



Making it stick: UCSF Leadership Behaviors

The national labor market has shifted

UCSF Impact

- 24% increase in posted staff positions at UCSF since 7-1-21
- Projected 2% increase in voluntary turnover at UCSF for FY22



Current State: Uncertainty and Complexity

- **Uncertainty** – Lack of sureness about someone or something; situations involving imperfect or unknown information. Change is possible, but not a given.
- **Complexity** – The situation has many interconnected parts and variables. Some information is available or can be predicted, but the volume or nature of it can be overwhelming to process.

Why are behaviors important?

For successful culture change, we need to be very clear about **what “good” looks like** in concrete terms. **If this change is successful, what behaviors will we see?** And what **environment** will we see because of those behaviors?

- The environment is created by the **behaviors**
- Behaviors are driven by the **capability** to display those behaviors
- And the capability is driven by the **belief that it's OK to do those things** in this organization

UCSF example of successful culture change: *PRIDE Values*

How did PRIDE Values become part of our culture?

- **Executive leaders speak** about PRIDE Values in a wide variety of venues
- Added as integral element of **Performance Evaluation** (can be used in performance management)
- Included in **onboarding** materials for all new employees
- Included in **manager training**
- Comprises framework for **Spot and Achievement Awards**

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Leader behaviors to support successful hybrid* work model

Recruitment and retention	Talk about UCSF's hybrid work model and its importance to our employer value proposition with internal and external audiences
New employee onboarding	Discuss hybrid work model benefits, principles, expectations, and processes
Technology competency	Master the virtual meeting and collaboration tools to facilitate multi-location work (executive leaders: ensure support staff master these tools)
Equitable participation	Promote engagement and equitable participation in meetings for all participants regardless of location. When possible, adopt a digital-first model: if one person joins via Zoom, everyone joins via Zoom.
Expectations	Set expectations specifically regarding behaviors that support hybrid work as part of our ongoing business model, including the behaviors listed here.
Management practices	Demonstrate good management practices with all employees regardless of location, e.g., <ul style="list-style-type: none">• Measure performance based on results, not physical presence• Provide development opportunities regardless of employee location
Team rituals	Develop new team rituals adapted for the hybrid work environment (e.g., regular online team huddles, opportunities for relationship-building)
Space	Utilize spaces in the FAS Work Hubs
Reduce meeting fatigue	<ul style="list-style-type: none">• Rethink meetings: Clearly define what circumstances require meetings vs. when work can be done asynchronously• Schedule meeting start times at 5 or 10 min after the hour to allow time between meetings

*Teams comprised of a mix of onsite, flexible and offsite roles

Team rituals examples

- Virtual hang outs
- Daily, weekly huddles
- Virtual wellness monthly drop-ins
- Online staff hub with stories, recognition, recipes
- Start meetings by sharing hometowns, photos
- Super Bowl Themed meeting with "Kids/Pets Kiss Cam"

What you can do now

- **Talk regularly** about the importance of embracing a hybrid work model
 - Retention, recruitment, engagement, productivity
- **Talk enthusiastically** about our hybrid work future
 - Versatility, flexibility, community
- Set **expectations** for leaders in your unit to **align with Telework Vision and Guiding Principles** in plans for ongoing telework
 - Especially: clarity on **business purpose** when requiring onsite work
- **Challenge** location-based beliefs and **continue to adapt rituals** for the hybrid work model
- **Demonstrate** practices that equitably include all participants in hybrid meetings/events