

Connecting the Concepts:

**A Brief Review of our RBC Journey
since September 2004**

Based on presentations given by
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Cooperative Extension

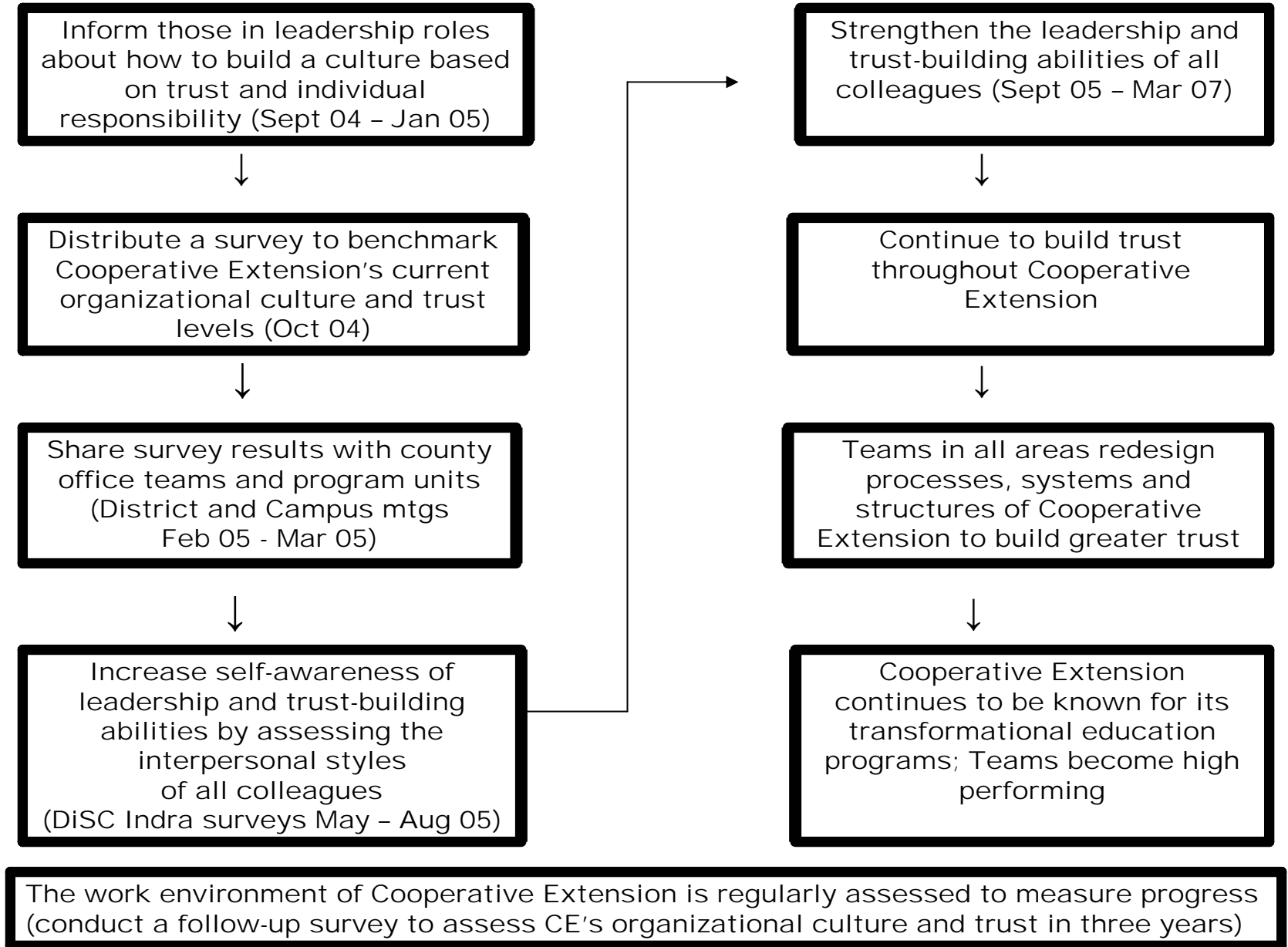
Why build a responsibility-based culture?

- Transformational Education, Extension's "Hedgehog" depends on trust-based relationships
- A responsibility based culture (RBC) reinforces the values that build trust
- A responsibility based culture enables us to fulfill our vision and purpose
- RBC will help us unleash the power of creativity and innovation that is in all of us
- RBC helps us to develop leaders throughout Cooperative Extension

Steps Taken in Past Year

- Ayers introduced Cooperative Extension Administration Committee (CEAC), program team leaders, unit heads and county department heads to RBC concepts (various meetings)
- We identified baseline levels of organizational trust (Strategic Alignment Survey) in October 2004
- District meetings held to introduce RBC and share survey results (Spring 2005)
- Ayers trained 19 colleagues as RBC developers to help us build a responsibility based culture (May 2005)
- Satellite conference on Transformational Education (June 2005)
- Trust and Transformation Conference (September 2005)

Moving Toward a Responsibility-Based Culture



What is it that we know about Cooperative Extension's current RBC climate?

- Measured by the Strategic Alignment Survey (October 2004)
- Focus was on assessing group trust levels and the presence of values that build trust
- Greatest gaps in group trust levels were in areas related to clearly defined behavioral standards, clear expectations, and the willingness to discuss and resolve disagreements
- Of the values that build trust, greatest gaps in observed behavior related to straightforwardness and disclosure

What is it that we know about the trust-building abilities of colleagues?

- Measured on an individual basis by the DiSC Indra Assessment Tool
- DiSC Indra is the product that resulted from the integration of Marston's DiSC model with Interpersonal Psychology models and concepts
- Identifies our interpersonal relationship style; are 16 patterns that arise from the model
- By applying the model, we have opportunity to reduce interpersonal conflict and increase effectiveness and understanding between individuals; greater trust levels will result

Key RBC Concept:

To build trust with a person whose interpersonal style is different from yours, you must practice the Values That Build Trust

Values That Build Trust

- Straightforwardness
- Honesty
- Receptivity
- Disclosure
- Respect
- Recognition
- Seeks Excellence
- Keeps Commitments

Next Step in the Move to RBC

- Strengthen the trust-building abilities of all colleagues through a leadership development process
- Utilize a two-step roll-out approach to reach all colleagues:
 - Approximately 165 colleagues in leader roles will participate in a five-part leadership development series
 - These 165 leaders will facilitate distributive learning sessions with county, program area and unit teams to further develop trust-building capabilities

Five-Part Leadership Development Series Facilitated by RBC

Developers will focus on:

- Building Trust
- Coaching and Counseling Skills
- Increasing Engagement and Commitment through Alignment with Organizational Purpose and Values
- Building High Performance Teams
- Shared Leadership—Shared Responsibility

Five-Part Leadership Development Series: Building the Capacity of Organizational Leaders

Session One: Building Trust	Session Two: Coaching and Counseling Skills	Session Three: Increasing Engagement & Commitment	Session Four: Building a High Performing Team	Session Five: Shared Leadership & Shared Responsibility
<p>Overview: This session focuses on helping leaders understand the impact of their behavior on the work environment and the trust levels developed; interpersonal theory and emotional intelligence concepts are introduced.</p>	<p>Overview: This session develops the coaching and counseling skills that are essential for leaders to help their team members develop problem-solving and decision-making skills.</p>	<p>Overview: This session helps leaders understand the importance of helping their team members see the connection between what they do and Cooperative Extension's purpose and values.</p>	<p>Overview: This session gives leaders the tools needed to develop high performing teams that take ownership of their own performance, particularly through a tool known as "the Z-Process."</p>	<p>Overview: This session helps leaders promote shared leadership and shared responsibility among team members which results in a greater sense of ownership for outcomes and continuous improvement.</p>
<p>Profile Used: (completed on-line) Work Expectations Profile</p>	<p>Profile Used: (completed on-line) Listening Profile</p>	<p>Profile Used: (completed on-line) Discovering Diversity Profile Time Mastery Profile</p>	<p>Profile Used: Coping & Stress Profile (paper profile) Team Dimensions Profile (completed on-line)</p>	<p>Profile Used: Leadership Spectrum Profile (paper profile)</p>
<p>Proposed Schedule: 2-day session during January – February 2006</p>	<p>Proposed Schedule: 2-day session during March – April 2006</p>	<p>Proposed Schedule: 2-day session during September – October 2006</p>	<p>Proposed Schedule: 2-day session during November – December 2006</p>	<p>Proposed Schedule: 2-day session during January – February 2007</p>

Distributive Learning: Leadership Applications for Offices and Teams

- Those who participate in the leadership development sessions will facilitate RBC learning activities with their respective units/offices/teams
- Everyone in long-term positions within our organization will have an opportunity to participate in this distributive learning
- There are distributive learning sessions designed to follow each leadership session

Distributive Learning Sessions: Leadership Applications for Offices and Teams

Post-Conference Sessions	Session One	Session Two	Session Three	Session Four	Session Five
<p>Overview: These sessions will encourage dialogue among offices and teams following the fall conference. They will also allow those not able to attend the fall conference to gain a better understanding of the next RBC steps.</p>	<p>Overview: This session explores the role of work expectations in building a trust-based work environment.</p>	<p>Overview: This session gives leaders an opportunity to practice mentoring skills, especially coaching and counseling skills.</p>	<p>Overview: This session is about increasing engagement and commitment through alignment of purpose and values. A discussion of Cooperative Extension's vision, mission and values will be the starting point. It will also be an opportunity for program teams and offices to begin developing their micro vision, purpose and operating procedures.</p>	<p>Overview: This session focuses on strengthening team performance, particularly through a tool known as "the Z-Process." The Z-process will be very helpful to all units. It should prove particularly valuable to our program teams.</p>	<p>Overview: This session is about leadership approaches, styles and priorities. It promotes shared leadership and having all members of the team take ownership for outcomes and continuous improvement.</p>
	<p>Profile/Instrument Used: Work Expectations profile (completed on-line)</p>	<p>Profile/Instrument Used: This session involves a review of the DISC profile and builds on the fall conference sessions.</p>	<p>Profile/Instrument Used: This session does not involve taking any profiles.</p>	<p>Profile/Instrument Used: Team II Dimensions Profile. (completed on-line)</p>	<p>Profile/Instrument Used: Priority Spectrum Profile (Paper profile administered by the leader)</p>
<p>When Conducted: October to December 2005</p>	<p>Time Needed: 60 minutes with the entire team (2 mtgs). 30 minutes with individual team members to discuss profile. When Conducted: February 2006</p>	<p>Time Needed: One 30 minute intro meeting; Two 45 minute sessions with the entire team. When Conducted: May 2006</p>	<p>Time Needed: Three 45 minute sessions with the entire team. When Conducted: October 2006</p>	<p>Time Needed: One 30 minute intro meeting; Three 45 minute sessions with the entire team When Conducted: December 2006</p>	<p>Time Needed: Two 45 minute sessions with the entire team. When Conducted: February 2007</p>

Future Steps:

- Build DiSC Indra and other RBC assessment tools into the new colleague orientation process
- Compare the organizational trust levels to our baseline (in about three years)
- Continue to build excellence in our Hedgehog—Transformational Education
- Teams at all levels will begin to redesign processes, procedures and systems to increase alignment with trust-based principles

How will we know if we have a responsibility-based culture?

- Everyone is fully engaged
- Everyone feels connected
- Work is meaningful
- Expectations are clear
- Information is freely exchanged
- All people are valued
- High standards of excellence are met
- High level of job satisfaction