Addressing the **5 Dysfunctions** of a Team

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&

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About UCSF

- $5.9B Enterprise, $8.9B economic impact
- 24,000 employees, 3,300 students, 1,500 residents, 1,000 postdocs
- Top ranked schools in research, primary care
- Top public recipient of NIH funding in 2019
- Top ranked hospital with 1.1M+ outpatient visits
UCSF Supply Chain Management

- Purchasing Consultation & Planning
- Strategic Sourcing
- Commodity Management
- Contract Management
- Facilities’ Inventory Warehouse
UCSF Supply Chain Management

- Disbursements
- Travel
- Meeting & Entertainment
- Supplier Registration
- Card Programs
- Operational Support

Strategic Procurement
Financial Operations
Construction Contracting
Logistics
UCSF Supply Chain Management

- Strategic Procurement
- Financial Operations
- Construction Contracting
- Logistics

- Large Project Contracting
- Real Estate & Facilities Sourcing
- Contract Templates
UCSF Supply Chain Management

- Strategic Procurement
- Financial Operations
- Construction Contracting
- Logistics

- Moves & Installations
- Equipment Receiving
- Mail/Package Delivery
- Storage
- Gas & Alcohol Sales
- Surplus Property Disposal
- Bio-Specimen Freezer Storage
Supply Chain is showing phenomenal results

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<th>Benefit Identified</th>
<th>Target</th>
<th>Approved</th>
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UCSF collaborates with the other 9 campus procurement/supply chain groups to deliver substantial benefits.

Our strategic investments in P2P systems and sourcing resources have delivered $50MM in campus specific benefit to UCSF in FY2019.

University of California-San Francisco Wins NAEP Excellence in Procurement Award

Columbia, Maryland — The University of California-San Francisco was granted the Award of Excellence in Procurement by the National Association of Educational Procurement (NAEP) in recognition of its entire procurement department’s contribution to the mission of their institution. The award was presented at a ceremony held during the association’s 2018 Annual Meeting in Orlando, Florida.
Trouble on the Horizon

Our successes were the acts of heroes...

...and not sustainable

Department Assessment:
“The whole is not as good as the sum of its parts”
What’s Wrong?

Two Requirements for Success:

**Smart**
- Strategy
- Marketing
- Finance
- Technology

**Healthy**
- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover
UCSF’s Organizational Health Journey

The Four Disciplines of a Healthy Organization

1. Build a Cohesive Leadership Team
2. Create Clarity
3. Over-Communicate Clarity
4. Reinforce Clarity
Mastering the Five Behaviors

- Results
- Accountability
- Commitment
- Conflict
- Trust
The Five Dysfunctions of a Team

- Absence of Trust
- Lack of Commitment
- Avoidance of Conflict
- Fear of Accountability
- Inattention to Results

The Role of the Leader

- Go First!
- Mine for Conflict
- Force Clarity and Closure
- Confront Difficult Issues
- Focus on Collective Outcomes
We sucked...
Key Learnings

• Build Trust
• Embrace Conflict
• Use a Meeting Strategy
• Ask for help
Key Learnings

• Build Trust

Overcome the Fundamental Attribution Error

The natural tendency for human beings to falsely attribute the negative behaviors of others to their character, while attributing our own negative behaviors to our environment.

Use a Profiling Tool to Understand Differences

Myers-Briggs and others help to get beyond what people do and build empathy to why they’re doing it.
Key Learnings

• Embrace Conflict

Conflict Continuum

Examples of Conflict Norms
- Mining
- Real-time permission
- Silence equals disagreement
- If a discussion starts in a meeting it ends in meeting
- Remove the back door
Key Learnings

• Use a Meeting Strategy

Content
- Administrative
- Tactical
- Strategic
- Developmental

Timing
- Daily Check-in: 5 – 10 minutes
- Weekly Staff: 45 – 90 minutes
- Adhoc Topical: 2 – 4 hours
- Quarterly Off-site Review: 1 – 2 days
Key Learnings

• Ask For Help

The Untapped Advantage of Organizational Health

Kristine Kern

The Source for Organizational Health
www.tablegroup.com
We got better...

December 2018
...and Clarified our Purpose

1. WHY DO WE EXIST?

We enable academic, medical, and research excellence.

2. HOW DO WE BEHAVE?

• Work collaboratively
• Action-oriented
• Innovative / Change Agents

3. WHAT DO WE DO?

We manage the Supply Chain processes for UCSF to source, procure, contract, move, pay and store goods and services.

4. HOW WILL WE SUCCEED?

• Innovate best practices
• Increase customer satisfaction
• Do what is right for UCSF
• Do what is right for SCM staff

5. WHAT IS MOST IMPORTANT RIGHT NOW?

Improve Customer Experience
Earning the right to continue to grow our people and our organization

**Supply Chain Management**

- **Customer Service** (Helpdesk, Customer Experience Management)
- **Admin & Finance** (Office Management, Employee Engagement, Communications, Marketing, HR, Finance)
- **Project Management & Strategic Initiatives** (Team Transitions, Change Management)
- **Business Systems** (Bearbuy, MyExpense/Concur, Connexxus, ASCtrak, USB, GEP, Transcepta, FICO, PaymentWorks)
- **Analytics** (Operational Reporting and Information Management)

**Financial Operations**
- Accounts Payable
- Disbursements
- Travel
- Meeting & Entertainment
- Quality Assurance
- Vendoring
- Card Programs
- Operational Support

**Strategic Purchasing**
- Bus-43 Purchasing
- Strategic Sourcing
- Commodity Management
- Contract Management
- Inventory Warehouse

**Construction Contracting**
Large Project Contracting & Sourcing Support for Real Estate & Facilities

**Logistics**
- Distribution
- Mail
- Receiving
- Surplus
- Storage
- Freezer Farm

**SCM Operational Functions**

**SCM Support Services**
Questions?

Is a hot dog a sandwich?
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