

# Building a better workplace – United by Purpose

## Overview

Lisa Sansom, Organizational Development Consultant  
For: Advancement

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# Background



- Advancement seeks to create a new vision of our working environment (processes, locations, etc.) post-Covid.
- The ALT would like to gain insights via consultation from Advancement employees, and possibly other key stakeholders, prior to moving forward.
- This proposal outlines the consultative process and next steps.

# Assumptions



- Throughout this proposal, there are some foundational assumptions:
  - That Advancement will partner with Organizational Development throughout this process. OD is available to facilitate, guide, consult and advise throughout this consultative process and through the implementation of any resulting decisions.
  - That Advancement has some time available to engage in this process. No decisions have been made on any post-Covid plans at this time.
  - That this process is positively-oriented, future-directed, and solutions-focused, in order to help Advancement move forward.

## Phase 1 - Definition

- Advancement Leadership Team (ALT) works with OD to confirm:
  - What does the ALT want to learn from this consultation process?
  - What are the parameters?
  - Where are the boundaries?
  - Who will be involved? (including stakeholders outside Advancement?)
- OD creates “discovery” interview protocol based on the ALT requirements
  - To be approved by ALT prior to roll-out

## Phase 2a – Discovery Interviews (dyads)

- Participants (including ALT, Office of Advancement staff, volunteers from Faculty Advancement teams, and any external participants elsewhere in Queen's and/or in the broader community) are paired up to conduct “discovery interviews”
  - Participants are paired with people who are unlike them in some significant way (e.g., job role, years of experience, connection to Queen's)
  - Participants will be given a 2-week window within which to have these discovery interviews (virtually)
  - One interview set (both participants) will take approx. 1 hour
  - Work time will be allocated for this interview

## Phase 2b – Discovery Groups



- In online virtual sessions, groups of pairs come together to discuss their “discovery interview” findings.
  - Three pairs come together to form groups of 6.
- In the first virtual session (approx. 90 minutes):
  - Individuals introduce their partners in their group of 6 and share what they learned from their discovery interviews.
    - E.g., if A and B interviewed each other, A will introduce B, and then B will introduce A. Then C and D introduce each other to the broader group, then E and F introduce each other.
  - After the 3 pairs have shared, all group members discuss and document common themes on what they have heard.

## Phase 3 – Dream Creation



- In online virtual sessions, the same groups of 6 will create a future “dream” (vision) for Advancement as it moves forward into the new way of working
  - Groups of 6 will need up to two hours (during work time) to prepare synchronously
  - They may also wish to work asynchronously on their documentation
  - Creative visuals and a sense of fun are strongly encouraged
  - These will be presented to the larger group (either synchronously or asynchronously – TBD) (e.g., pre-recorded videos, creative images, collages, etc.)

## Phase 3 – Dream review by ALT



- At this point, ALT will review the Dream creations and provide feedback to the larger group.
  - Timing and details TBD



## Phase 4 – Design



- With the vision in mind, there will be “design” elements that need to be created.
  - This is the “how” or “pathway” to get from where Advancement is now to where Advancement wants to be
- Element identification: consultation will be needed to identify the different questions that will need to be considered to move forward.
- Working groups on the different elements will be established.

## Phase 5 – Delivery

- The working groups create structures, processes, etc., to deliver on a) the pathways and b) the final vision for Advancement
- The ALT will make decisions around:
  - Reporting
  - Authority
  - Timelines
  - Anything else relevant to moving this project ahead
- OD will be available throughout to facilitate and advise, and provide Change Management guidance / expertise

# Proposed Timeline – week of...



- Jan 18 – ALT approves overview, OD prepares interview and process protocols
- Jan 25 – ALT approves protocols, start communications plan
- Feb 1 – communications roll-out – inviting participants, setting the stage
- Feb 8 – responding to questions, final logistics, interview protocol to be emailed out
- Feb 15 (*Reading Week*) – time allotted for 1:1 dyadic interviews
- Feb 22 – time allotted for 1:1 dyadic interviews
- Mar 1 – full group consultation part 1
- Mar 8 – full group consultation part 2
- Mar 15 (*March Break*) – report on consultations prepared for ALT
- Mar 22 – report presented to ALT
- Mar 29 and beyond – discussion / deliberations by ALT
  - (*OD to be involved as suitable*)

Any questions?

