilitation Guide** will support the Cascade Sessions – It contains everything you need to prepare for and facilitate your Session 3. The **Toolkit** contains all of the materials to support the Cascade Sessions as well, but also includes additional activities and resources that support each phase	• Show Facilitation Guide (For Now) and Toolkit (For Later) • The Facilitation Guide created for WSU leaders at all levels to support the cascade of the 2015-2020 Strategic Plan throughout their S/C/Ds • It contains materials, checklists, preparation exercises and activities to customize content, as well as support resources and contact information to help with preparation and facilitation • The Toolkit contains additional resources and materials to build engagement and sustain momentum over time • It will help managers and individuals navigate and lead change	5 min
Slide 24 • Materials: "Commitment Parchment" • Camera/Phone (Optional) for team photo	1. Gain clarity about next steps – Continue Cascade Meetings 2. Identify actions for leaders, team, individuals 3. Get commitment on 1 important thing (SMART) 4. Identify how the team will track and support progress	• Review next steps • Create a Commitment Parchment with signatures • Thank participants for their candid conversation and input, and express enthusiasm/expectations for continued work together • Take team photo; send copy to Marketing (Christa Clark Raju ccraju@wayne.edu)	10 min

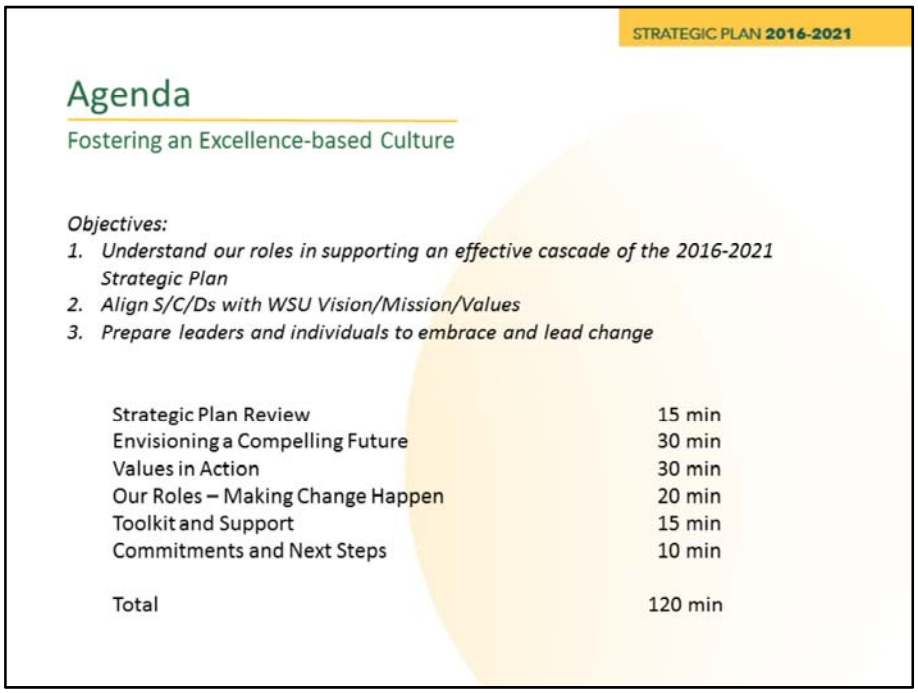


Slide 1

Key Learning Points:
1. Session Title

Actions:
- Welcome Participants
- Thank everyone for attending & share your anticipation of a valuable session with their active participation

Time 1 min



Slide 2

Key Learning Points:

1. We all have a role in creating an Excellence-based culture at WSU
2. This session will help us lay the ground work for aligning our activity and collectively living our values
3. Our ultimate goal is creating positive experiences for each other, and exceptional outcomes for our students

Actions:

- Review Objectives and Agenda Items
- Review any needed Logistics & "Housekeeping" items as needed (specific to your session)
    - Silence cell phones, bathrooms, food & beverage, breaks, etc.

Time 5 min

Slide 3
Note: Slides 3-16 provide a high-level overview of the 2016-2021 Strategic Plan. There is 15 minutes allotted for this entire section – that's about a minute for each slide.

Key Learning Points:
1. These words integrate our mission, vision and values into one statement that unites us in a shared purpose. It reminds us of what we will be known for, the positive impact we will make for our students and the communities we serve, and how we will get there.

Actions:
- Read statement / optional: ask a participant to read
- Refrain from diving deep into each statement – just begin to create awareness
- Relate the Key Learning Points (use your own "voice")
- Say, "Now, let's look at each of those elements, one at a time."

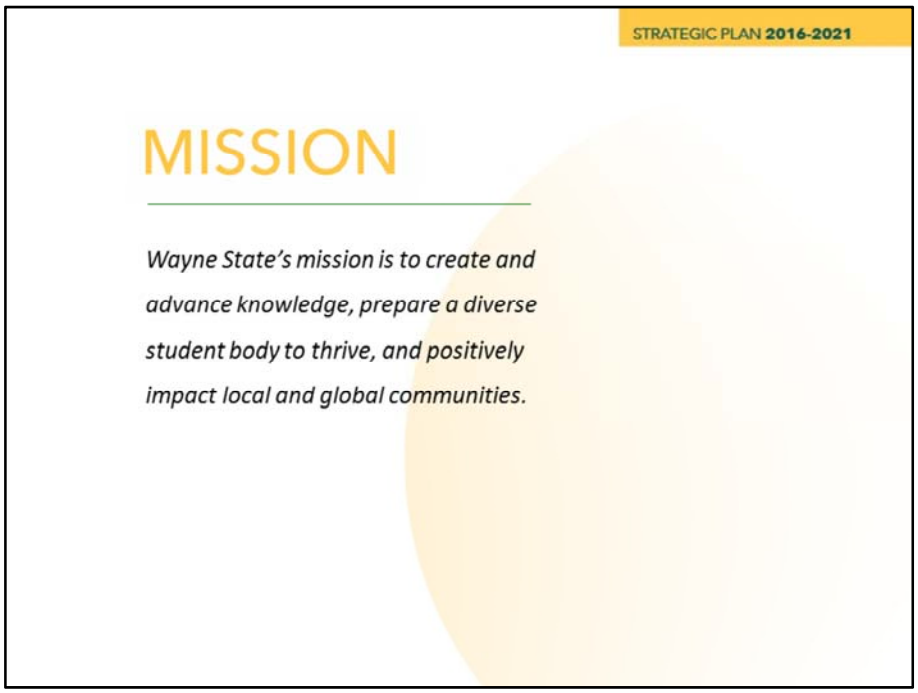
Time 15 Min (Total time for entire Strategic Plan Review)

Slide 4
Slides 3-16 provide a high-level overview of the 2016-2021 Strategic Plan.

Key Learning Points:
1. Our Vision is what we will be known for. It is a picture of the future, meant to rally us around a common purpose and guide our actions.

Actions:
- Read statement / optional: ask a participant to read
- Relate the Key Learning Points (use your own "voice")
- Highlight key words that may be new, more meaningful for your S/C/D

Time 15 Min (Total time for entire Strategic Plan Review)

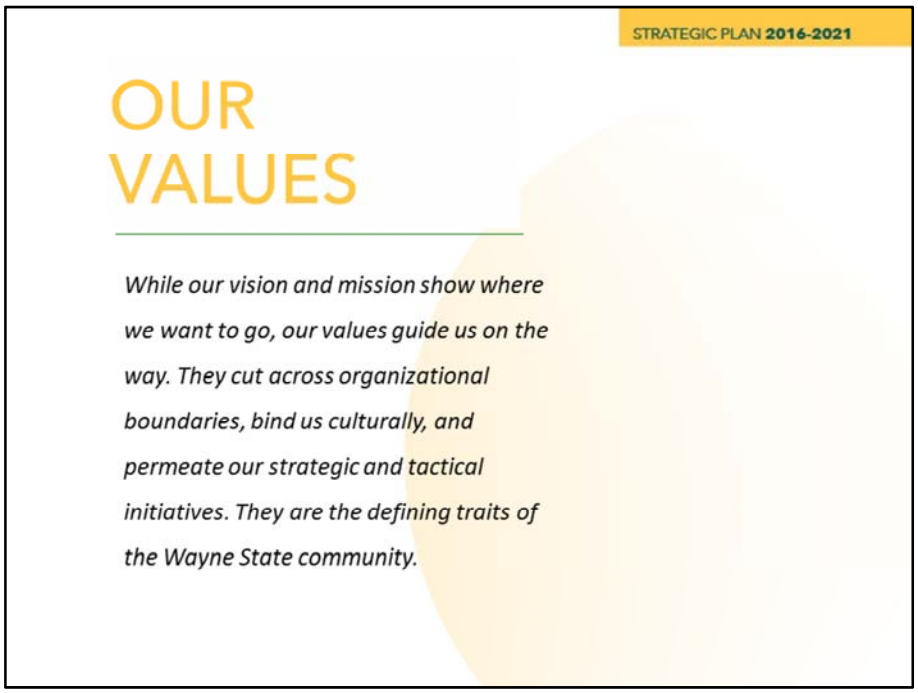


Slide 5
Slides 3-16 provide a high-level overview of the 2016-2021 Strategic Plan.

Key Learning Points:
1. Our Mission is what we do on the road to realizing our Vision.

Actions:
- Read statement / optional: ask a participant to read
- Relate the Key Learning Points (use your own "voice")
- Highlight key words that may be new, more meaningful for your S/C/D

Time 15 Min (Total time for entire Strategic Plan Review)

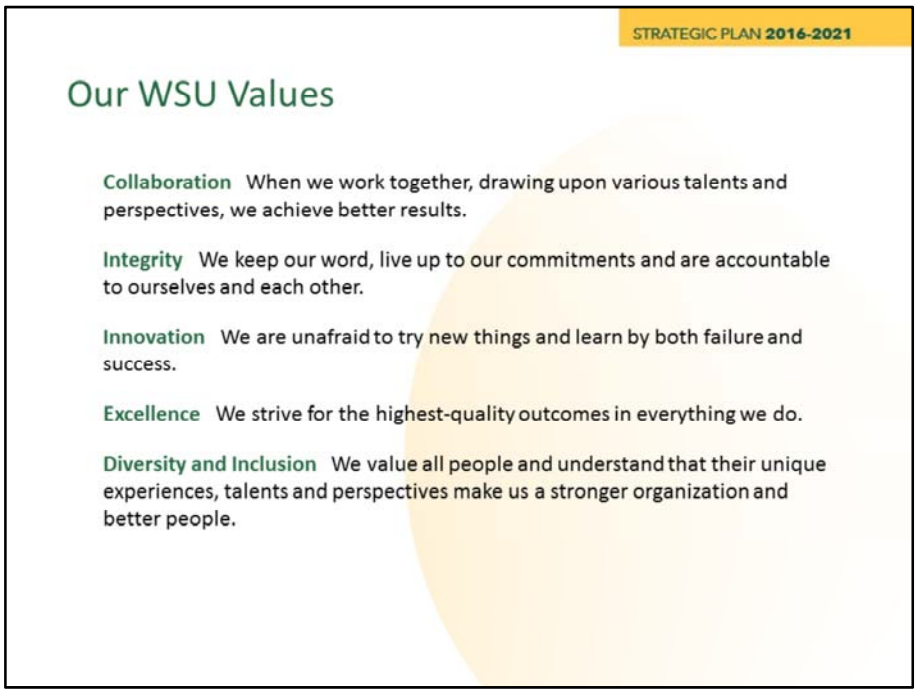


Slide 6
Slides 3-16 provide a high-level overview of the 2016-2021 Strategic Plan.

Key Learning Points:
1. Our Values are "how" we get there, they guide our behaviors help us shape our culture.

Actions:
- Read statement / optional: ask a participant to read
- Relate the Key Learning Points (use your own "voice")
- Say, "Let's take a look at the WSU Values…" or similar

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 7

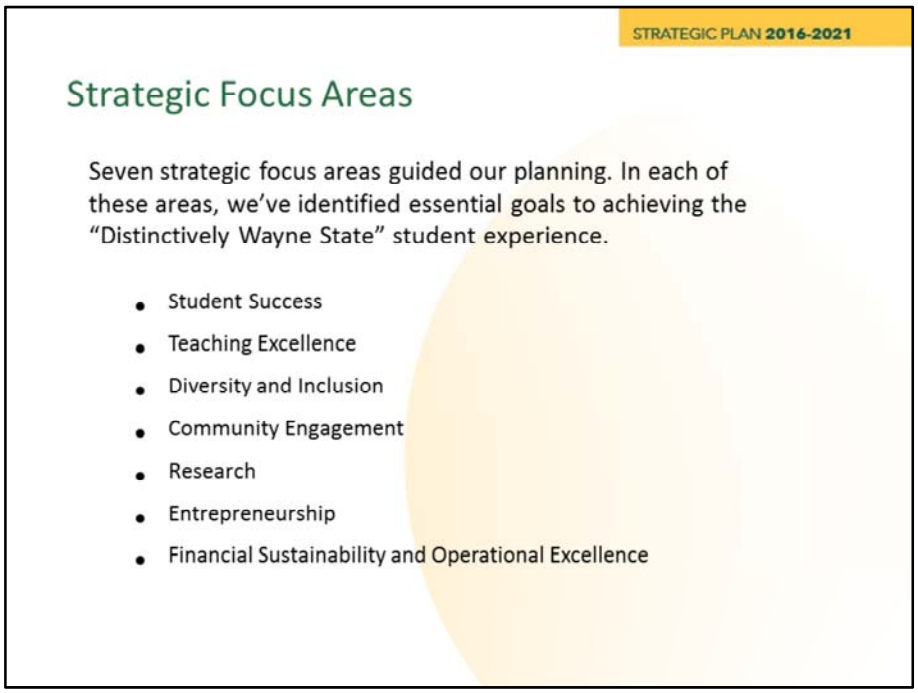
Key Learning Points:

1. Five Values have been identified to help us build a culture of excellence – where everyone feels valued, can contribute fully and collaborate at the highest levels.
2. Today, we'll build our awareness of these values, explore how they resonate for us personally, and identify how they link to our goals.

Actions:

- Review each Value

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 8

Key Learning Points:

1. Our Mission, Vision and Values provide the roadmap for where we're going and how we'll get there.
2. These seven Strategic Focus Areas help us align our activity to achieve the "Distinctively Wayne State" student experience

Actions:

- Review the focus areas quickly
- Say, "Let's take a look at each of these areas and the goals associated with each one.
- As we review them, think about how our goals and strategic plans might support each one"

Time 15 Min (Total time for entire Strategic Plan Review)

Slide 9

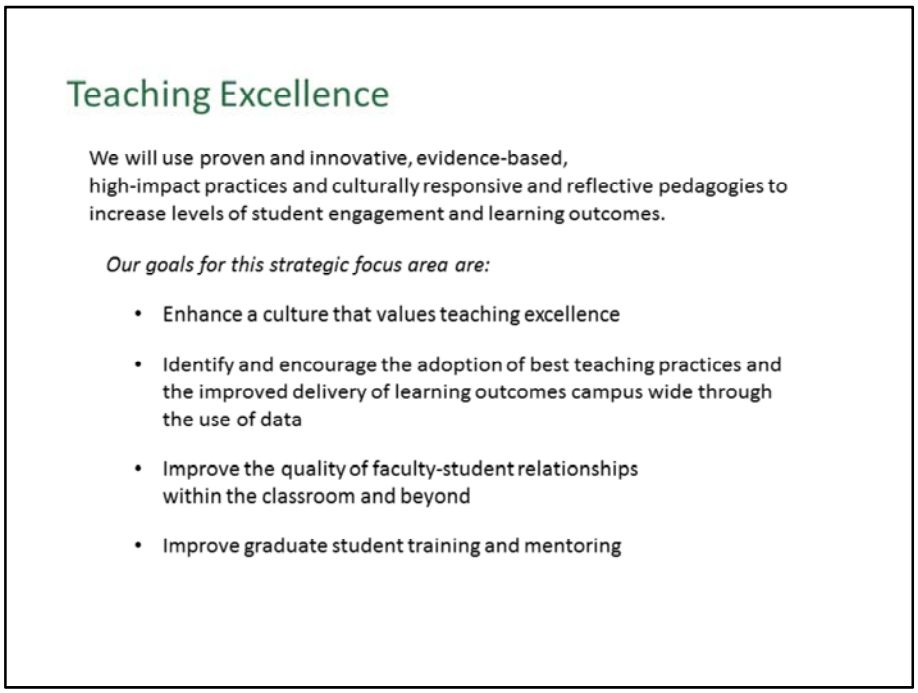
Key Learning Points:

1. Student Success is our top priority.

Actions:

- Review definition and goals

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 10

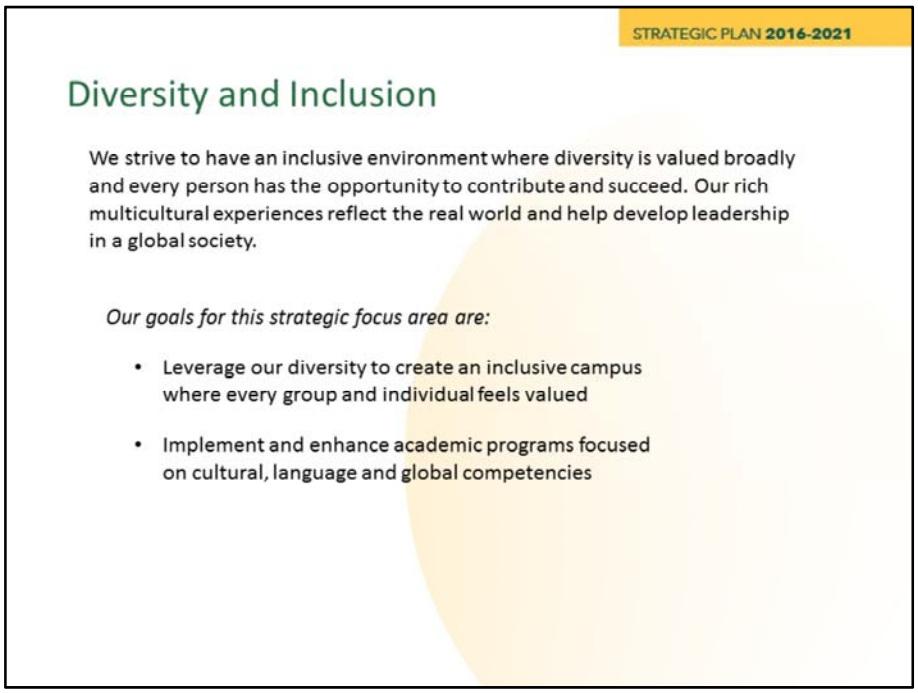
Key Learning Points:

1. Increased student engagement and quality of faculty-student relationships are cornerstones of driving Teaching Excellence.

Actions:

- Review definition and goals.

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 11

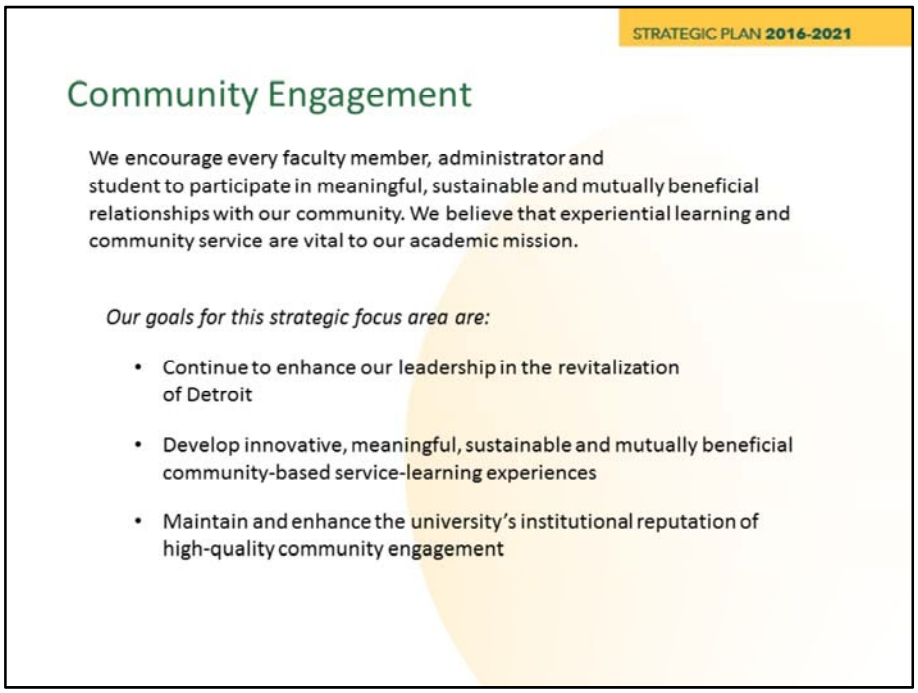
Key Learning Points:

1. We pride ourselves on being one of the most diverse campuses in the nation, and will continue to provide a rich environment for students to learn and grow in, so they are prepared to interact and lead in a global society.

Actions:

- Review definition and goals.

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 12

Key Learning Points:

1. Community engagement is vital to our academic mission, and the city's sense of renewal.

Actions:

- Review definition and goals.

Time 15 Min (Total time for entire Strategic Plan Review)

Slide 13

Key Learning Points:

1. Our reputation as a leading research-based university will continue to expand to make a positive difference in people's lives.

Actions:

- Review definition and goals.

Time 15 Min (Total time for entire Strategic Plan Review)

Slide 14

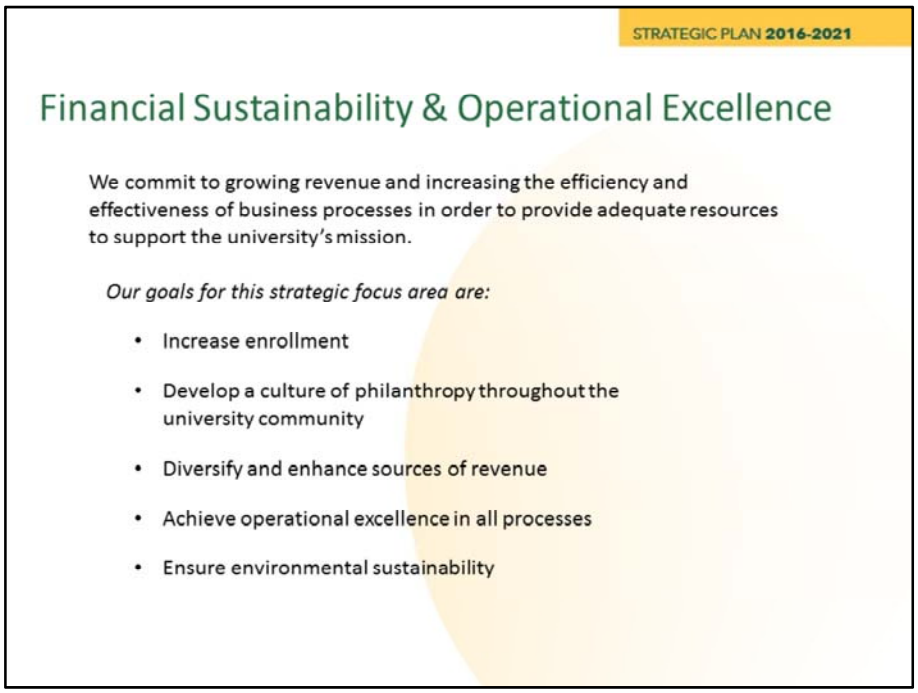
Key Learning Points:

1. The pace of technological advances and a competitive global economy dictate increasing innovation and entrepreneurship.

Actions:

- Review definition and goals.

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 15

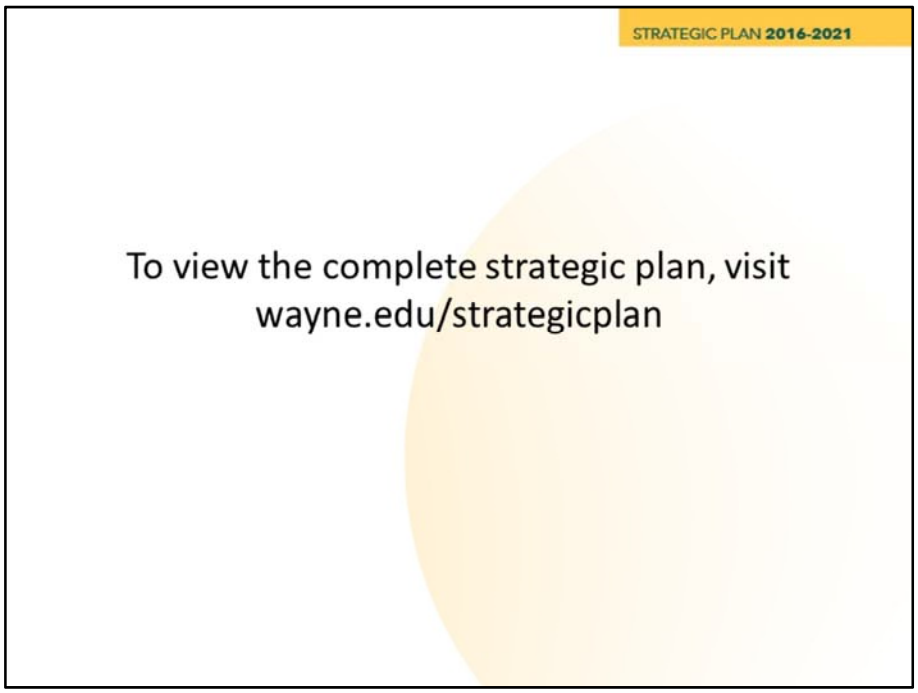
Key Learning Points:

1. The "Distinctively Wayne State" experience can only be delivered with an operational model of efficiency and sustainability.

Actions:

- Review definition and goals.

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 16
Materials: Copy of 2016-2021 Strategic Plan

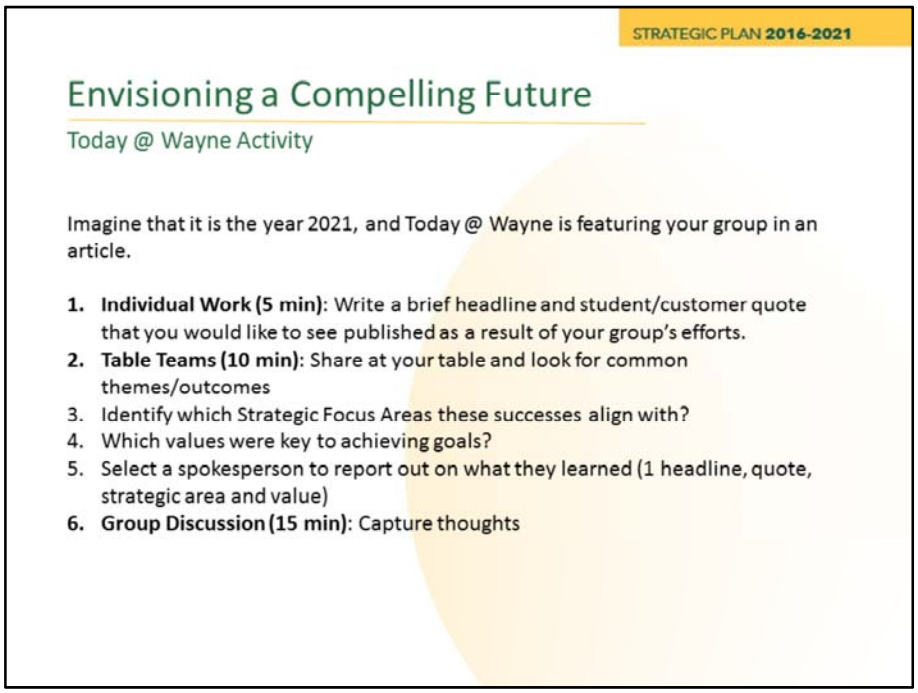
Key Learning Points:

1. This is a quick overview of our 2016-2021 Strategic Plan. A copy of the full plan can be found at this address.
2. The President's address video can be viewed at (provide link when available)

Actions:

- Show Plan; Reiterate that a full detailed plan can be downloaded at the address on the slide. Also, the President's address can be viewed at [Link]
- Say, "With this initial understanding at the University level, let's delve a little deeper into what this Plan means for us."

Time 15 Min (Total time for entire Strategic Plan Review)



Slide 17
Optional Activity: Today @ Wayne Activity / Purpose: Help participants envision future outcomes in their Unit, see how they align with WSU Strategy and begin to link values

Materials:
- **Headline/Quote Worksheet**
- **Flip chart & markers**

Key Learning Points:
1. Painting a picture of the future helps create shared purpose, enables alignment with WSU Strategic Plan and guides our decision-making
2. Being able to connect our values to positive outcomes helps us realize why they are important and build a business case for change

Actions:
- Say, "Now that we have a sense of the University's direction, we can see how our goals and objectives align with the WSU Strategic Plan.
- To do that, we have an activity to help us envision what that future might look like for us."
- Review the activity before handing out Worksheets

- The Individual and Table Team portion should take about 15 minutes
- Walk around during activity to gain insight on team discussion, answer questions and make sure the teams are on task
- Give a 2 minute “heads up” so that teams can finish up their discussion and appoint a “spokesperson” if they haven’t already done so
- Bring group back together and have each table report out their headline, quote, Strategic Focus Area and important values
- Debrief activity (about 15 minutes) – capture group’s key learning, common themes, importance of values and how they link to outcomes, and other insights on flip chart

Time 30 minutes for entire activity

Slide 18 *Customize Prior to Session* with some examples of Unit goals and objectives. Use examples from the Today @ Wayne Activity to show how these align with 1 or 2 of the WSU strategic areas, and how values enable these goals. Refer to "Planning & Readiness" section of Toolkit for more tips on creating Impact Maps and Linking Values to Strategic Goals.

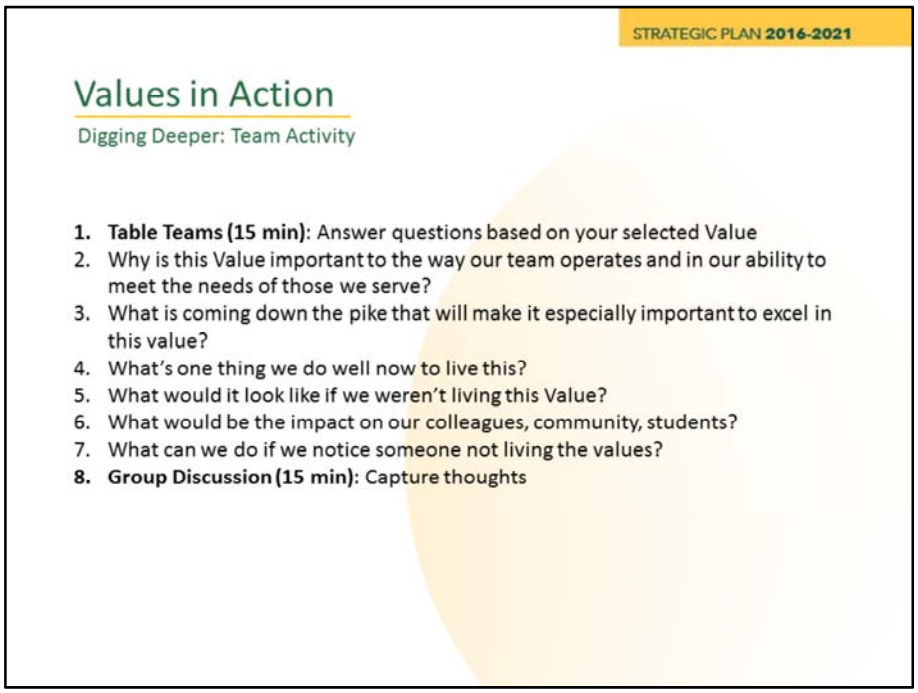
Key Learning Points:

1. This visual helps demonstrate how Unit goals & objectives align with WSU Strategic Areas, and helps us describe how values enable us to achieve those goals.
2. Values are a key enabler to achieving University, School, College and Division strategic goals, as well as producing positive outcomes for each other, our students and the community at large.

Actions:

- Transition from previous activity; Say, "With these future states in our sights, let's look at how these align with the WSU Strategic Focus areas and how some of our Goals and Objectives will support them"
- Use examples from the de-brief as well as some pre-filled in examples to show alignment with WSU Strategic goals
- Ask is there alignment? What changes may need to be made?
- What are the implications for the Unit with regard to priorities, working together?

Time 30 minutes for entire activity



Slide 19
Values in Action Activity / Purpose: Based on previous activity, identify and deepen understanding of Values that are important to the team, find personal meaning, and share thoughts on impact of 'not living' values, as well as ways to support each other

Materials:
- **Values Worksheet**

Key Learning Points:
1. Values help us build a culture of excellence by guiding our behaviors and performance expectations
2. They help us focus on the experiences we create for each other and the impact we have on our stakeholders
3. They unite us, but are expressed and experienced in many different ways

Actions:
- Say, "Let's dig a little deeper to explore what the Values mean to us personally and as a team"
- Assign each table a value and give them a Values Worksheet to help them explore their thoughts

- Tell them to answer questions as a group and select a different spokesperson to report out during the Group de-brief
- Give them about 15 minutes to discuss, with a 2-minute “heads up”
- Walk around to get a sense of the discussions, answer questions and keep teams on task
- Debrief activity - capture group’s key learning, common themes, pull out any action items/commitments/change that has to occur as a team or individually to support living the Values

Time 30 minutes for entire activity

Slide 22
Materials: flip chart & markers

Key Learning Points:

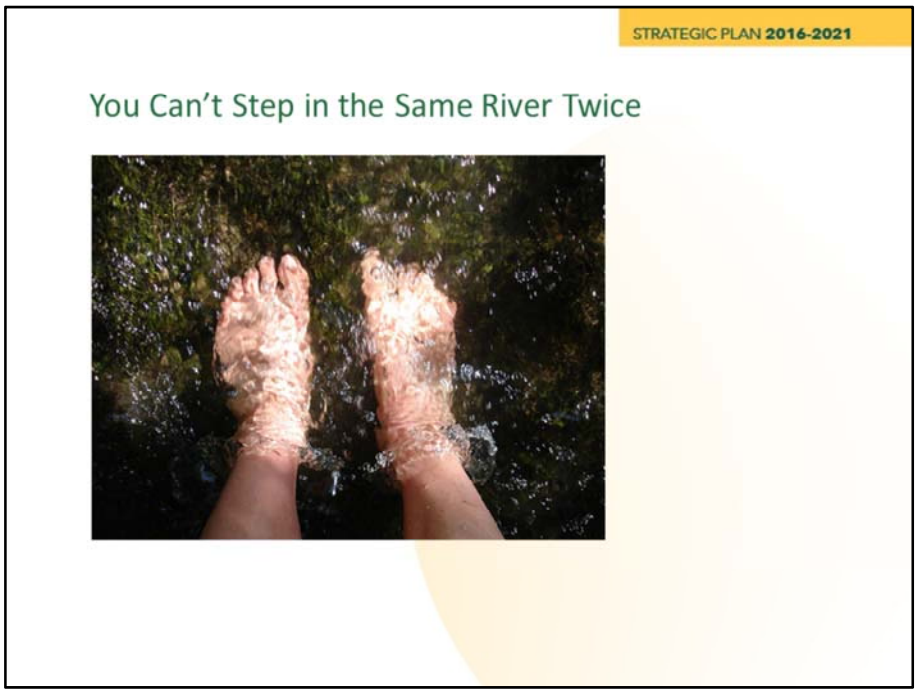
1. Everyone is capable of living our values without anything else happening after today - Use the metaphor of the Ripple Effect – one small action (one individual) can have a positive (or not-so-positive) impact on many – but alone is very hard! Imagine dozens, hundreds of these ripples – what happens then?
2. Living our values requires awareness, commitment and ongoing engagement from **everyone** – we all play a role in embedding our values into the WSU culture
3. One of the biggest reasons why change initiatives fail: lack of authentic leadership championship and lack of pervasive, ongoing engagement. Leaders play a critical role, but all of us, regardless of our "title" are responsible (and have the ability) to lead by example, positively influence others and make significant impact

Actions:

- Ask, "Who is responsible for embedding our values into the WSU culture?"
- Say, "The answer is everyone! We each play a role in getting our values 'off the paper' and into action"
- Brainstorm some of the responsibilities of leaders, as a team and as individuals in

making this happen?
- Capture on flip chart
- Summarize Key Learning Points

Time 5 min



Slide 21

Key Learning Points:

1. You can't step in the same river twice because it is always flowing, always changing
2. To live our Values, we must be prepared to make changes as well – changes in how we do things, the way we approach our work, what we focus on, our skills, abilities and knowledge
3. We don't expect change to happen overnight, it takes time and is an ongoing effort

Actions:

- Ask the team what this saying means to them: "You Can't Step in the Same River Twice"
- Say, "As we take on our roles, we do so in an environment of change"
- Refer back to any examples the team identified in previous activities that drive the need for change to achieve their 2021 vision
- Say, "So what will it take to get from here to achieving the headlines and student quotes we envision for 2021?"

Time 2 min

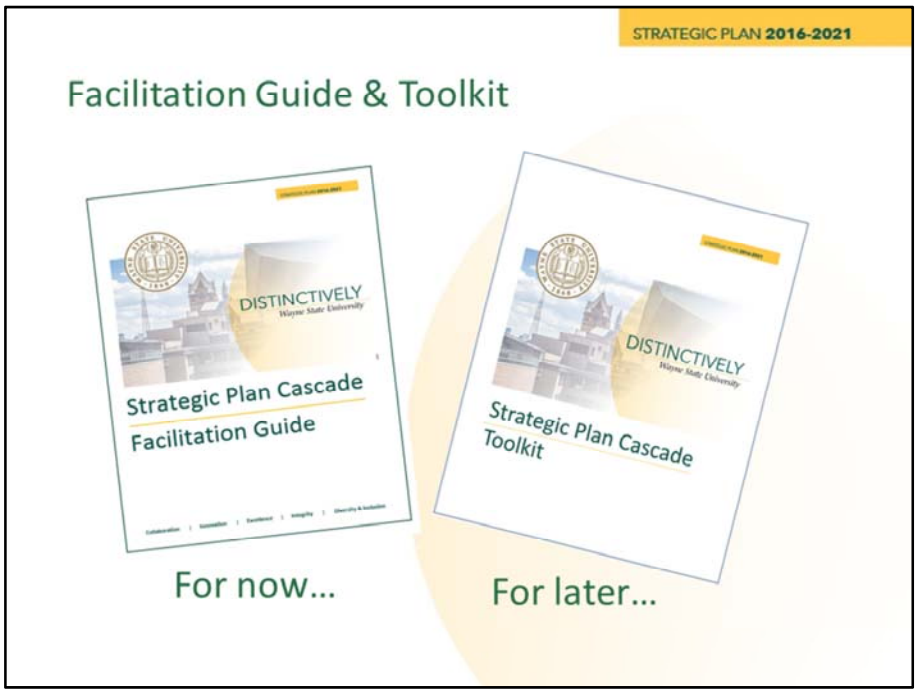
Key Learning Points:

1. Change happens over time, not overnight
2. It is a continuous cycle, not a one-time event
3. We play a role in every phase, but we're not alone – we have a road map and support along the way

Actions:

- Review each of the stages of change (top graphic – first animation
- Review each of the roles, and some of the types of activity that occurs – second animation
- Point out how examples from the previous brainstorm activity are captured here
- Ask team, "So, Where are we right now?"

Time 5 min



Slide 23 Materials: Copies of Facilitation Guide and Toolkit

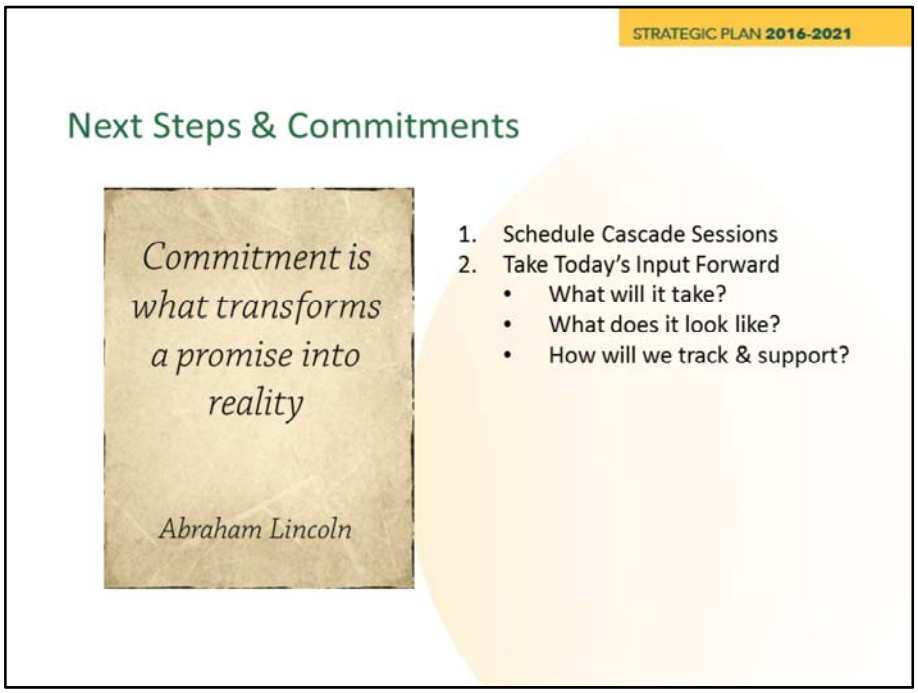
Key Learning Points:

1. These cascade sessions are part of our readiness activity and the beginning of our communication efforts
2. The **Facilitation Guide** will support the Cascade Sessions – It contains everything you need to prepare for and facilitate your Session
3. The **Toolkit** contains additional activities and resources that support each phase

Actions:

- Show Facilitation Guide (For Now) and Toolkit (For Later)
- The Facilitation Guide created for WSU leaders at all levels to support the cascade of the 2016-2021 Strategic Plan throughout their S/C/Ds
- It contains materials, checklists, preparation exercises and activities to customize content, as well as support resources and contact information to help with preparation and facilitation
- The Toolkit contains additional resources and materials to build engagement and sustain momentum over time
- It will help managers and individuals navigate and lead change

Time 5 min



Slide 24
Materials:

- **"Commitment poster"**
- **Camera/Phone for team photo (optional)**

Key Learning Points:

1. Gain clarity about next steps – Continue Cascade Meetings
2. Identify actions for leaders, team, individuals
3. Get commitment on 1 important thing (SMART)
4. Identify how the team will track and support progress
5. Have team sign and date
6. Take team photo; send copy to Marketing (Christa Clark Raju ccraju@wayne.edu)

Actions:

- Review next steps
- Create a Commitment Parchment with signatures
- Thank participants for their candid conversation and input, and express enthusiasm/expectations for continued work together

Time 10 min

WAYNE STATE UNIVERSITY

Activity Materials

The following pages contain all of the handouts and activity materials needed for your Cascade Session.

Contents

Agenda – Customize if necessary

Today @ Wayne Activity Worksheet

Values in Action Activity Worksheet

Commitment Poster – Use PowerPoint slide to create a flip-chart size poster

Agenda

WAYNE STATE UNIVERSITY

STRATEGIC PLAN 2016-2021

Leading WSU Strategic Vision | Fostering an Excellence-based Culture

Objectives

1. Understand our roles in supporting an effective cascade of the 2016-2021 Strategic Plan
2. Align S/C/Ds with WSU Vision/Mission/Values
3. Prepare leaders and individuals to embrace and lead change

Activities	Time
Strategic Plan Review	15 min
Envisioning a Compelling Future	30 min
Values in Action	30 min
Our Roles – Making Change Happen	20 min
Toolkit and Support	15 min
Commitments and Next Steps	10 min
Total	120 min

WAYNE STATE UNIVERSITY

STRATEGIC PLAN **2016-2021**

Today @ Wayne – Team Activity

Looking Ahead to the Future…

Imagine that Today@Wayne is featuring your Unit in 2021.

(5 min) Individually, write a brief headline and a student/customer quote on the lines provided below that you would like to see published about your group as a result of your team living the WSU values of collaboration, innovation, diversity & inclusion, integrity and excellence:

WAYNE STATE UNIVERSITY

TODAY @ WAYNE **September, 2021**

FEATURED STORIES | Happening Today

Headline:

Customer Quote:

(10 min) As a group, share headlines and quotes. Which Strategic Focus Areas do these align with? Which Values are key to achieving? Look for themes. Select a spokesperson to report out key learning.

WAYNE STATE UNIVERSITY

STRATEGIC PLAN 2016-2021

Values In Action – Team Activity

Assigned Value:_____

1. **Why is this Value important to the way our team operates and in our ability to meet the needs of those we serve?**

2. **What is coming down the pike that will make it especially important to excel in this value?**

3. **What's one thing we do well now to live this?**

4. **What would it look like if we weren't living this Value?**

5. **What would be the impact on our colleagues, community, students?**

6. **What can we do if we notice someone not living the values?**

1. Use this template to create a poster (or create your own) to capture Next Steps & Commitments from your team
2. Gain clarity about next steps – Continue Cascade Meetings
3. Identify actions for leaders, team, individuals
4. Get commitment on 1 important thing (SMART)
5. Identify how the team will track and support progress
6. Have Team members sign and date

Our Commitment

"Commitment is what transforms a promise into reality"
-Abraham Lincoln

WAYNE STATE UNIVERSITY

Working Together to Make Change Happen

There are many models for change, and as much research to identify success factors needed to sustain it. Regardless of which approach is utilized, it's important to remember that successful change:

- Happens over time, not overnight
- Requires commitment and ongoing engagement from leadership and employees alike
- Is dependent on the organization's ability to integrate change into key practices, regularly review and communicate progress

That being said, there are phases of change and accompanying activities to consider to increase the success rate of change initiatives:

Phases of Change and Accompanying Activity

The Cascade Sessions are a critical element of the ***Planning & Readiness*** phase, where we work to build a case for change, anticipate the impact it will have on our employees and find ways to help them navigate through. In the ***Communication & Engagement*** phase, we find personal connections to our Mission, Vision and Values, and deepen our understanding of how we impact each other, and ultimately, our stakeholders and students. The final measure of success lies in our ability to align our systems and processes with our Values in the ***Implement & Sustain Change*** phase, and use these to guide our behaviors, expectations and decisions.

The following sections provide information, activities and resources that support each of these phases of change. Refer to the appropriate section based on your needs after the Cascade Session.

WAYNE STATE UNIVERSITY

The People Side of Change

Everyone has a role in making change happen, regardless of their title. However, leaders play a critical role that goes beyond the initial kickoff. They must go through change like any employee, and also help others.

Along with understanding our roles and planning for the operationalization of change, a critical enabler to successful change is understanding its impact on those affected, and taking steps to help them adopt and champion change.

At the start of any new initiative, there is natural resistance to change. People are uncertain of the value and need for change, and wonder how it will impact what they do on a daily basis.

The better we are able to anticipate, understand and help others navigate through these uncertainties, the quicker employees will adopt, embrace and play their role in making change happen.

This starts with our own understanding and authentic championship of the need for change. Be sure you can:

- Relate the elements of the WSU Strategic Plan
- Describe the key focus areas
- Describe all five Values

Stages of Change

People go through different "stages" when moving through change. It can even feel a little like the stages of grief. Loss, uncertainty and fear are common reactions to changes, and completely normal. Recognizing and acknowledging these feelings are important in helping others move through them in positive ways. What you can do:

- Understand the Cycle of Change and help others move through them – know where you are
- Recognize that change happens over time, not overnight
- It's ok that people are in various stages – the important thing is to identify where they are and help them take action to be able to move forward
- Be honest and authentic as a leader – share your own examples of overcoming obstacles yourself; encourage open and honest discussion with your team and individually
- Model the behaviors you expect from others; find those who have moved through the stages of change successfully, and rally them as 'change champions" to support others

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Managing Change: The Change Cycle

Change = something new – something old

Our first reaction to change is often to perceive it as a loss. Remember that whenever you ask your staff to make a change, you are not simply asking them to take on something new. You are also taking away something old, familiar and comfortable.

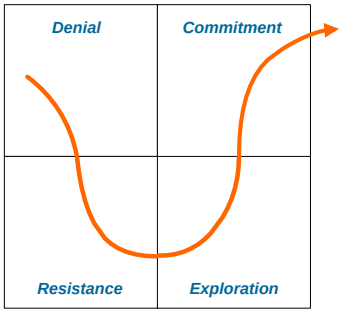
People don't resist change; they resist loss

What do people lose when they experience change? Stability, control, space, comfort zone, relationships or a sense of purpose among other things. Some of these losses may seem trivial to us, but they are very real to the people experiencing them.

It's important to assess the loss that will come with any change you are managing. It's easy to focus very clearly on our own losses during change, but underestimate the losses others experience when we are asking them to change. One of the most important things you can do as a leader is to assess what people will perceive they are losing when you ask them to make a change. Because they are losing something doesn't mean you shouldn't move forward with the change. However, it does mean that in order to effectively manage change, you have to understand what they are losing and how those feelings of loss can affect – and even defeat – what you are trying to accomplish.

The Change Cycle

The Change Cycle represents a common pattern of response that people may experience when they go through a change.



Denial

When people are first confronted with a change, their typical first reaction may be denial. Denial is the mindset of refusing to believe that change will happen. When people first learn that something in their routine is about to change, you may hear: "It'll never happen….Just another flavor-of-the-month program…Just ignore it – it will go away."

Denial is often the most challenging and prevalent obstacle to change. This is true for two reasons. First, when someone is in denial, they think they are doing fine. They don't see the need to change, or even that they should take seriously a change you are trying to implement. Second, you may not recognize that a person is in denial about a change you are managing. Because they don't believe the change is really going to happen, a person in denial isn't likely to kick up a fuss.

For the person in denial, their focus is not on the change that is about to take place. Their focus is on the way things were – or in their minds, the way things ***are*** and will continue to be!

Resistance

The second stage of the Change Cycle is Resistance. Resistance begins when someone is finally awakened from denial. They recognize that the change you are implementing is real and that it is threatening their routine.

People awakened from denial are not typically happy campers. They will resist this change and the loss it will mean to them. This is where their loss becomes real to them, and they dig in their heels. Their focus is on preserving familiar ways of doing things.

There are two basic ways that people will resist. Some will put up an active resistance. You'll have no problem recognizing this type of resistance, because these people will be right in your face. Others will passively resist. This response is a little more subtle and hard to spot, but it can be just as forceful.

Exploration

At some point in the Change Cycle, people stop feeling bad about what they lost. Their resistance begins to lessen, and they move into the Exploration stage. In this stage, they develop a new energy and spend time thinking about the new tasks that the change will bring. They begin to look for ways to meet the challenge of change. This shift from Resistance to Exploration is usually not instantaneous.

You will often observe chaotic action as people begin to ask questions about the change, learn new behaviors associated with change, and experiment with new routines. People experiencing the Exploration stage are often "taste testing," trying a little of this, a little of that. Their focus begins to shift from the past they are losing to the future that the change is bringing on.

Commitment

The final stage of the Change Cycle is Commitment. At this stage, people begin to embrace change, not just experiment with it. Their focus as their commitment builds is not to look at this as a change, but as routine. They look to establish a new, comfortable, "business as usual" environment.

What can I do?

- Become familiar with the stages; know where you are and where your employees may be so you can support them; share personal stories of your own challenges and experiences
- People move differently through these stages- they may move backwards or skip some stages altogether; help employees focus on the benefits of the change and model the behaviors you expect others to exhibit
- Find "Change Champions" - those who have moved into *Exploration* and *Commitment*- and ask them to share their stories and mentor others

WAYNE STATE UNIVERSITY

Impact Map Template

Making connections from what we do on a day-to-day basis to the desired future state helps people support change and take action. Using an Impact Map is one way to show these connections. It enables others to see how what they do impacts outcomes – even if they are further away from the end customer. It also helps them see the value in what they do. Things you can do:

- Use the PP slide to show "links" from your S/C/D goals to WSU Focus Areas.
- If you already have Strategic/Tactical Plans, use this information to customize the boxes on the slide (center area); add as many boxes as you need, or use just one example
- If you still need to identify/hone your Plan, you can use this a team activity to solicit input from your team
- Use this as an "acid" test – how do your Plans align with WSU Goals? Reaffirm and build support with those individuals who might have doubted direction; make changes if initiatives do not align with WSU goals

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Linking Values to Strategic Goals

The Impact Map can also be used to show how our Values help us achieve our future state. Think about how each value (left section) enables S/C/D and WSU goals. What do the values look like in each stage?

What you can do:

- Use the Reflection Activities and other resources in the Toolkit to personalize the values for yourself
- Think about a time when you or someone else demonstrated the value and the impact it had on you, a colleague, stakeholder or student
- Think about a time when someone did not embody this value. What was the impact on others or work quality?
- Have these examples ready for the Cascade Session and going forward with your team

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Communication & Engagement

- **Communicate**
- **Enable & Empower Others to Act**
- **Create Short-term Wins**

Communication & Engagement

Regular communication is critical to building engagement at all levels of the institution. What should you be able to communicate to your team, when do you communicate and how?

You should be able to address:

- **University level** – reasons for change, Strategic Plan components including the Focus Areas and five Values
- **S/C/D** - Unit goals and objectives and how those align with WSU, how success will be measured
- **Team** – impacts on team at the work level (work outputs, assignments, processes) and the personal level (expectations, experiences, relationships)

WSU 2016-2021 Strategic Plan

Have a copy of the Plan to refer to for your Cascade Session and ongoing. Make sure your team accesses the complete Plan on the Strategic Planning website: wayne.edu/strategicplan

Marketing Communication Plan / Strategy

The Marketing and Communication Division has a comprehensive Communication Plan to support the Strategic Plan Cascade. A copy of the plan is included in the Toolkit. Refer to the Strategic Planning Website for timelines, events and communication materials. Use this information to foster engagement through participation in campus events, integration into your team activities and meetings, and other ongoing experiences that support living our values and aligning with strategic goals.

Personalize

Prepare yourself to answer questions, share your own examples and foster dialogue within your team.. Together with the planning you've already invested to clarify your goals and generate strategic/tactical plans, this will help you find your "voice" and get comfortable talking about important aspects of change. What you can do:

- Review the Elevator Pitch Template in the Facilitation Guide and complete the questions
- Complete a Reflection Activity from the Values section of the Toolkit

Team Engagement and Dialogue

Refer to the resources in the "Values Activities" section of the Toolkit for individual and team activities to promote open discussion and ongoing engagement.

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Create Short-Term Wins

Discuss the measurement strategy (see **Implement & Sustain Change** section) with your team and get their input for which pieces they are responsible for, how they will monitor and communicate progress and what support they need. Talk about the "smaller" wins along the way to longer-term goals, and agree on ways to celebrate success in informal and formal ways. What does this look like for the team? What would be meaningful to them?

Celebrating short-term wins builds morale and creates momentum, enabling people to work through initial challenges and minimize "falling back on old habits."

Empower Others to Act

Creating an environment where people feel part of the change, rather than a "casualty" of change is a critical piece of our roles as leaders. That doesn't mean that we do all the work, it means we help set direction, foster an inclusive environment for problem-solving, enable others to make decisions and empower them to take action.

What you can do:

- Review decision-making processes within the team – can this be pushed "down" through delegation, clarity, increased skill or knowledge?
- Instead of solving problems, what barriers can you eliminate or reduce to help others do their jobs better?
- Provide enough support to guide and answer questions at the level needed for individual team members. Coach to increase their abilities
- Provide regular feedback – provide specific examples of behaviors and the impact of those behaviors on others/results (positive examples to reinforce desired behaviors, constructive examples to help re-direct less effective behavior); be proactive in sharing information to increase ability to change course when needed; lack of feedback is the top reasons cited by employees not being able to work at their highest level
- Support innovation and reasonable risk-taking when possible; use mistakes as learning opportunities – ask employees what they learned as a result of trying something new, and how they will apply this going forward; avoid "slapping" someone's hand for making understandable mistakes during early stages of change to be consistent with our values

Provide Timely Feedback

One of the most important things we can do to help others embrace change is simply give them our time. Taking a moment to express genuine concern and interest in their personal well-being, as well as providing clarity on performance expectations and praise for effort as well as positive outcomes, builds morale and drives employee satisfaction.

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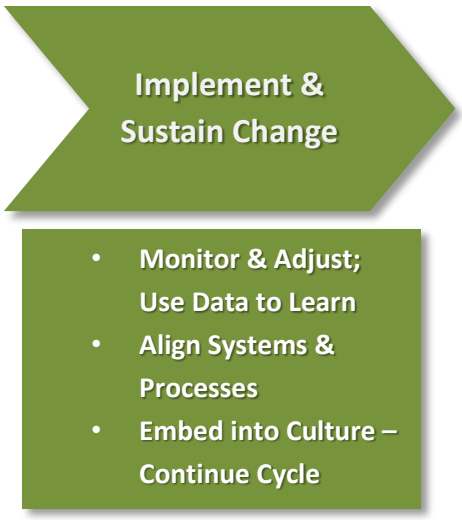
Implement & Sustain Change



Monitor & Adjust

Regular tracking and communication of team and individual effort will help increase the likelihood of sustaining change. What you can do:

Ask managers and individuals to provide regular updates on progress – where are you on track, where are you off-track – what steps need to be taken to achieve milestones?

Make small adjustments to enable continued effort, but too much "change on top of change" is overwhelming and makes it difficult to determine root causes of problems or what is leading to success

Track and report out on Behavior and Results – both of these lead to Performance

Align Systems & Processes

Review processes that need updating or alignment or that may need to be created to increase effectiveness. Some key employee practices that should be considered include:

- **Talent Management** – recruiting, hiring, performance management, promotion, employee development, onboarding
- **Reward & Recognition** – informal and formal systems and processes
- **Team Effectiveness and Team "Systematizing**"– prioritizing, resource allocation, assignments, decision-making, conflict management

Embed into Culture

Living our Values, learning from the actions we take and making improvements to start the process over again, will help embed change into our day-to-day practices, and sustain its positive impact. Creating an excellence-based culture is hard work, but we have the roadmap and people to get us there. Now it's up to you!

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Measurement Strategy Template

Much like the Impact Map, a measurement strategy can help show links to desired outcomes, align activity, identify priorities, enable effective decision-making and monitor progress.

Once we understand our direction and why it's important to get there, we have to know what it looks like when we're successful. Some goals take longer to reach and people can feel frustrated or lose sight of them in their day-to-day work.

Having a measurement strategy that includes both short- and long-term elements can help sustain momentum and provide opportunities to make important adjustments along the way to achieving the overall goal.

Example to customize:

Unit Initiative	"more x on time"	# of people doing	Increase/decrease	quantitative	quantitative

Create a Measurement Strategy / Map for at least one key initiative to identify short- and long-term metrics for success, as well as show connections between Unit initiatives, S/C/D results, and WSU Strategic Goals

1. Choose a WSU Strategic Goal that your Unit will impact in some way, and list that under the "Strategic Goals" column (far right, blue box); include the metric for success
2. List the metric that your Unit will use to determine success under the "S/C/D Result" column (dark gray box on right)
3. List your Unit's tactics/initiatives that will support the WSU Goal under the "Activity/Initiative" column (far left, light gray box)
4. Think about evidence or indicators that could be measured along the way to achieving the ultimate results/goals. These can be both quantitative and qualitative in nature – but are still measurable – and should be expressed as numbers or percentages of improvements in some way
5. Text under the boxes above provide some examples of indicators that should be taking place if we hope to achieve our desired results
6. Use this to align activity, make decisions, changes and improvements, track progress, determine success, and recognize/reward desired behaviors and performance

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Measurement Strategy Template with example:

Activity Initiative	Desired Behaviors	Improvement	Metric	Financial Sustainability & Operational Excellence
Budget Management	Increased Account Monitoring Ability to allocate & forecast funds	Reduced instances of fraud Reduction of errors & omissions in budgets	Cost containment increase	Improve budgeting process and transparency of financial reporting by implementing new tools and budget models

Best Practices for determining metrics

- Look for things that are already measured when possible to minimize the need for new systems and processes
- Only measure what is important to determine success
- Include both quantitative and qualitative elements
- Include both short- and long-term elements

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WSU Values

Our North Star

In his campus address, President Wilson described our Values as the "North Star," guiding our behavior so we will always be able to find our way.

The words themselves may not be unique. But it is the extent to which we are willing to live them, to use them in our decision-making and practices that will set us apart and help us achieve our Vision and Mission.

The thought-starters and activities on the following pages can help you deepen your understanding of how Values play out in your day-to-day experiences, and help you enable others to recognize the positive impact we make by living our Values.

WSU Values

Collaboration | Innovation | Diversity & Inclusion | Integrity | Excellence

The resources in this section begin with individual reflection and team activities that explore our understanding of values in general.

Then you will find activities focused on each specific value.

What can I do?

Contact Human Resources for more ideas on how to personalize WSU values.

Browse the **Accelerate** catalogue for additional reading, activities and information.

Values – Individual Reflection

Connecting Values to What We Do

Reflection Thought-Starters:

- Describe three top priorities for your unit.

- In what way are they aligned to WSU's 2016-2021 strategic plan?

- What specific behaviors are needed to achieve them? In what way do the values align as enablers for success?

Values Reinforcement – Team Meeting

Discussion Prompts:

Below are discussion prompts for use during staff meetings, enabling the team to explore one WSU value at a time

Conversation Starters	Digging Deeper
☐ Why is this value important to the way our team operates and in our ability to meet the needs of those we serve?	☐ What would our team look like if we weren't living this value? ☐ What would be the impact on those we serve? How could it ultimately impact our students? ☐ Consider 3 things you could say or do if you noticed a team member/colleague not living this value…
☐ What's one thing our team does exceptionally well to live this?	☐ Share an example of a time when we achieved success as a result of this value… ☐ What specifically was done? What was the result? ☐ What behaviors were required? ☐ In what way do we want to emulate this in the future?
☐ What's coming down the pike that will make it especially important to excel in this value?	☐ How would living this value enable our success? ☐ What specifically would living this value need to look like in order to achieve our desired results?

Conversation Starters	Digging Deeper
	• What additional related values or behaviors, if any, might be important for us?
• How can we do an even better job of living this value?	• What specifically could we do more of? • Less of? • Differently? • How will we know we've succeeded in making positive change? • In what way could we track progress in an ongoing manner? (Optional: Request team members prepare in advance by highlighting recommendations for improvement on a note card anonymously. Collect and ask team members to read random cards and discuss common themes.)

Values – Team Meeting

Additional Ways to Spark Discussion When Reinforcing Values

Team Conversation Options/Thought-Starters:

- Share a YouTube clip or photo featuring one of the values and ask team members in what way the image sparked thoughts for them about the importance of the value. Follow up with a discussion about how this is pertinent to their team.
- Show a movie that features the importance of this value in a conference room over lunch. Supply popcorn. Team members bring their own lunch with them and are asked to be on the lookout for ways the value is being lived while watching it.
- Locate an article or book talking about this value. Ask team members to read it prior to the meeting and share one thing that resonated for them about the reading as it related to the value and their team.
- Play music with song lyrics highlighting something about this value as team members walk into the room.
- Ask team members to bring a symbol of what this value means to them and share a 30-second story about it during the meeting.
- Request team members pick an Accelerate eOption for this value and share one thing they learned as a result, or something that was reinforced about what they already knew, to the meeting.
- Rotate responsibility for leading value discussions in the staff meeting – ask the meeting leader to choose the best way to spark a conversation.

Values – Team Activity

Envisioning Success

Preparation:

Randomly assign individuals or subgroups of team members to a WSU value. Optional: create a mural for each value to hang on the walls. Request individuals come together to discuss and post their work on the appropriate mural for later post-meeting reference.

Divide into subgroups (5 min, individual activity)
Of the five WSU values below, underline the one that that was assigned to you/your table:

Imagine what success would look like for our team as a whole if this assigned value were truly lived by all of us… What would others inside and outside of our team *See? Feel? Think?*

Using the back of this page, ***draw a picture*** that would symbolize this value in action. It may be what you see when the value is being lived – or the outcome that would result for our clients, students or each other. Transfer this picture to the mural when you're ready and be prepared to share a brief description with your table mates.

Values – Individual Reflection

Living the Shared WSU Values

Reflection Thought-Starters:

- Which value/s resonate most for you? Why?
- In light of your current priorities, how do these values align? Which may be especially pertinent as enablers for success?
- What does each of value look like for you personally? Consider exactly what you might do or say to live each value. How does it look to live them?
- What would you like to be known for in relation to them?
- What would you like to do more of or differently in terms of them as you consider your goals?

WAYNE STATE UNIVERSITY

STRATEGIC PLAN **2016-2021**

Values – Team Meeting Activity

Personalizing our Shared WSU Values

Individual Activity (5 min) - Pick One:

1. Of the five shared WSU values below, circle the one that speaks most to you personally.

2. Jot down a note below that describes *why* you feel strongly about this value personally. Use these notes to provide a 30-second story with as many of your colleagues as possible…

Initial Reflection Thought-Starters:
Did this value help you achieve a past success? Was it reinforced in your family when you were growing up? Does it most reflect what you wish to be known for? If so, why?

Team Activity (10-15 min) – Share Your "One" Speed-Dating-Style:

In 10 minutes, request team members to share their 30 second story with as many of their colleagues as possible. After sharing your story, listen to your partners' story then look for others to connect with. If you would rather not share

your story, but prefer to listen only to others that is okay. The goal of this activity is to connect with as many individuals as possible in the time allotted.

Team Debrief (10 min)

The team leader brings the group together and asks the following questions: (If the group is large, these questions could be discussed in small groups first with the leader asking for a summary of the group's thoughts table-by-table. If the group is smaller, this discussion could be with the full group at large)

- How many of us found that other team members discussed the same value as us? Did this surprise you?
- What are some of the things you observed while sharing your value?
- What were some of the common themes?
- What did you find most interesting?
- Think about individuals who chose the same value as you. Did they choose it for the same reasons? If not, what was different?
- In what way do your personal values align with WSU's values?
- Why are shared values important to an organization?

Sparking Collaboration – Conversation Starters

Team Meeting Resources

Create cards/pieces of paper that can be handed out or pulled out from a "hat."

Individual cards should each have a different statement printed on them.

Instructions: During a staff meeting, individuals each receive a different card and are asked to speak about their question & response with a partner. Then, as a full group, the leader asks for input about each of the main categories from the partners as well as looks to the full group for additional input. Alternatively, cards can be left as a deck on the table & at various points in the agenda, members can reach for a card as a discussion energizer (perhaps at the start & end of the meeting as well as before/after breaks for longer meetings).

Example Questions:

What do we need to be more mindful about fostering a collaborative spirit?

Why bother? What's the upside in being collaborative?

How can we leverage successful collaborations already in place?

What prevents us from being as collaborative as we'd like?

What supports us in being as collaborative as we desire?

If we were to recommend a change to an existing structure, system or process to eliminate barriers and aid with more "automatically" living this value, what would it be?

Collaboration – Individual Reflection

Taking a Temperature Check

Team Self-rating

Instructions:

Rate your work group/team in terms of the following attributes associated with collaboration:

Our team …	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Shares common beliefs and works toward common goals					
Spends time discussing what we hope to accomplish as a team and sets team & individual goals for reaching our vision					
Has a set of established norms, to work through sensitive issues and problem-solve					
Listens to and considers input from all members appropriately					
Has a high degree of trust among members					
Understands each other's roles					

Complete ratings as individual reflection, then compare answers and discuss as a group to learn where the team is strong, where it can improve and how it should proceed to improve collaboration.

Embodying Collaboration – Individual Reflection

When we work together, drawing upon various talents and perspectives, we achieve better results

(5 min, individual activity)

Self-Reflection Thought-Starters:

- When did you last actively seek the talents and perspectives of others?
- In what way was the result of this helpful?
- What can be the downside of living this value for you?

Embodying Innovation – Individual Reflection

We are unafraid to try new things, to test, and to learn by both failure and success. We are relentlessly curious about the evolving world and how we can do things better.

(5 min, individual activity)

Self-Reflection Thought-Starters:

- When did you last actively try something new in order to achieve a positive outcome? What was the result? What did you learn?
- Describe the highlights of success you strive for when living this value… What would our students notice as a result? Others?
- What can be the downside of living this value for you? How can you proactively work to minimize this?
- In what way would you like to strategically leverage this value?
- Identify one commitment for living this value. What will you do more of? Less of? Differently? Consider sharing this commitment with a colleague and determining a follow up date to touch base and check in on progress…

Use this activity to begin a team meeting or "brown bag" lunch together. Have individuals select one of the questions and then share as a group.

Values – Innovation Team Activity

Bring in An Expert

A WSU expert is brought in to help a team think about a process improvement they wish to make in a new way. This might be a client who elaborates upon a need or a unit who has tools/expertise to prompt new ways of viewing a problem or who recently encountered success to share a "best practice".

Activity Purpose:
To provide an opportunity for the group to *work together to explore possibilities for continuous improvement*.

Meeting One: Improvement Idea Generation

Preparation:

- Identify meeting leader.
- Assess if a need likely exists or if the team may benefit from client inspiration. If so, invite a client to come and share 10-minute glimpse into a current or future priority that offers an opportunity for us to improve the way we work together/partner.
- Determine if you prefer to ask team members to come prepared with an idea/process that they feel offers a unique opportunity for improvement. Be prepared to identify criteria for the group to use to select one idea/process for focus (i.e. speed of implementation, amount of resources required to fix it, impact it will have on clients/students, etc.).

Client-Joins-Meeting *Agenda*: (30 min)

1. Client is introduced, who shares a current/future need (10 min)
2. HR members ask questions to better understand need & potential opportunity (5-10 min)
3. Client is thanked for joining the session

4. Group talks for a few minutes to clarify in precise terms the need/opportunity and set the stage for criteria a solution would need to have in order to meet it (10-15 min)

Team-Identification-of-Process-Improvement *Agenda*: (30 min)

1. Team members identify one thing they feel could be improved and why in a silent generation process. This "one thing" is listed at the top of a sheet of paper. (5 min)
2. The paper is passed to the person on the right. This individual builds upon the idea in some way. (1 min/person)
3. The paper successively moves around the group, one person at a time until all have had an opportunity to see each idea and contribute to it.
4. The meeting leader lists each idea on a flip chart or whiteboard.
5. The group discusses the ideas and any way in which they are similar, if applicable. Individuals are asked to anonymously vote for two ideas by placing a checkmark next to their title. (5-10 min)
6. The idea with the most checks is the one in which the group would select for solution generation.
7. The group talks about criteria that any solution would need to address in preparation for the next meeting. (5 min)

<u>Meeting Two: Solution Generation:</u>

Preparation:

- Solution shared with HR management team for brainstorming on any Campus resource that might be relevant
- Determine meeting leader

Expert-Joins-Meeting *Agenda*: (30 min)

1. Meeting leader introduces expert and goal for discussion (i.e. inspire new thinking, share a different way to approach a similar problem, explore existing tools/resources for consideration in shaping potential solutions)
2. Expert shares information (15 min)
3. Group thanks expert and discusses afterward implications as it relates to their specific need/opportunity (5 min)
4. Group brainstorms approaches (10 min)

5. If needed, group agrees on a way to continue the thinking/decision making process (i.e. continued brainstorming in a Google doc, through email, etc.) until an action plan is devised

Team-Generation-of-Solutions *Agenda:* (30 min)

1. Meeting leader requests individual thoughts for ways to approach need/opportunity in another silent generation approach (individual puts one solution at the top of a sheet of paper and passes it to his/her right for others to see/add to it). (5 min)
2. After all individuals had a chance to share input, the full group discusses the variety of solutions posed. (1 min/person)
3. Meeting leader posts all solutions and asks if any could be grouped/connected in any way before voting ensues. (8 min)
4. Individuals asked to vote for 2 solutions that meet the criteria for the need/opportunity defined in the first meeting. (2 min)
5. Action planning for the solution with the most follows. (10 min)

Excellence – Team Activity

A great team energizer to explore what excellence means to the team

Materials:

- large piece of paper (flip chart paper will work)
- markers (enough so every team member has one)

Directions:

1. The goal is to write the word “excellence” on a large piece of paper, using every member of the team to create the word
2. Place the paper in the middle of the table or floor, and let the team decide how to accomplish this task
3. Some considerations and observations to debrief:
    - What factors led to success?
    - What were the challenges?
    - Did the team discuss its vision/goal or just jump in and get started? What are the implications of this for achieving excellence?
    - Did the team assign roles and responsibilities?
    - Did the team discuss how to get back on track or what to do to support each other?
4. What group initiatives/team goals would benefit from the teams’ ability to live this Value?
5. Gain some agreement on what each person will commit to doing differently to improve the team’s ability to achieve excellence

Values – Excellence Team Activity

Raising Our Bar

Featuring the helium stick activity as a metaphor for exploring how to raise our team's bar for a current initiative or in relation to a specific client need.

Activity Purpose:
To provide an opportunity for a quick group experience that sparks a brainstorming discussion on how to raise the team's bar on a particular initiative or to meet a given client need. Team members will be asked how best to *exceed expectations* or *set higher standards*.

Meeting Preparation:

- Obtain a long, thin stick (i.e. broom handle, tent pole, etc.)
- Optional: view the activity in action: https://www.youtube.com/watch?v=bYdVKdAMIII

Meeting Activity: (5-10 min)

Prep:

1. Divide the group in half. Form 2 lines facing each other. Ask individuals to hold their arms out and point their index fingers.
2. Lay a long, thin stick or pole on top of their fingers, calling it a "Helium Stick". Do this from behind the group and in the middle of the line. Keep your hand on top of the pole and apply enough pressure to prevent the group from raising it in the air.
3. Ask the group to adjust their finger heights until the Helium Stick is horizontal and everyone's index fingers are touching it.
4. Share the instructions with your hand remaining on the pole.

Instructions:

5. Explain that the challenge is to lower the Helium Stick to the ground.
6. The catch? Everyone's index fingers must be in contact with the Helium Stick at all times. Pinching or grabbing the pole is not allowed – it must rest on top of fingers. Tell the group that if anyone's finger is caught not touching the stick, the activity will be restarted.
7. Introduce this as "*Your directions are as follows: As a group, you must lower this Helium Stick to the ground without even a single person on the team losing contact with it. If this happens, the activity will restart*."

Notes For Activity Leader:

8. Particularly in the early stages, the Helium Stick has a habit of mysteriously "floating up" rather than coming down, typically causing laughter and confusion about the stick's behavior.
9. Some groups may give up after 5-10 minutes of trying, believing it is impossible. If this is the case, the facilitator can suggest the group stop the task and discuss their strategy, then have another go at it.
10. If the group appears to be succeeding faster than 5-10 minutes, be vigilant about everyone's fingers needing to touch the pole. Also make sure individuals lower the pole all the way onto the ground. You could add further difficulty by adding a large washer to each end of the stick and explain that they cannot fall during the exercise or the activity will restart.
11. How Does it Work? The secret is that the collective upwards pressure created by everyone's fingers tends to be greater than the weight of the stick. As a result, the more a group tries, the more the stick tends to "float" upwards.

Activity Debrief: (10-15 min)

1. How well did the team respond to the challenge? What skills did it require to be successful?
2. How is this like our value of excellence? (When we're not focusing or take our eyes off the task, quality can suffer… It takes a full team to work together to ensure success, etc.)
3. In what way could we "raise our bar" intentionally to exceed a client's expectations with XYZ initiative or to create even higher standards for how we respond to XYZ client needs?

Values – Integrity Team Activity

What Would You Do? Scenarios

Ethical dilemmas are posed in a case study for group discussion and determination of what the "right thing" means for them in this situation.

Activity Purpose:
To provide an opportunity for individual with similar roles to come together to explore what the "right thing" means in given situations. Scenarios brainstormed by HR management team.

Meeting Preparation:

- Obtain ethical dilemma examples for use in the development of scenarios or case studies (these may come from the leader/team's brainstorming, professional association publications or potentially WSU Internal Audit experiences)
- Determine who will lead the meeting

Meeting Activity:

1. Divide the group into small groups or pairs. Ask them to share informally a time when they weren't sure how best to handle a situation. Why did they do? Why? How did it work? How would they feel if their response were published in Wayne Today? (5 min)
2. In pairs or small groups, discuss a provided scenario/case study to identify what you feel is ethical dilemma. Be prepared to share what you think is the "right thing" to do and why. (10 min)
3. After each team member shares his/her perspective, agree upon one definition for the "right thing" in this situation. Identify a volunteer to share a brief description of the scenario and your team's decision with the full group. (5 min)
4. Full group debrief: (10 min)
   - What were the core elements in your team's discussion about what the "right thing" means?
   - How might this relate to other situations we face? Have faced?
   - What support might be helpful to be mindful of these standards as we move forward?

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STRATEGIC PLAN 2016-2021

Values – Introduction to Diversity & Inclusion

Personalizing our Shared WSU Values

The purpose of this activity is to understand that diversity includes everyone! You will explore the definitions of diversity and share thoughts and experiences to create an environment of open, honest communication.

Prep: Review the activity and complete the "Dimensions of Diversity" activity prior to facilitating your team, so you can share your own examples; bring to the session

Print out copies of the "Dimensions of Diversity" worksheet for all participants

Team Activity (15 min)

1. Ask participants to write down a word or simple thought to answer the question: "What comes to mind when you hear the word "diversity?"

2. Give individuals a minute or two to write down their answers, then ask them to share and write responses on flip chart or white board

3. Review answers and note that many of them may relate to
    a. Age, Gender, Race, Physical abilities, Sexual orientation

Provide this definition:

"Diversity is any dimension that can be used to differentiate groups and individuals from one another"

Add that "Dimensions of diversity know NO Bounds"

1. Make this more personal by exploring “What dimensions define us?”
2. Provide your personal example first to help the team feel comfortable sharing
3. Pass out the worksheet and ask the team to complete their own “Dimensions” chart
4. Have them select one or two dimensions that have the greatest impact to their day-to-day (circle or star)
5. Ask participants to share with a partner
    a. What dimensions are the same or different?
    b. What dimension did they “star/circle?” Why?
    c. How does this play out every day?

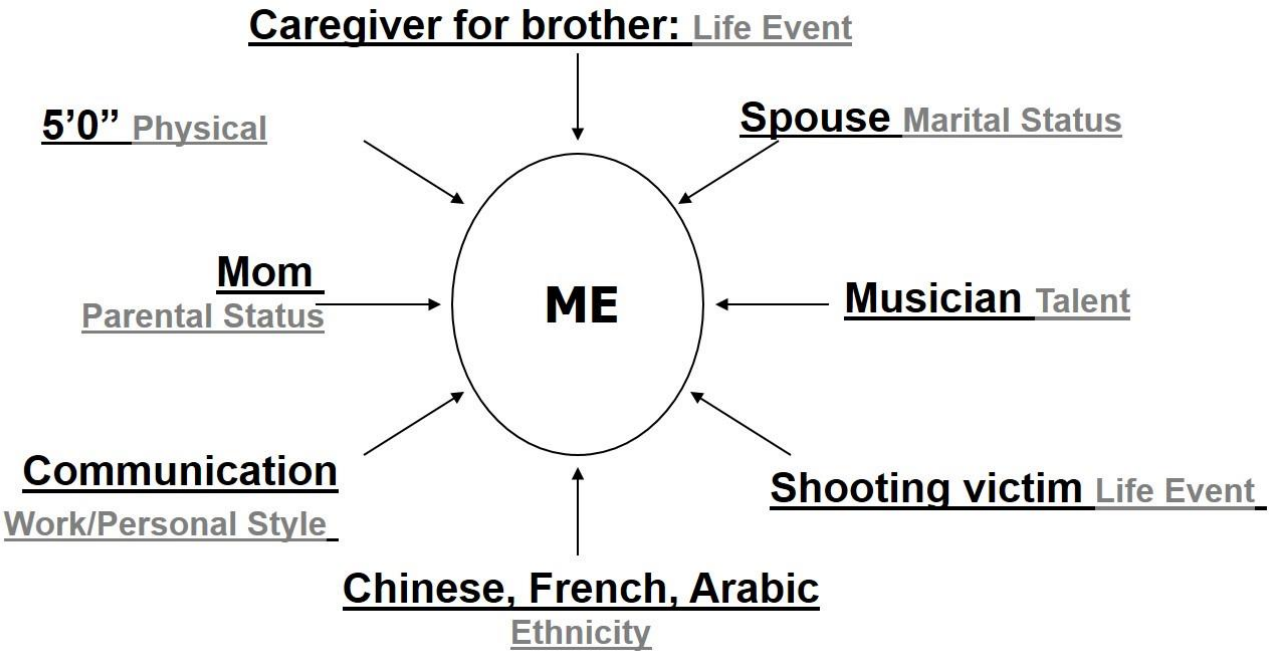
Team Debrief (10 min)

1. Ask for learning and insights from the team
2. Wrap up by acknowledging that:

- Diversity applies to everyone! It’s much broader than race or gender
- It impacts each one of us
- It differentiates us – makes us unique
- It brings us together – common experiences
- It plays out everyday, everywhere

If time allows, discuss how the team will use this information going forward

Example Dimensions Worksheet



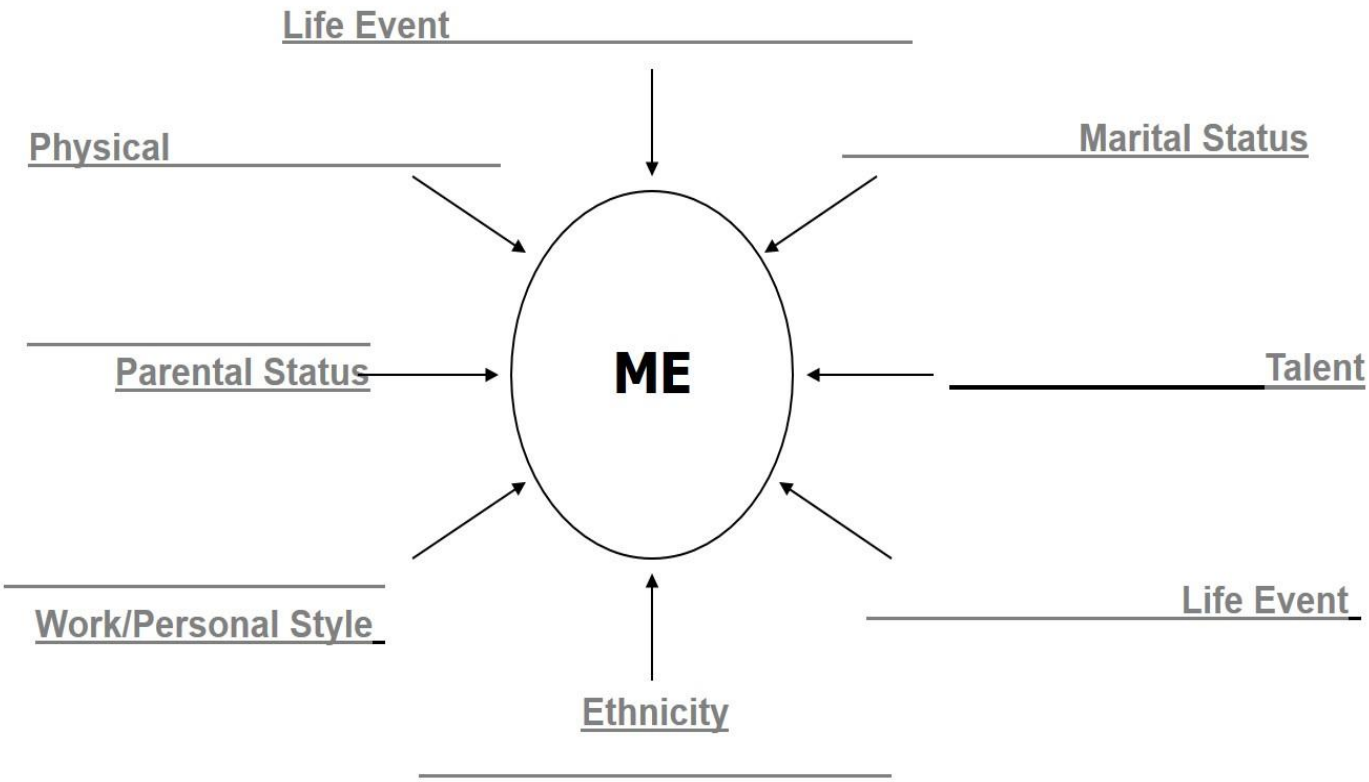
Instructions:

The examples on this Worksheet are for illustration purposes only. Dimensions can be any thing used to differentiate an individual or group from one another. You can provide other examples for the group to use, or they can fill in their own or leave the lines blank:

- Significant Live Event
- Marital Status
- Talent or Hobby
- Unique Experience
- Ethnicity
- Role at Work
- Parental Status
- Physical Attribute
- Comunicationn Style
- Other…..

Copy the blank worksheet on the next page – make 1 copy for every participant.

Fill in one for yourself and bring it to the activity.


Life Event
Physical
Marital Status
Parental Status
ME
Talent
Work/Personal Style
Life Event
Ethnicity