



# Academic Leadership Forum (ALF)

March 30, 2017

# Our Goals and Objectives

- **My Workplace is one of the Principal's 5 Priorities**
- **Its goal is to facilitate a shift in McGill's administrative workplace culture to:**
  - **embrace continuous learning and change,**
  - **inspire and encourage new ways of doing things, and**
  - **empower administrative staff to leverage their knowledge and expertise**

**Some organizational theorists call this a Learning Organization**

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#### Health Checks

- Process
- Performance
- People



Learning  
Organization  
Survey



Discussion Groups



Programs  
Developed

#### Some Examples

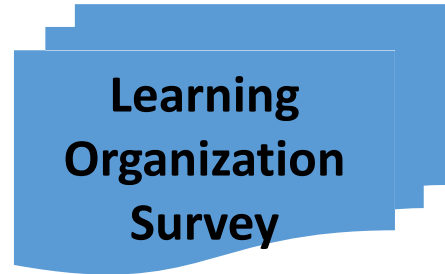
- Staff Mentoring
- Great Ideas Pipeline
- Discounted Courses
- Supervisory Learning Circles

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#### Health Checks

- Process
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#### Some Examples

- Staff Mentoring
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# Learning Organization Survey: Objectives & Methodology

The **Learning Organization Survey** was designed to measure the degree to which the **McGill University work culture reflects the attributes of a learning organization**, organized around three “building blocks”:

- A supportive learning environment
- Concrete learning practices
- Leadership behavior that provides reinforcement

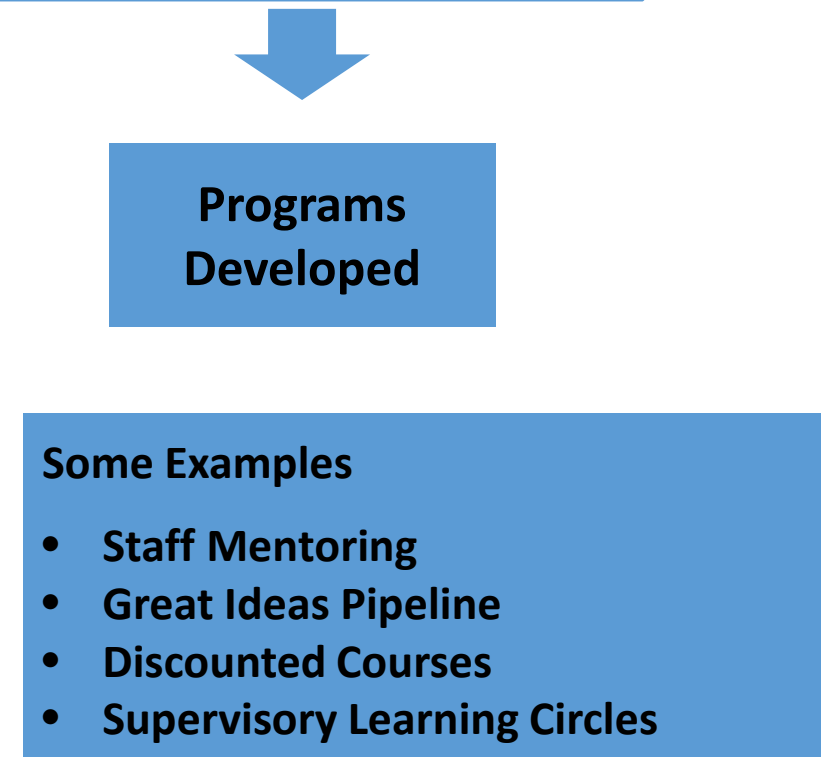
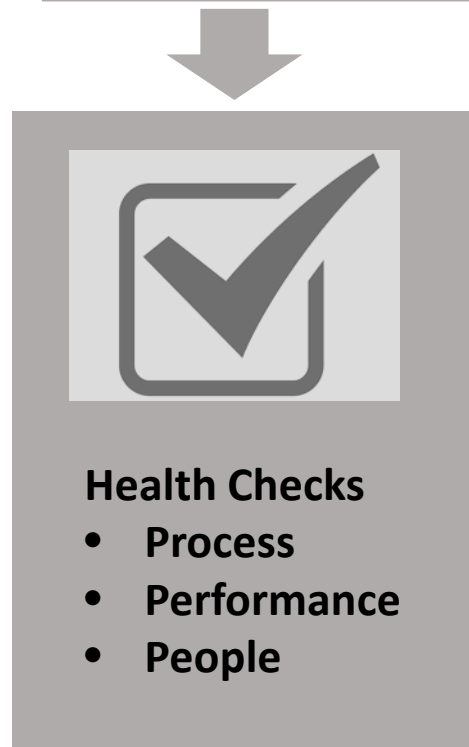
Survey first fielded in **spring of 2015** with all administrative and support staff

- 5-minute length; 1,253 respondents (45.5% response rate)
- Used to get a baseline read of scores against which progress could be measured in the future
- 35% of respondents left additional comments which were categorized according to theme and tone
- Summer discussion groups expanded upon key themes gleaned from the survey comments
- Various My Workplace initiatives were devised and rolled out in response to findings

Survey was fielded again in **winter of 2017** in order to see how much progress had been made

- Same questionnaire and methodology
- 1,153 respondents (39.5% response rate)
- 26% of respondents provided additional comments which will be further analyzed in the coming weeks

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# My Workplace Timeline: *What we've been up to since the first survey...*

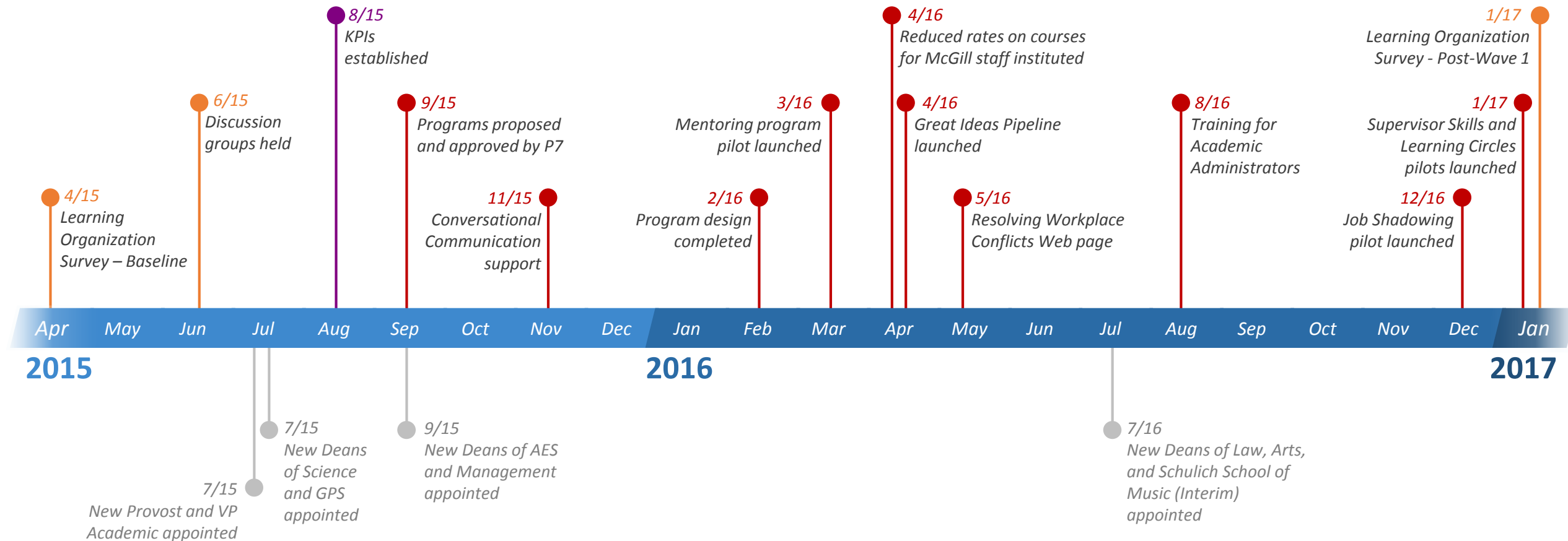


● **My Workplace:**  
Data/idea-gathering

● **My Workplace:**  
Establishment of KPIs

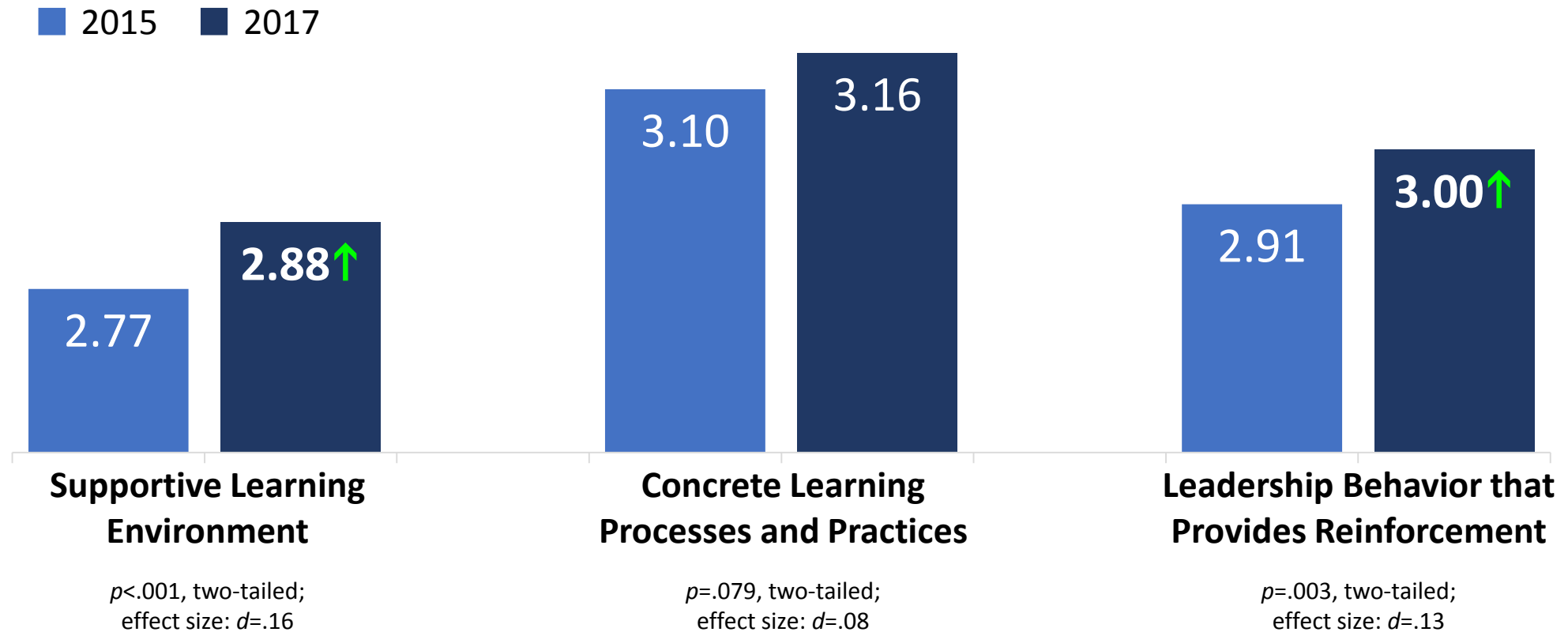
● **My Workplace:**  
Initiatives and programs

● New Academic leadership appointments



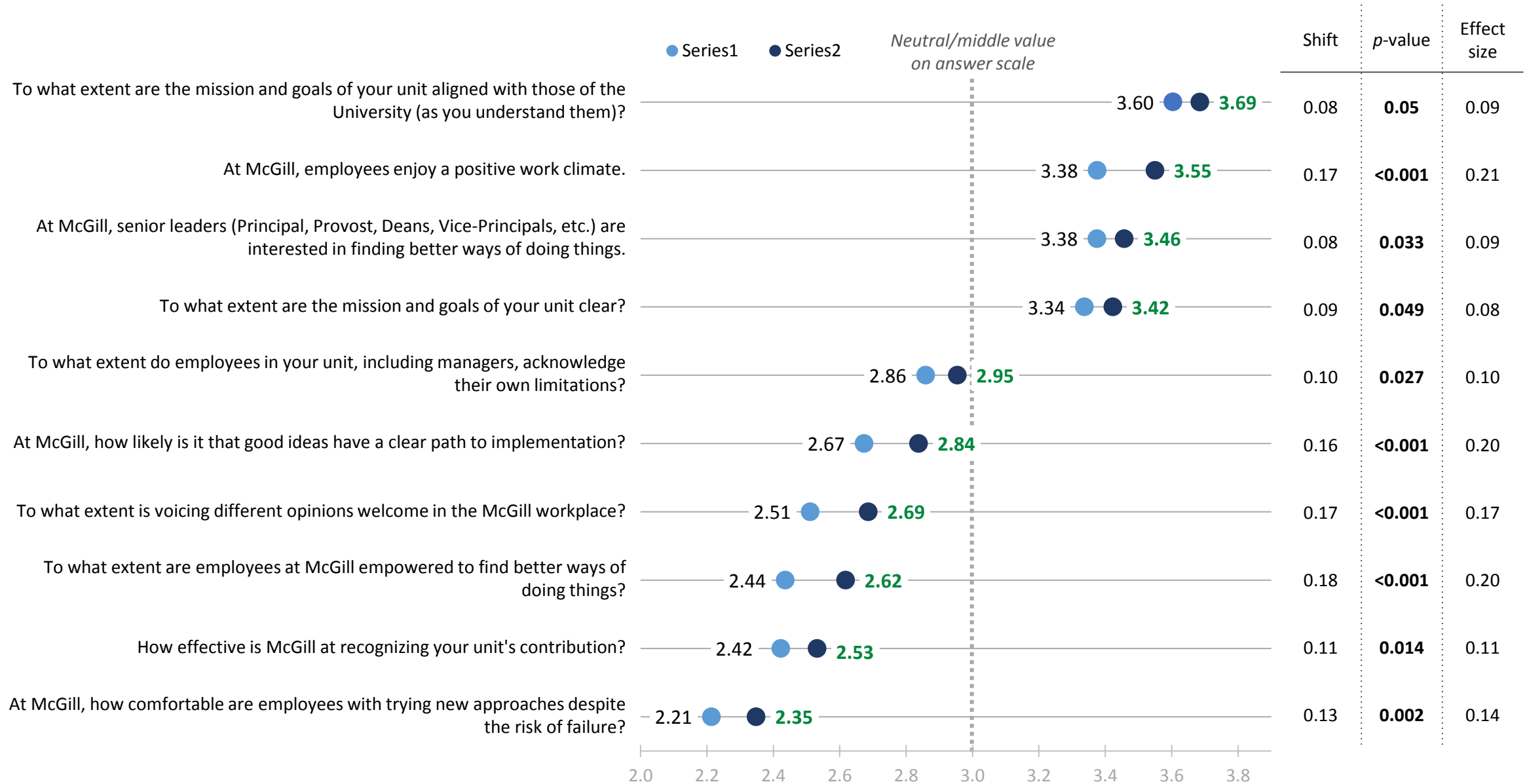
## Learning Organization Survey: Results of key indicators

Both “Leadership Behavior that Provides Reinforcement” and “Supportive Learning Environment” scores shifted a statistically significant amount, while “Concrete Learning and Practices” saw directional improvement.



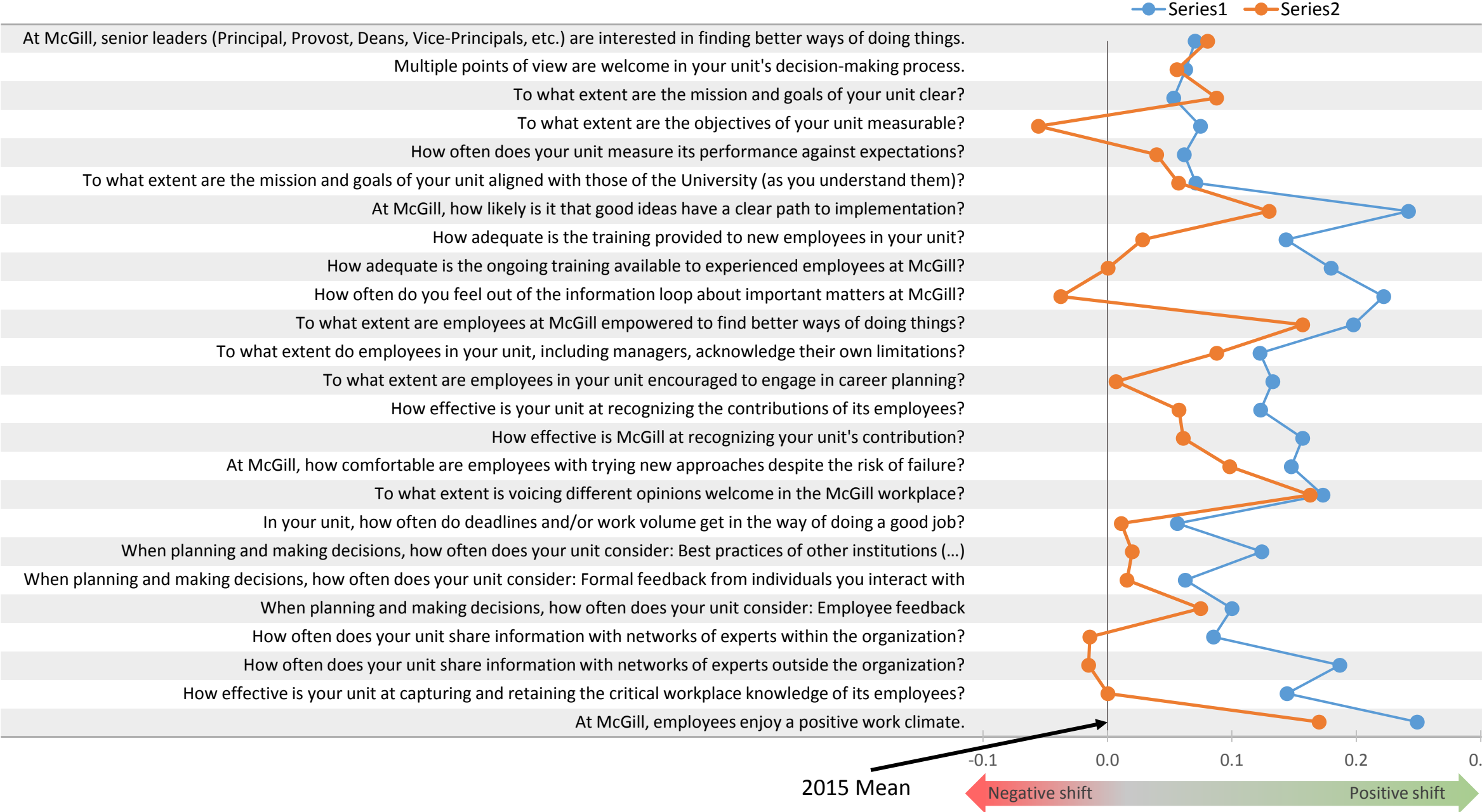


# Learning Organization Survey: Questions with statistically significant shifts in mean scores



Green bold font indicates that the 2017 mean score is significantly higher (at  $p < .05$ , two-tailed) than the 2015 mean score

# Learning Organization Survey: Shift in mean scores by Faculties vs. Central



## Learning Organization Survey: Sub-group results

Scores for **staff in faculties** increased more than for **staff in central units**:

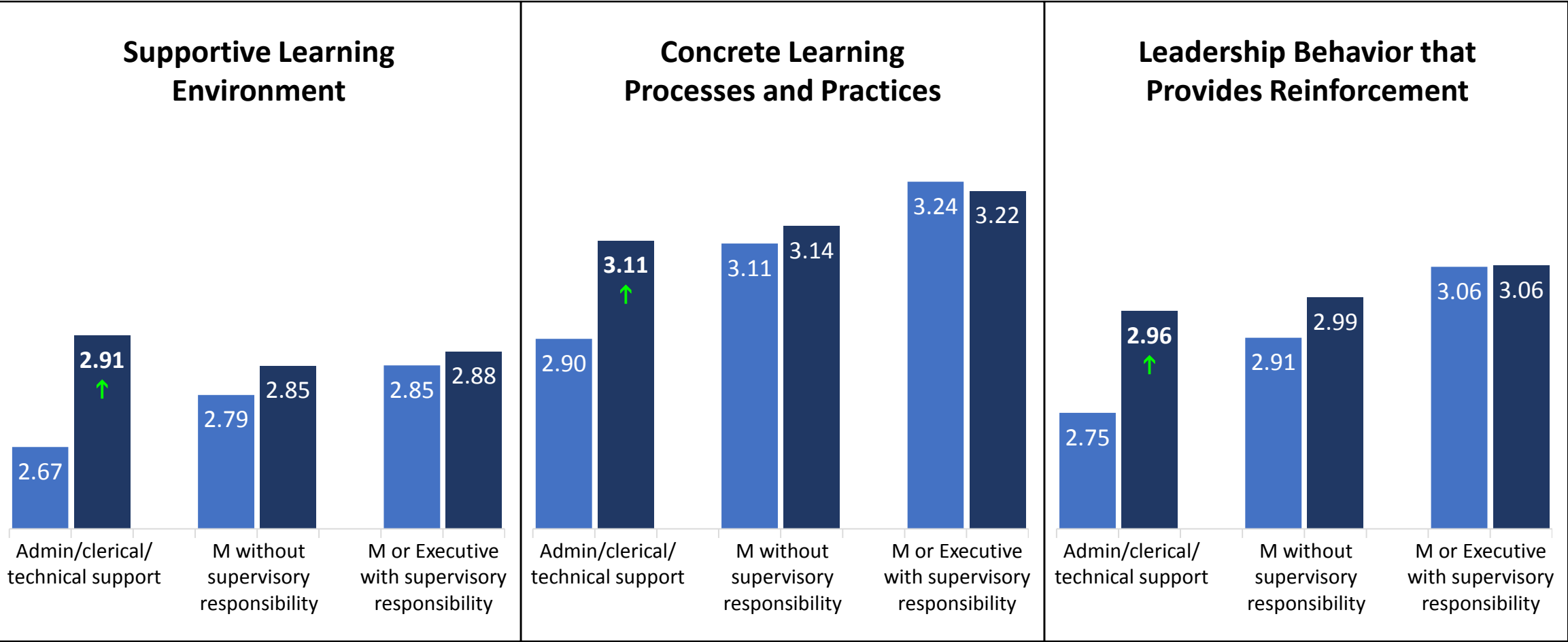
- All three indicator scores improved significantly for the staff in faculties, but only directionally for staff in central units.

Employee responses continue to correlate strongly with employee roles:

- **Executives and supervisory managers** are still more likely to report that McGill reflects the attributes of a learning organization compared to **non-supervisory managers**.
- In turn, **non-supervisory managers** continue to score higher compared to **clerical and technical staff**.
- However, some of the biggest positive shifts in 2017 were among clerical and technical staff, narrowing this gap considerably.

# Learning Organization Survey: Shift in indicator scores by position

2015 2017



***Supportive  
Learning  
Environment***

**Appreciation  
of differences**

**Psychological  
safety**

**Openness to  
new ideas**

**Time for  
reflection**

***Concrete Learning  
Processes  
and Practices***

**Experimentation  
time to test new  
ideas (Maybe  
Fail trying?)**

**Systematic sharing  
of knowledge  
(internally and  
externally)**

**Education and  
training to develop  
employees  
(both old and new)**

***Leadership that  
Provides  
Reinforcement***

**Actively listening  
and questioning  
employees**

**Being open  
to alternate  
viewpoints**

**Valuing time  
spent on innovation  
and problem  
identification**

**Encouraging and  
enabling learning  
and growth**



## Discussion Questions

1. Do I see examples of these attributes in my area? If yes, provide examples or instances.
2. How do I personally enable these attributes?
3. What enables or impedes my ability to foster these attributes?
4. How can My Workplace further engage with you?