

# Addressing the 5 Dysfunctions of a Team

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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

Strategic Procurement



Financial Operations

Construction Contracting

Logistics

- Purchasing Consultation & Planning
- Strategic Sourcing
- Commodity Management
- Contract Management
- Facilities' Inventory Warehouse

# UCSF Supply Chain Management

Strategic Procurement

Financial Operations

Construction Contracting

Logistics



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

# 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

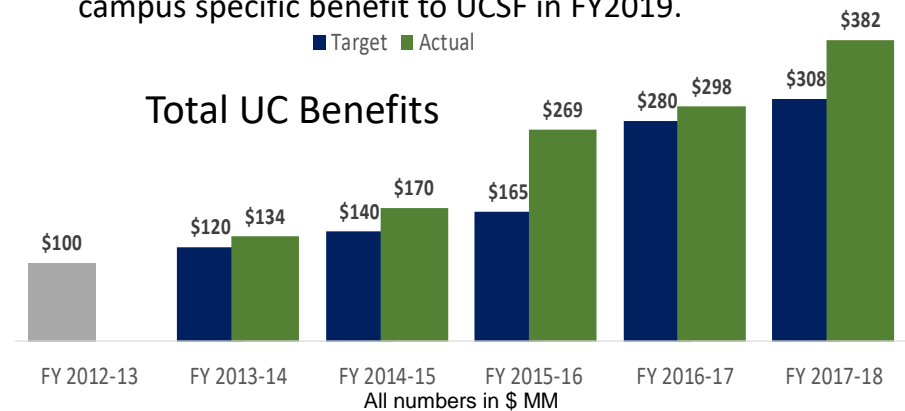
# Supply Chain is showing phenomenal results

Benefit Identified	Target	Approved
UC Berkeley	\$7,600,000	\$4,669,024
UC Davis	\$10,600,000	\$6,035,600
UC Irvine	\$9,500,000	\$6,773,950
UC Los Angeles	\$24,000,000	\$13,060,678
UC Merced	\$2,500,000	\$1,426,817
UC Riverside	\$5,000,000	\$2,909,509
UC San Diego	\$14,000,000	\$5,076,203
UC San Francisco	\$25,000,000	\$50,076,672
UC Santa Barbara	\$4,300,000	\$3,488,727
UC Santa Cruz	\$4,000,000	\$1,372,819
UC Systemwide	\$213,856,165	\$152,359,669
<b>Total</b>	<b>\$320,356,165</b>	<b>\$247,249,667</b>

Year Over Year Benefit

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.



Location Generated Benefits FY18/19 YTD

## 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:

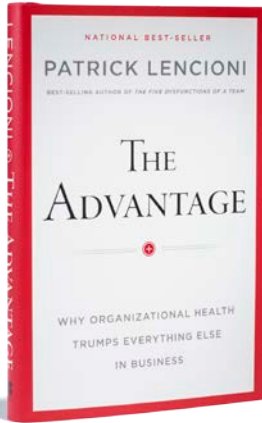
## Smart

- Strategy
- Marketing
- Finance
- Technology

## Healthy

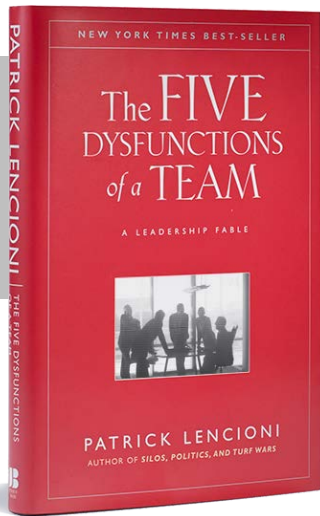
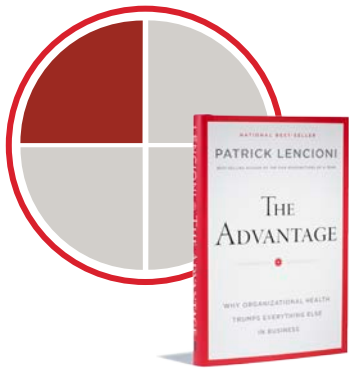
- Minimal Politics
- Minimal Confusion
- High Morale
- High Productivity
- Low Turnover

# UCSF's Organizational Health Journey



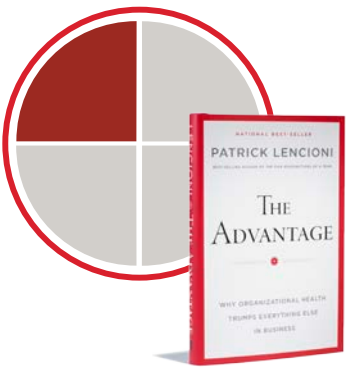
The Four Disciplines  
of a Healthy Organization





Mastering the  
Five Behaviors





# The Five Dysfunctions of a Team

## The Role of the Leader



# We sucked...

- HIGH (3.75 AND ABOVE)
- MEDIUM (3.25 TO 3.74)
- LOW (LESS THAN 3.25)



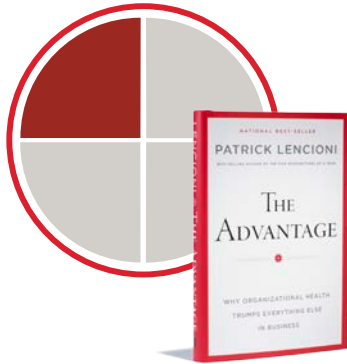
November 2017

# Key Learnings

- Build Trust
- Embrace Conflict
- Use a Meeting Strategy
- Ask for help

# Key Learnings

- Build Trust



## Overcome the Fundamental Attribution Error

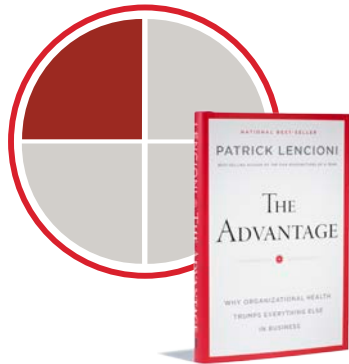
The natural tendency for human beings to falsely attribute the negative behaviors of others to their character, while attributing our own negative behaviors to our environment.

## Use a Profiling Tool to Understand Differences

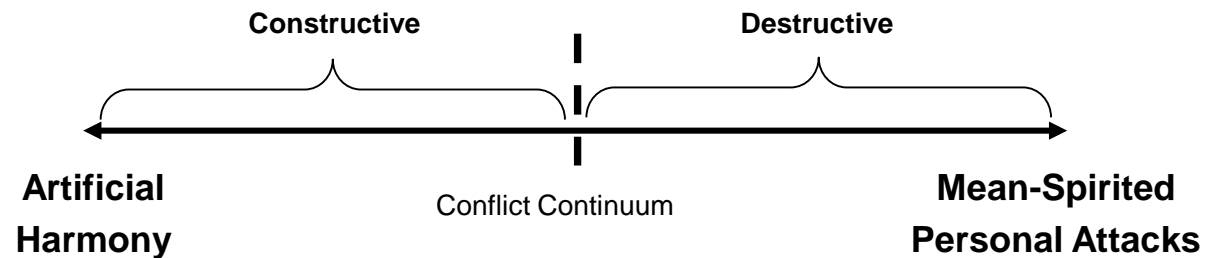
Myers-Briggs and others help to get beyond what people do and build empathy to why they're doing it.

# Key Learnings

- Embrace Conflict



## Conflict Continuum



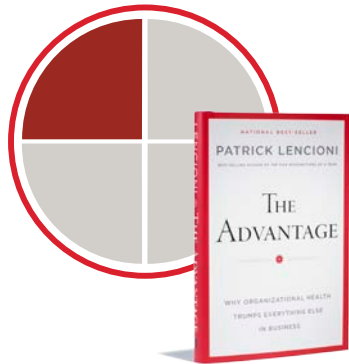
### Examples of Conflict Norms

- 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

Daily  
Check-in

Weekly Staff

Adhoc Topical

Quarterly Off-site Review

Timing

5 – 10 minutes

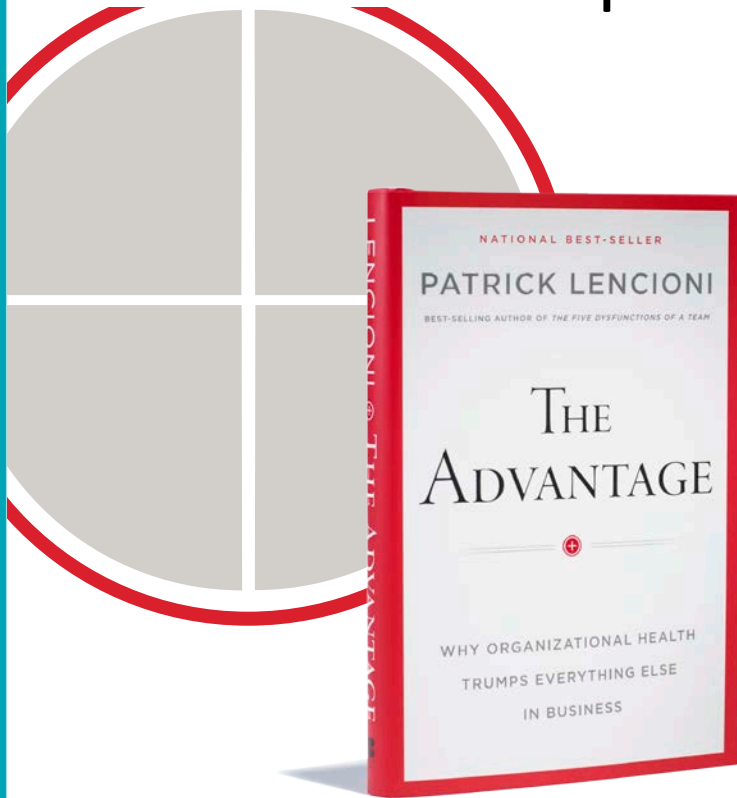
45 – 90 minutes

2 – 4 hours

1 – 2 days

# Key Learnings

- Ask For Help



## The Untapped Advantage of Organizational Health

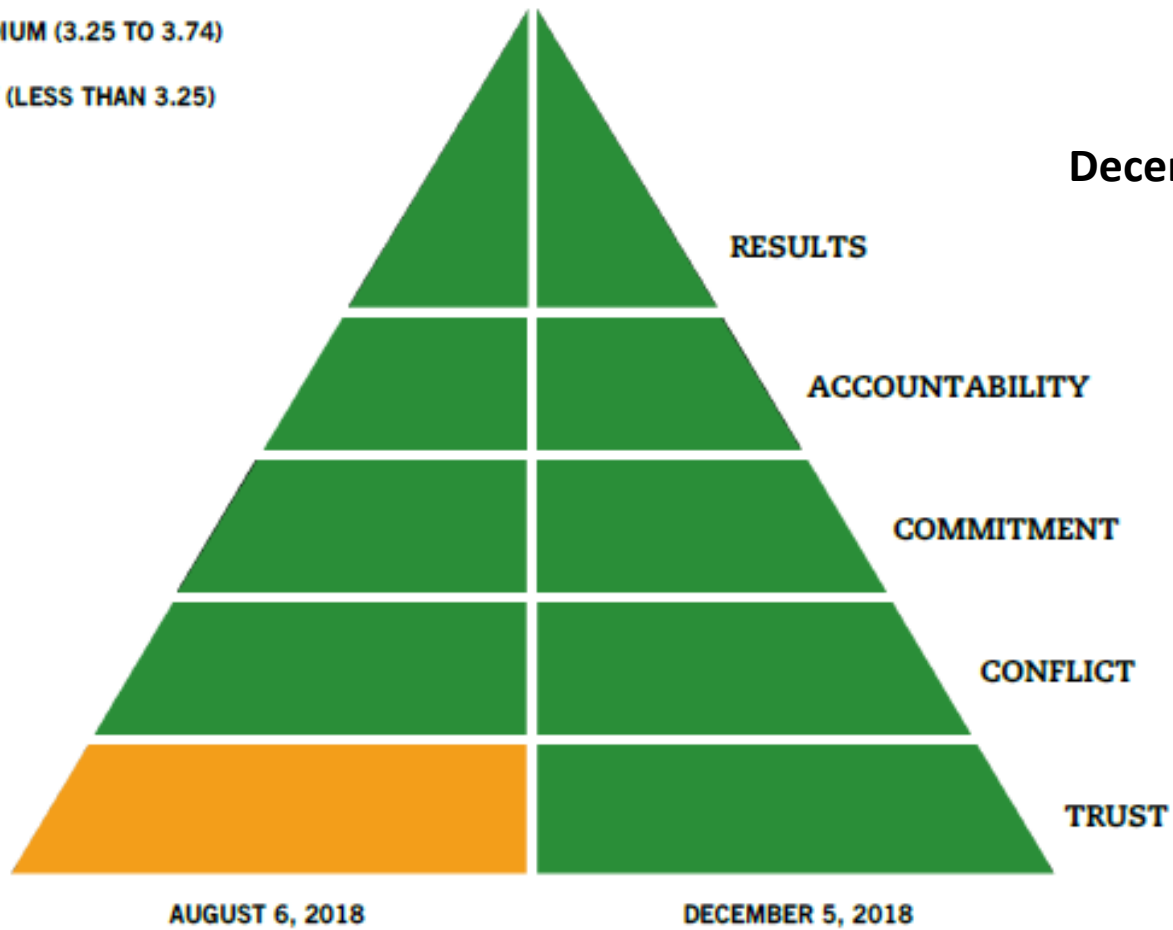
Kristine Kern



The Source for Organizational Health  
[www.tablegroup.com](http://www.tablegroup.com)

# We got better...

- HIGH (3.75 AND ABOVE)
- MEDIUM (3.25 TO 3.74)
- LOW (LESS THAN 3.25)



# ...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.

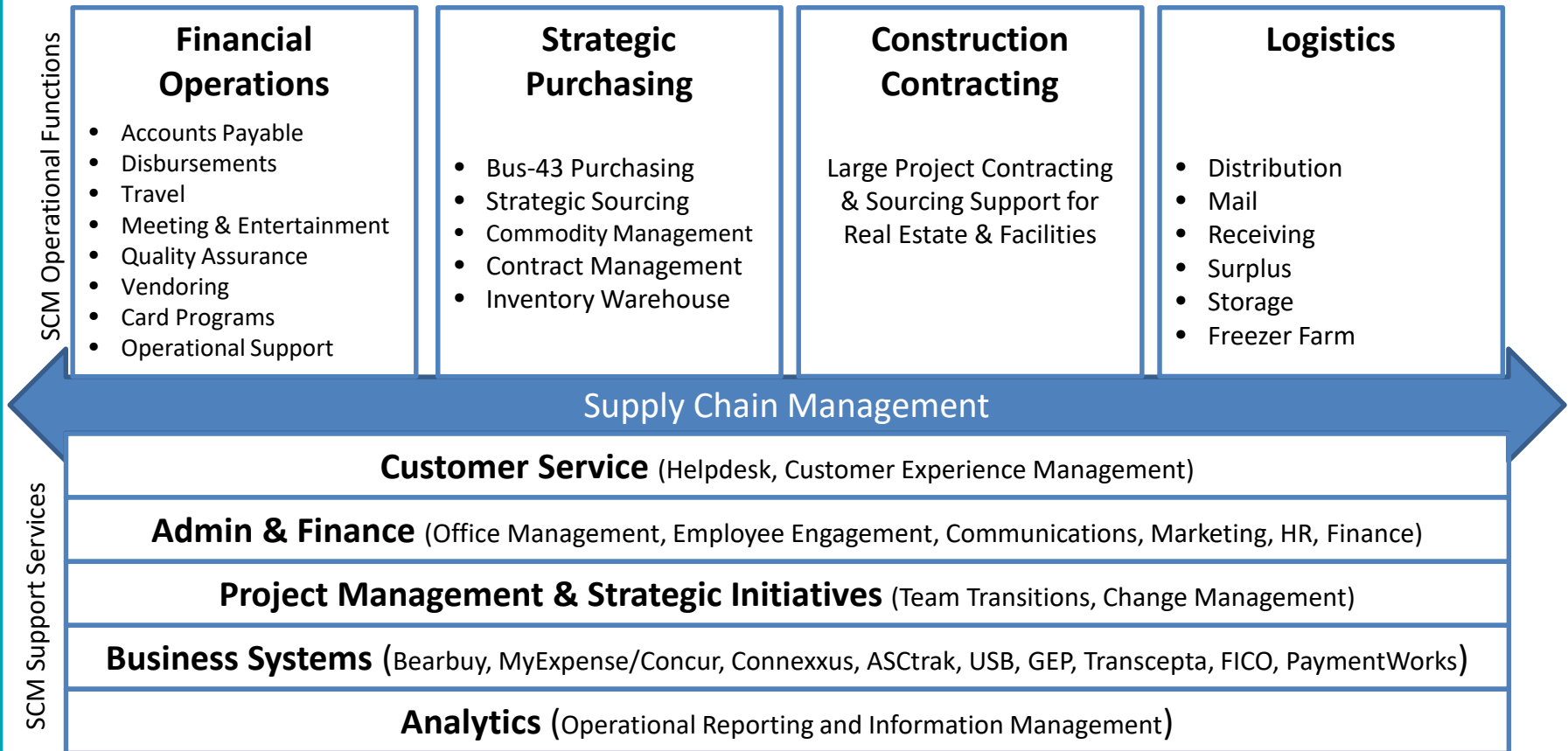
## 4. HOW WILL WE SUCCEED?

- 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



# Questions?



*Is a hot dog a sandwich?*

# Addressing the 5 Dysfunctions of a Team

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