

August 2022

UNT SYSTEM™

Building the higher education of tomorrow

University of North Texas
Board of Regents

McChrystal Group

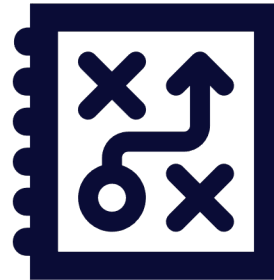


▶ **The path to become One Enterprise has been set**

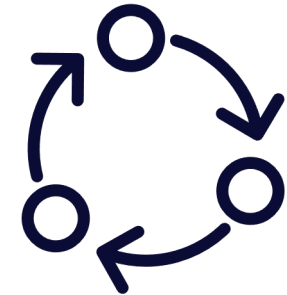
**Build a high trust,
Values-based culture**






**Build resilient and
adaptable teams**



**Performance
systems**



▶ The UNT Enterprise has key strengths from which to draw on its values-based journey

KEY ELEMENT		OBSERVATIONS
 People	STRENGTH	The UNT Enterprise has mission-driven, motivated, hard-working employees at each campus and at System.
 Mission	STRENGTH	Dedication to students was consistently identified as the UNT Enterprise's greatest strength.
 Campuses	STRENGTH	Three campuses bring distinctive value to the UNT Enterprise. Campus teams are aligned to the unique mission of each campus.

▶ **However, challenges exist that must be met swiftly to ensure the destination is reached**

KEY ELEMENT		OBSERVATIONS
 Communication	CHALLENGE	Effective communication is absent, especially from leadership to teams, which impacts trust in the institution.
 Enterprise Strategy	CHALLENGE	The UNT Enterprise strategy is unclear, limiting System effectiveness.
 Processes	CHALLENGE	Processes across the Enterprise are ill-defined, especially as they relate to decision rights, stakeholder engagement, and transparency between System and campuses.

► A fundamental question must be answered:

How does System leverage the unique strengths of each campus to advance a healthy UNT Enterprise?

1 Implement a comprehensive communications plan that improves trust

- 1
 - Conduct a listening campaign where Cabinet members are **accessible** to employees at different levels
 - Articulate the **overarching direction** for the UNT Enterprise and System to the organization
 - Determine the messages, platforms, voices, and timeline for ongoing, **bi-directional** communication

2 Develop a comprehensive, values-aligned Enterprise strategy

- 2
 - Center the strategy on how System will effectively support the **missions** of each campus
 - Ensure that campuses are **integrated** into the strategy development process
 - Leverage the unique assets of each campus to define a **unified vision** for the UNT Enterprise

3 Define clear processes for decision-making, stakeholder engagement, and communication

- 3
 - Establish clear decision-making processes and **decision rights** at System, to be cascaded to System teams and Campuses
 - Develop processes to **engage stakeholders** in major decisions, and ensure teams know how and when they can participate
 - Communicate new information and decisions **transparently** and quickly, so teams understand **why** decisions are made

► Performance analysis: Indicator definitions and example data

Empowered Execution

Empowerment

The belief that one has the autonomy and ability to execute

Shared Ownership

Extent to which a person feels they own organizational problems and success

Guidance

Understanding the guardrails around one's role

Shared Consciousness

Information Sharing

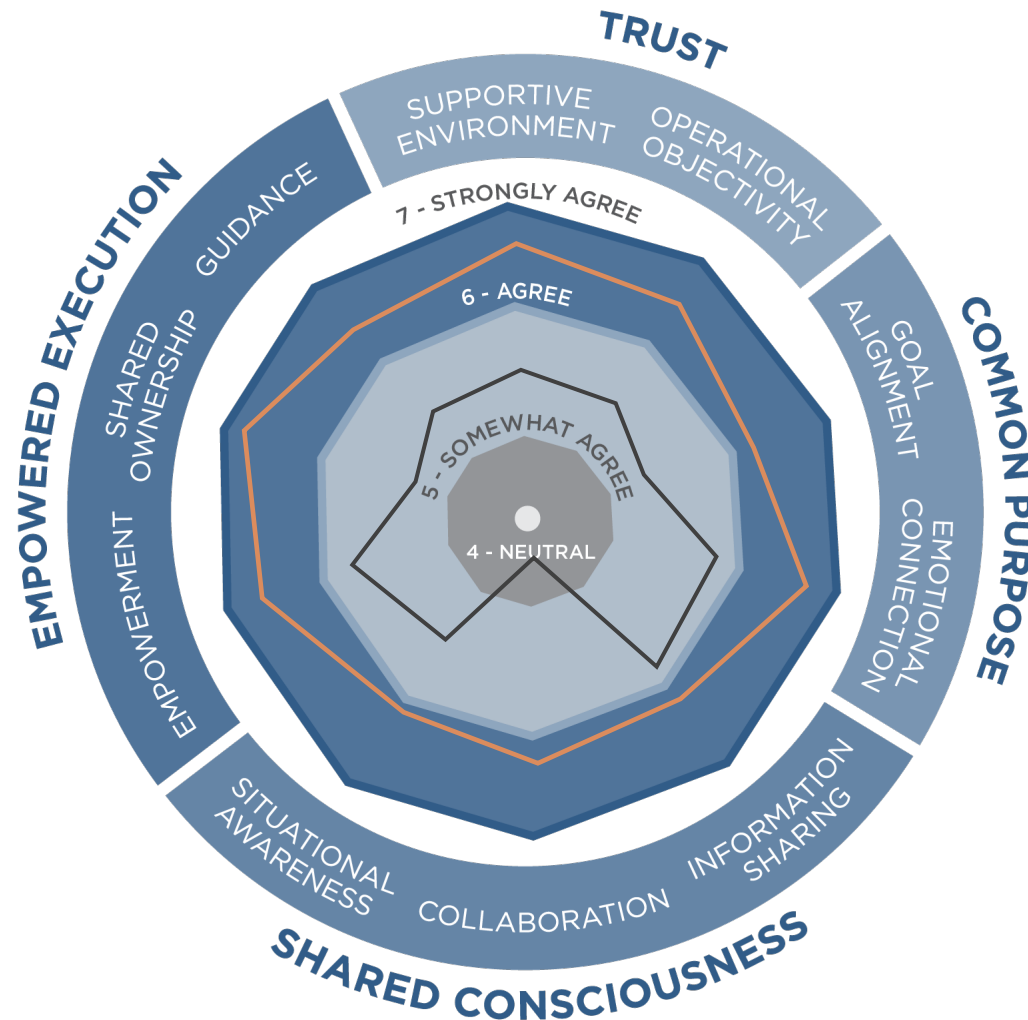
Information is appropriately shared and accessible

Collaboration

The degree to which everyone is working together towards institution-wide success

Situational Awareness

Shared understanding of the operating environment



Trust

Supportive Environment

Established culture of care and concern across the organization

Operational Objectivity

How fair employees perceive the organization to be

Common Purpose

Goal Alignment

Established alignment at the team level

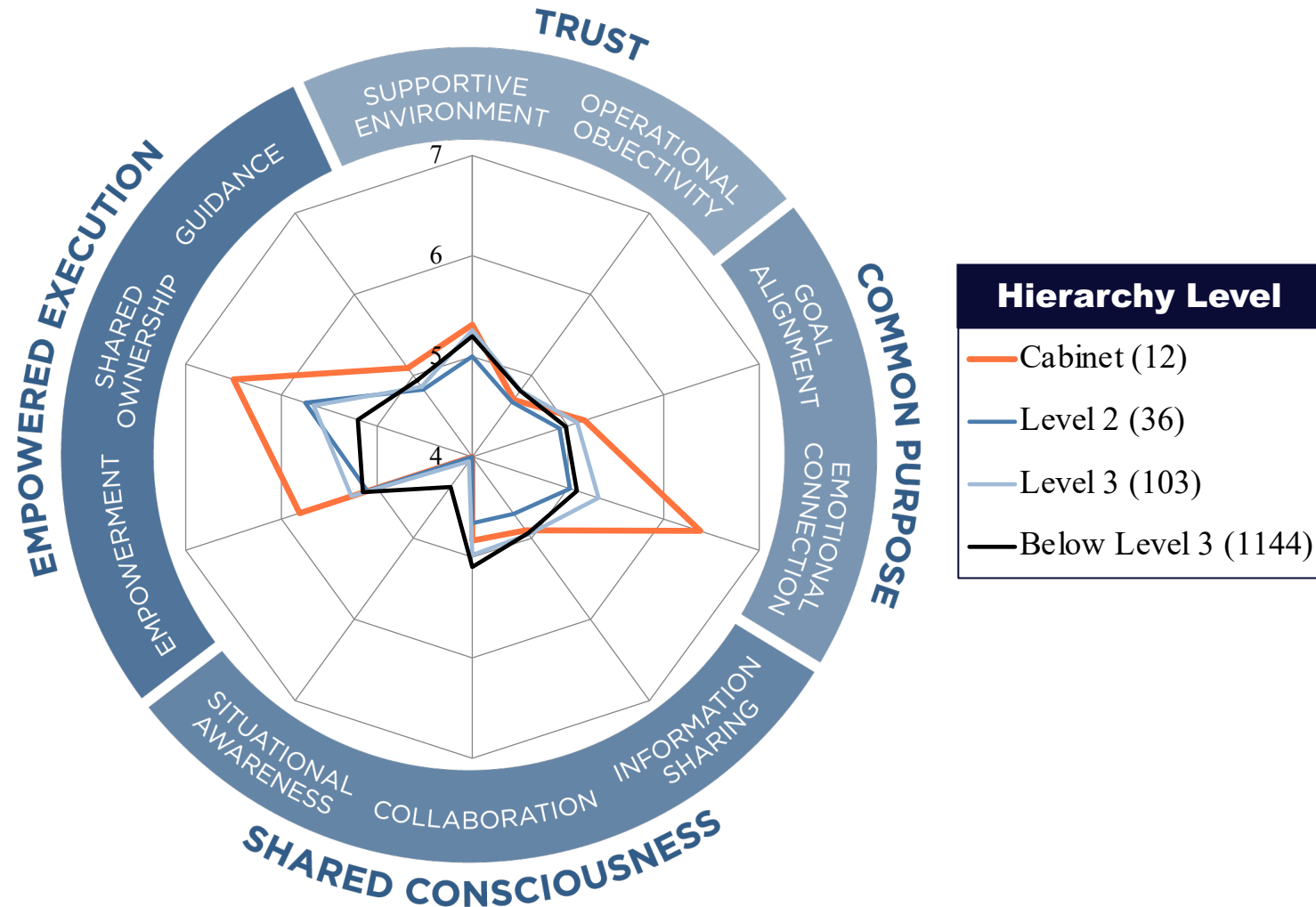
Emotional Connection

Connection to the mission of the company

EXAMPLE DATA

- High performance group
- Mediocre performance group (w/ collaboration opportunity)

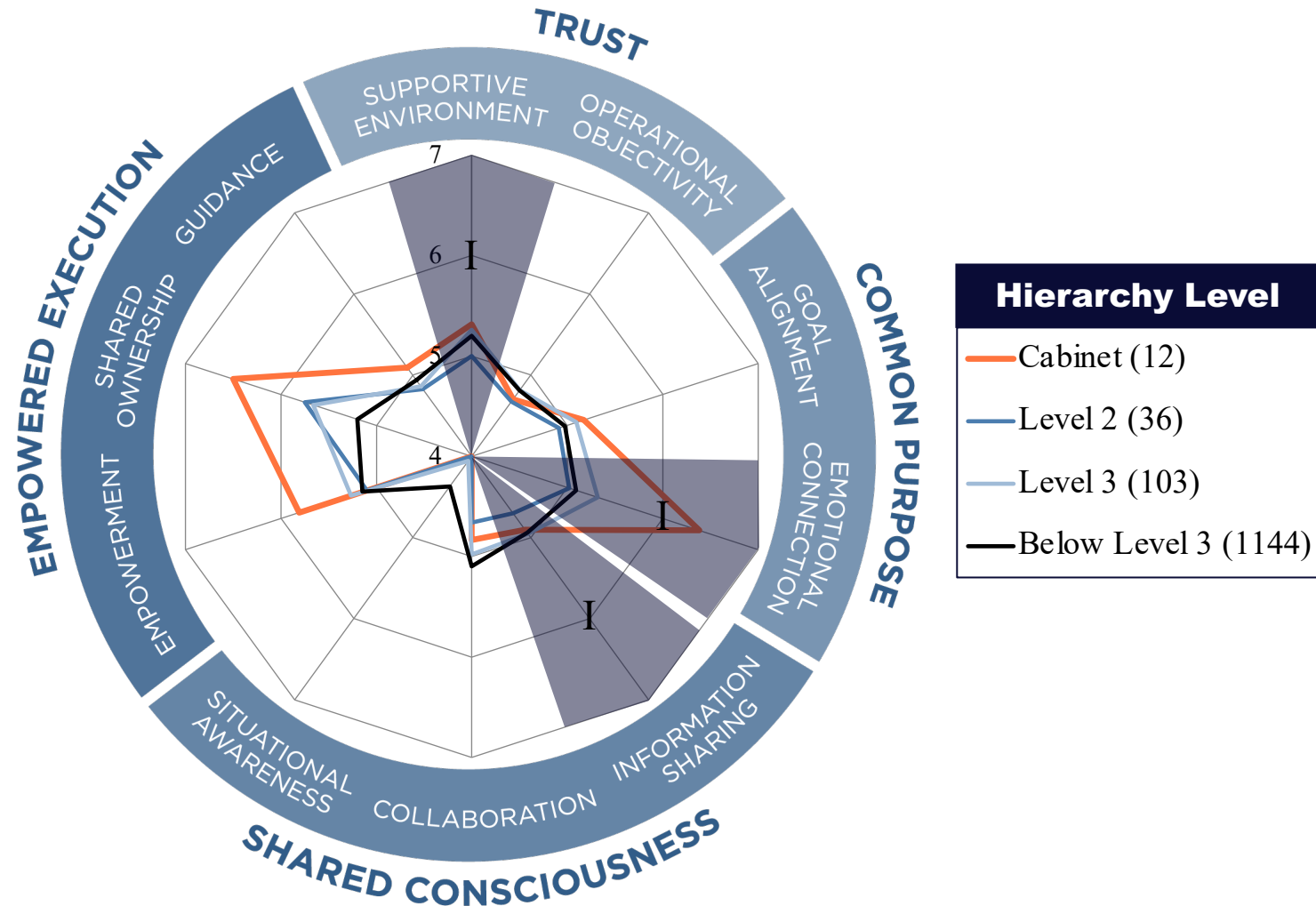
▶ **The cabinet is emotionally connected, but the entire organization identifies the need to improve situational awareness**



Performance analysis shows opportunities to improve communication and trust

Data Section I – Leadership Communication

- *IS*: High-level leaders do not agree that there is an effective process to disseminate information org-wide
- *SE*: Employees do not feel that the Enterprise cares about their well-being
- *EC*: Aside from Cabinet, employees are not motivated by the future of the Enterprise

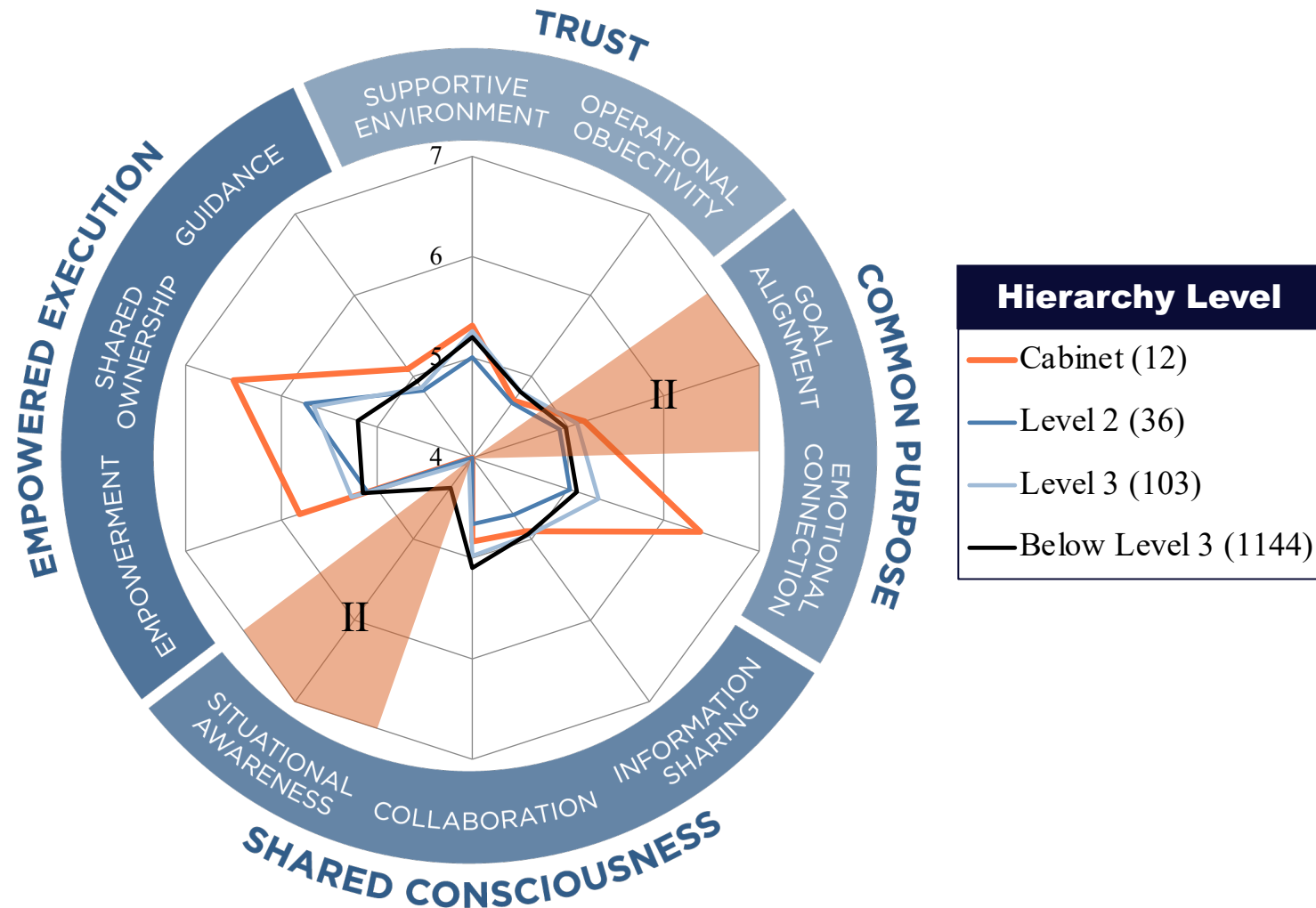


Source: OPA Survey

Performance analysis demonstrates the need to develop a values-aligned Enterprise strategy

Data Section II – Enterprise Strategy

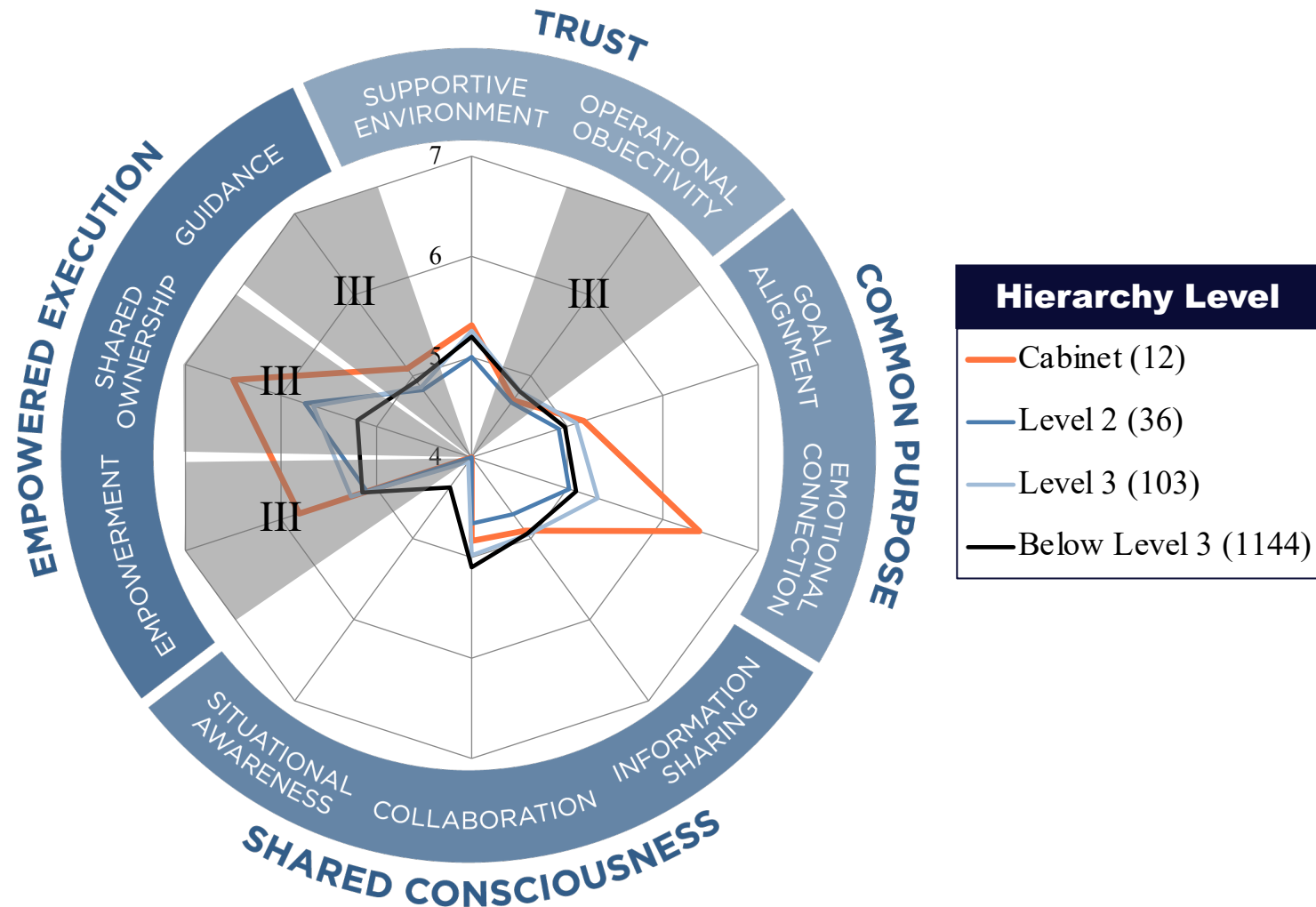
- *GA*: Teams do not consistently connect their long-term goals to Enterprise-level objectives
- *SA*: Teams do not proactively share impactful information outside of their own team



► Performance analysis indicates a need to define clear processes

Data Section III – Processes

- *Guid*: Decision rights between teams not clearly defined
- *Emp*: Mid- and lower-levels are unsure how to positively influence decision-making at higher level
- *SO*: Mid- and lower-levels do not feel Enterprise leaders respect decisions made by their teams
- *OO*: Leaders do not perceive resource distribution as fair



Performance analysis shows opportunities to improve trust, situational awareness, and processes

I – Leadership Communication

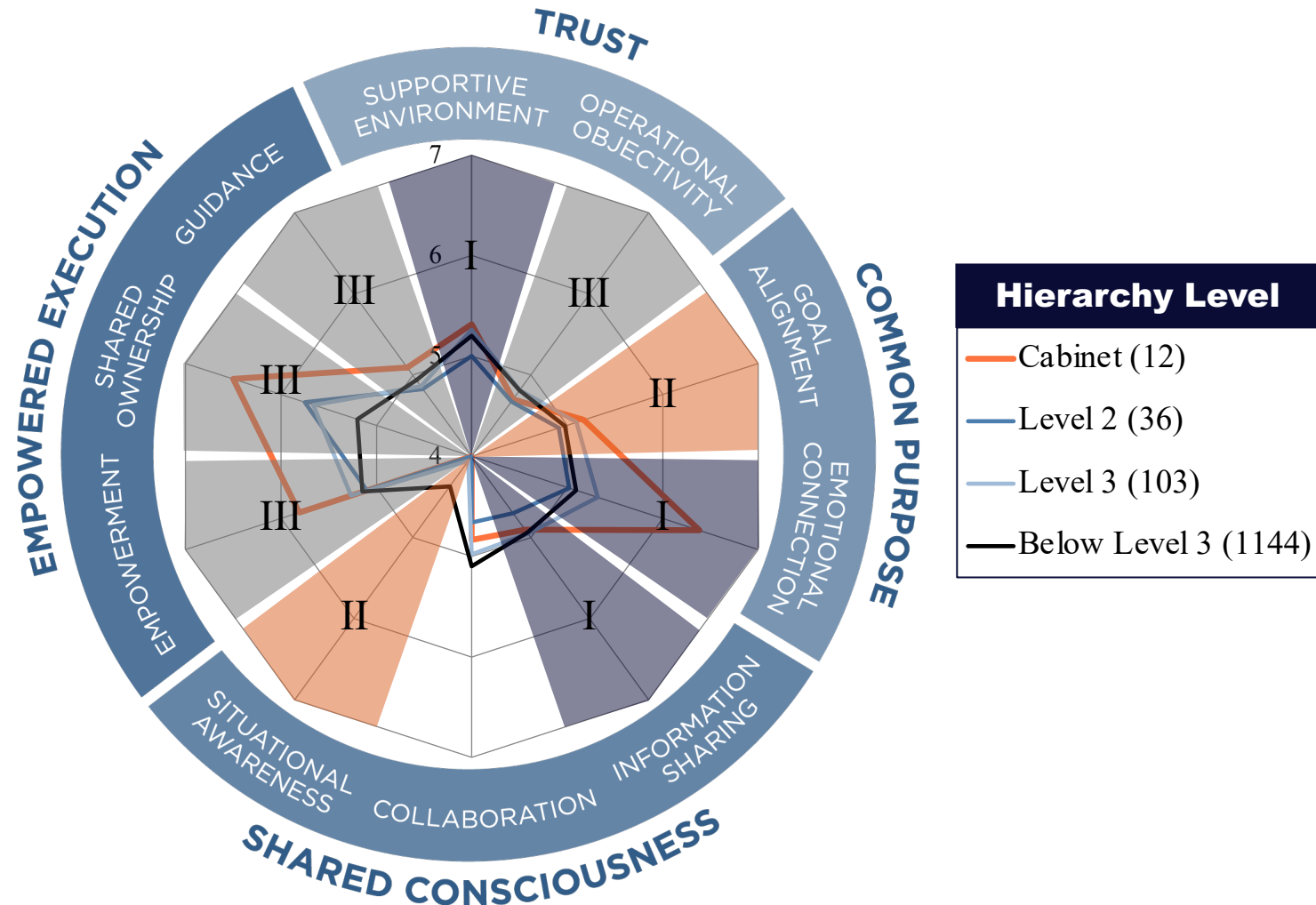
- *IS*: High-level leaders do not agree that there is an effective process to disseminate information org-wide
- *SE*: Employees do not feel that the Enterprise cares about their well-being
- *EC*: Aside from Cabinet, employees are not motivated by the future of the Enterprise

II – Enterprise Strategy

- *SA*: Teams do not have a shared understanding of what defines success for UNT in higher education
- *GA*: Teams do not consistently connect their long-term goals to Enterprise-level objectives

III – Processes

- *Gui*: Decision rights between teams not clearly defined
- *Emp*: Mid- and lower-levels are unsure how to positively influence decision-making at higher level
- *SO*: Mid- and lower-levels do not feel Enterprise leaders respect decisions made by their teams
- *OO*: Leaders do not perceive resource distribution as fair



Source: OPA Survey

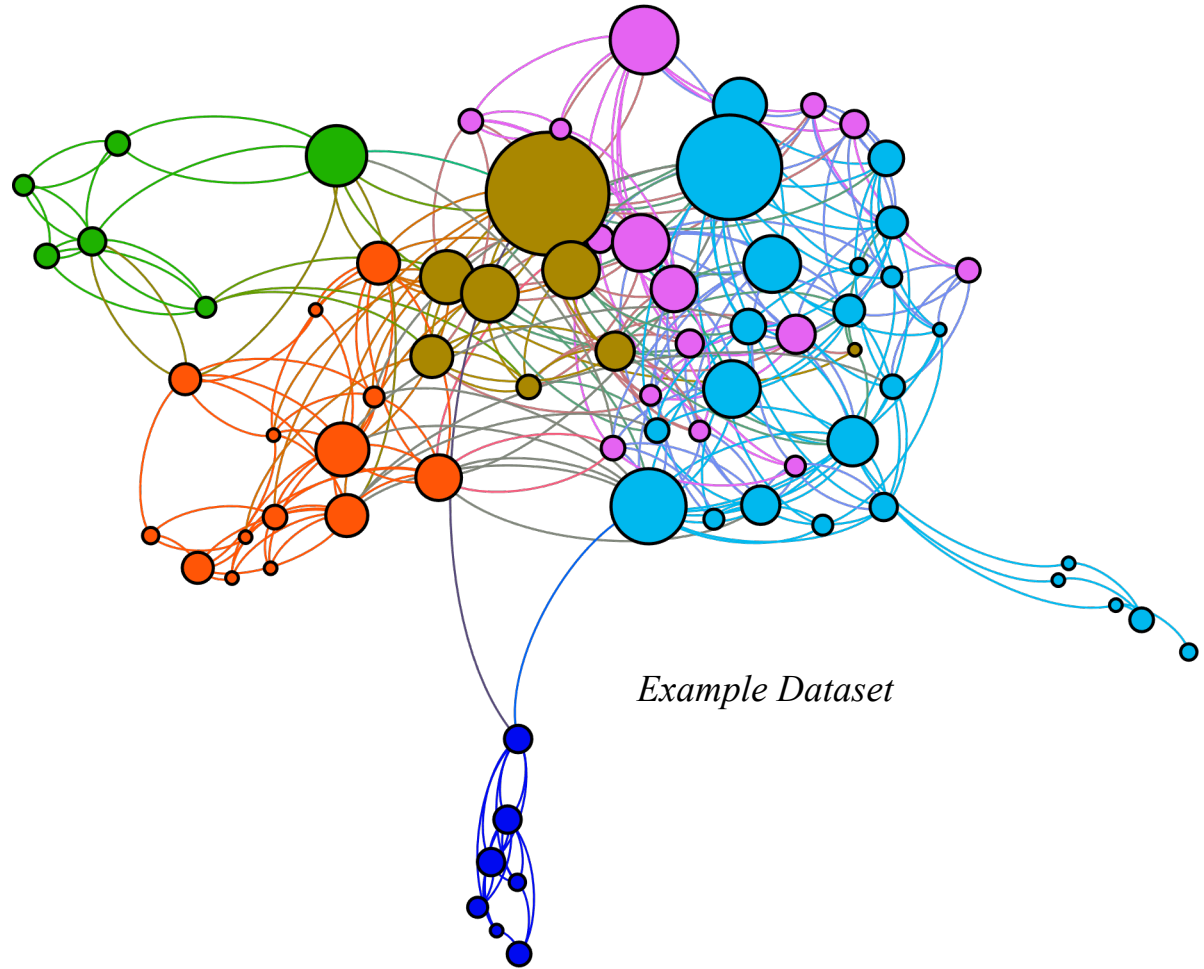
► Methodology: How to read network maps

EXAMPLE LEGEND

- Team 1
- Team 2
- Team 3
- Team 4
- Team 5
- Executive Leadership

READING THE NETWORK MAP EXAMPLE

- **Bubbles:** Individual People
- **Bubble size:** How many times each person mentioned is proportional to diameter
- **Bubble color:** Demographic groupings
- **Lines:** Who is connected to whom
- **Clusters:** Groups who communicate closely
- **Peninsulas:** Communication silos

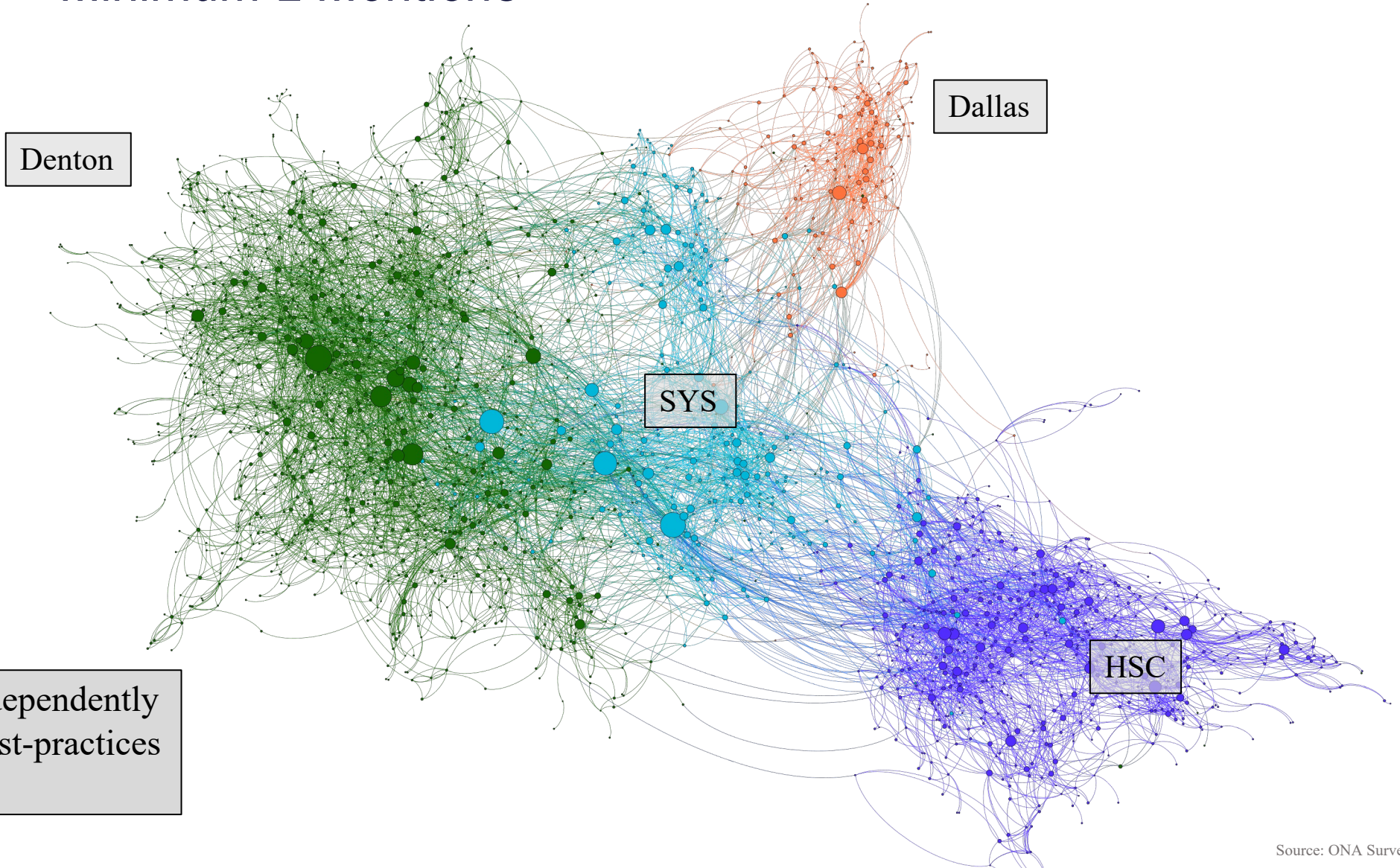


Data input for all maps throughout: Please list up to 8 people to whom you go as a great source of information.

Campuses operate separately, which hampers System effectiveness

Staff + Faculty – Minimum 2 Mentions

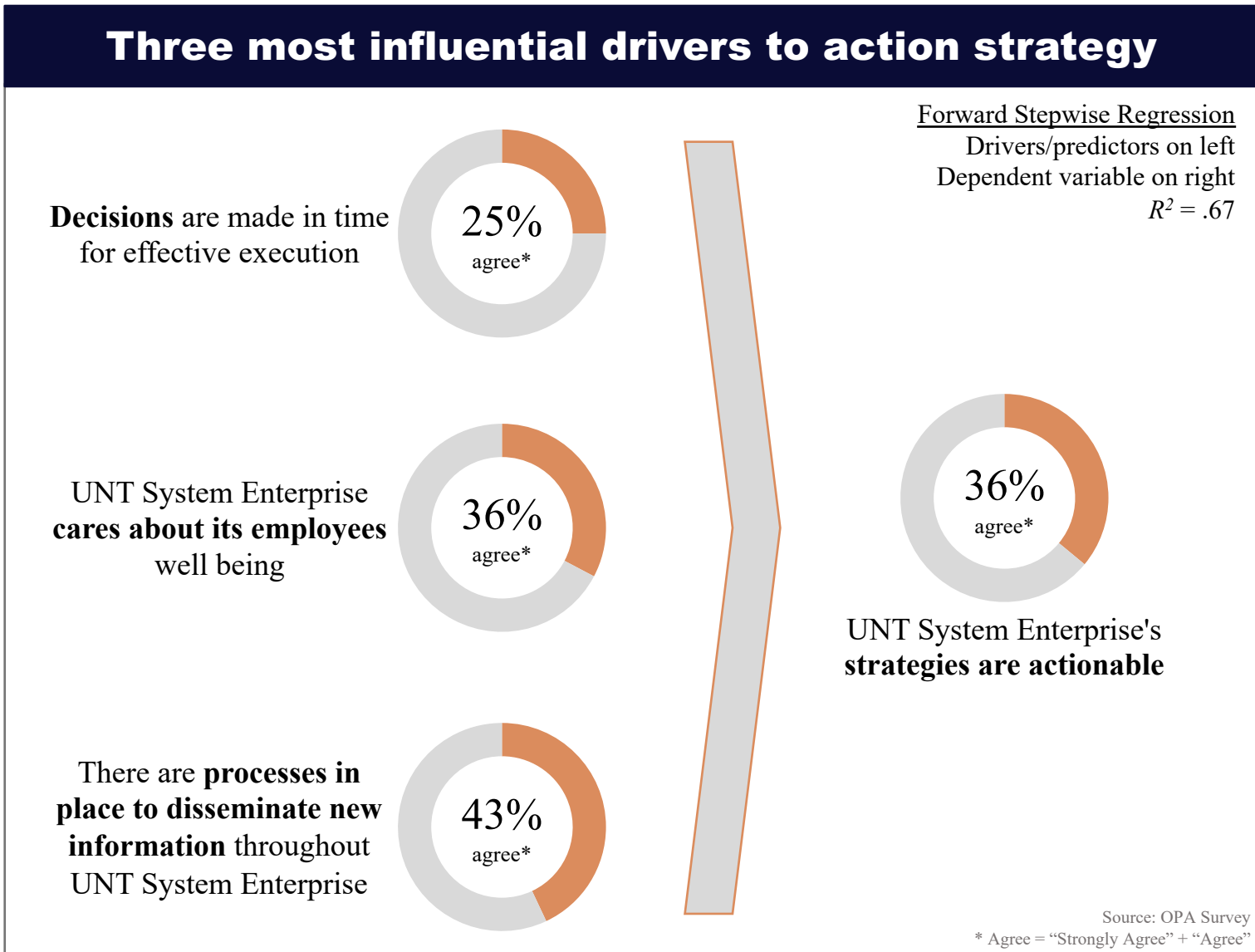
Campus	
● Denton	
● Dallas	
● HSC	
● System	



Campuses operate independently without leveraging best-practices across the Enterprise.

Source: ONA Survey

▶ There are three precursors that must be met for strategy to be successful



Before changing the high-level strategic objectives for the System Enterprise, leaders must set themselves up for success by:

1. Define organization-wide processes to improve execution
2. Regain employee trust through values-focused communication and collect stakeholder feedback
3. Develop and improve forums effectively communicate strategic information on a ongoing basis

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