We’re All in this Together

Lessons from a Help Desk in Changing Culture
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- 15+ years Customer Service experience
- 10+ years working in higher ed
- 10 years working in tech
  - Quality Assurance Engineer
  - User Support Consultant & Team Lead
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The Main Story

What brought me here today?

- Central content management system: Drupal
- Ensuring users creating accessible sites
- Turning reactive support into proactive support
Drupal Lite: Created with a focus on content
Laying your foundation
Goals of this stage

- Understand your current environment
- Consider impact of the desired change
- Take steps to prevent burnout
Understand your current environment
Using a table is easy; it’s right in the editor.
Understand your current environment
The accessible way is to create a content type.
Then you add each object as its own content item.
Next, create a view to generate layout automatically.
Don’t forget to format your fields!
...just to create something that looks like what we did before?
Understand your current environment
Each component supports the next
Stop and reflect

Who is on your team?

What are their strengths and opportunities?

How is process created and managed?

What is your team’s current output/performance?
The impact of change

Who?
- End users
- Customers
- Direct team
- Stakeholders
- Organization

How?
- Specific steps
- Individual behaviors
- Access to services

What?
- What specifically will change for each group impacted?
Once you look outward

Also look inward
Write a personal mission statement

- Reminder of why we take action
- Explains why we are **here** (in each situation)
- Help us find our place in our organizations
- Source of energy
- Helps prevent burnout
- Answers the questions:
  - What are our values?
  - What matters to us?
  - What are our goals?
Personal Mission Statement example

- Support others with compassion
- Use feedback as a tool for improvement
- Bring people together for greater success
Working for buy-in
Values

Organizational

Cultural

Personal

Buy-in
Find your first supporter
Gather in more supporters
You are ready to announce change!
What do we need to consider?

People

- Deliver the message their way
- Use positive language
- Be inclusive: “We” and not “I”
- Seek to understand
- Ask for advice
- Accept and respond to feedback
- Be sensitive - no blame
- Follow up and follow through
What do we need to consider?

Process

- Requires varied communication
- Continuous improvement based on feedback
- Transparency
- Accountability
- Focus on process, not tasks
- Remember the big picture
What do we need to consider?

Performance

- The culmination (but not the end) of people and process
- Where we answer “Are we meeting our goals?”
- Tracking progress toward specific aims
- The value of recognition: Ideas, Innovation, Results
General considerations

Each step of the change should be achievable.

Implement pieces independently.

Let them build on each other.

Small steps lead to great heights.
What prevents buy-in?

- Feedback is not acted upon or recognized
- Overwhelming: trying to change more than the organization is ready for
- Emerging organizational and leadership support structures
- Change is disconnected from a crucial aspect of the organization
- Status quo is okay
Understanding resistance
Layers of resistance

1. Disagree on problem
2. Disagree on direction
3. Disagree on implementation
4. Unspoken barriers
Disagree on problem

“There is no problem.”

“No, the problem is this…”

“We can’t control this…”
Disagree on direction (of solution)

“This doesn’t solve all of the problem.”

“My solution is better than yours.”

“We should get someone else to do this.”
Disagree on implementation (of solution)

“Doing it this way has negative consequences.”

“We don’t have the resources to do it this way.”

“I don’t want to do these parts of the solution.”
Unspoken barriers

Social

- Goes against what others are doing

Psychological

- Fear of failure
- Stress because of impact to work
Putting it into action
Created a new feature that could be added from the page itself
So we went from this...
To a grid automatically created based on each cell’s content
Tools we can use

- Periodic review
- Ground rules (if needed)
- Evaluation criteria
- Feedback forms
- Focus groups
- RACI charts
Evaluation after showed the need for instructions and marketing

Adding a Layout Table

1. Log in to your site.

2. Find the page you want to edit.

3. Click the Customize This Page button at the bottom of the screen.

4. Click the Add New Pane button in any of the regions (the regions are denoted with blue boxes).

5. To open the pane editors, select Add a layout table from the sidebar.
   - Note: Each editor represents one cell, or set of content that should remain together.
Remember...

- Seek to understand.
- Know who your first supporters will be.
- Don’t do everything yourself.
- Make buy-in easy.
- Address concerns systematically.
  - Prevent circular conversations!
- Change happens in iterations.
- Change takes time.
An organization's culture

Mission + Vision + Values

Behavior + Attitudes
People ALWAYS come first.

Everything else follows.
“(T)he people who are crazy enough to think they can change the world, are the ones who do.”

- Rob Siltanen
  (for Apple marketing)
Questions?
Keep in touch

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