

# UC SAN DIEGO YELLOW BRICK ROAD: CROWDSOURCING IMPACTFUL AND DIVERSE IDEAS THROUGH AN IDEAWAVE™

FRIDAY, JULY 14, 2023 @ 1015AM – 1115AM

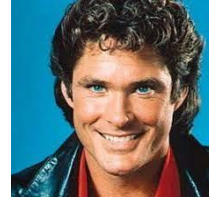
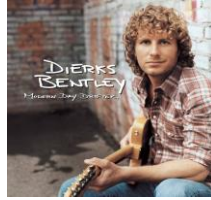


UC San Diego

# AGENDA

- Starting: I'm Kris...
- Session Description
- Learning Outcomes
- Crowdsourcing: Liberating Structures
- UC San Diego Campus
- Tritonlytics Overview
- Yellow Brick Road and IdeaWave Campaign
- Other Crowdsourcing Methods
- Finishing: To-go box of resources

# Hi, I'm Kris...



- Working with UCSD Tritonlytics Team for 1.5+ years
- Direct our IdeaWave virtual crowdsourcing platform
- Past role: Lead our UCSD Career Center
- Strengths: Strategic, Ideation, Relator, Focus, Significance
- Believe every team benefits from an innovative mindset
- Raising your hand for something new often turns out well
- Racing Ironman Canada in August
- Grateful to work on a team of mission-driven achievers

## SESSION DESCRIPTION



We've all been there...open your inbox..."Please take our survey." Argh! What's in it for me and my time? I'm outta here....



With the return of campus in post-pandemic work culture, UC San Diego's Tritonlytics™ Team leveraged this moment...to do something brand new



Instead of just completing the annual Staff @ Work Satisfaction Survey...(The End)...we instead partnership with HR to create the **Yellow Brick Road** strategy



Strategy created a repeatable, annual process for our entire academic year



Integrated qualitative and quantitative survey data into an IdeaWave™ campaign which developed ideas, likes, and comments for future action

# LEARNING OUTCOMES



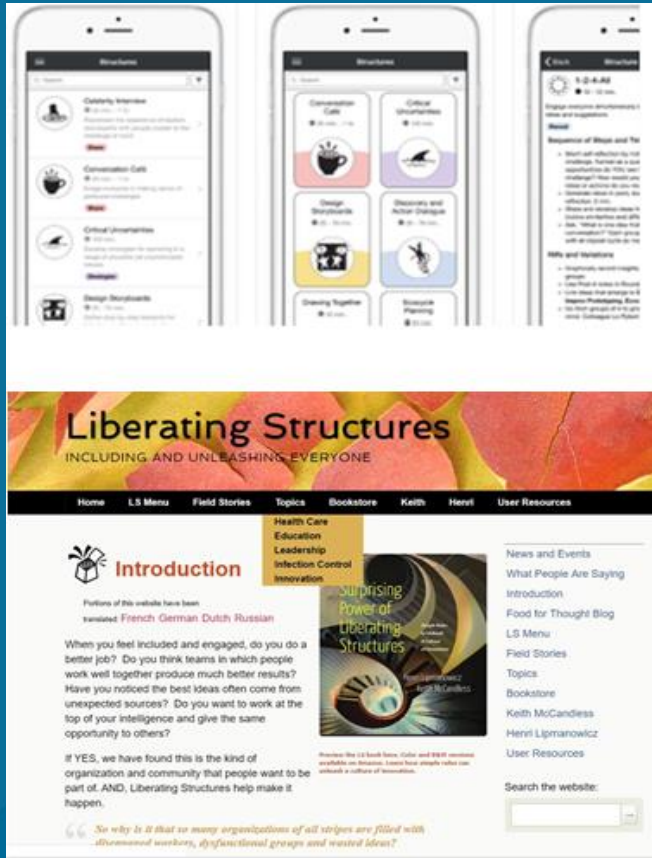
Discover how to take staff satisfaction scores to create actionable, impactful ideas and solutions that you can apply

Gain a macro overview of the strategy, process, timeline, cost, and effort to run a Staff at Work Survey, IdeaWave™, and other tools

Understand the tools, methodologies, and best practices to overcome with administrative stakeholders and survey audience

Apply concepts and share your ideas with others through facilitated networking and conversations to gather ideas to take home

# CROWDSOURCING IDEAS WITH LIBERATING STRUCTURES



LS Menu 	Wicked questions 	What³ debrief 	Min specs 	Heard, seen respected 	What I need from you 	Integrated autonomy 
Design elements 	Appreciative interviews 	Discovery and action dialog 	Improv prototyping 	Drawing together 	Open space 	Critical uncertainties 
1-2-4-All 	TRIZ 	Shift & share 	Helping heuristics 	Design storyboards 	Generative relationships 	Ecocycle 
Impromptu networking 	15% solutions 	25 : 10 crowdsourcing 	Conversation café 	Celebrity interview 	Agree/certainty matrix 	Panarchy 
9-whys 	Troika consulting 	Wise crowds 	User experience fishbowl 	Social network webbing 	Simple ethnography 	Purpose to practice 

A repertoire of 33+ options for organizing interactions that include & unleash everyone in shaping next steps and the future



# LIBERATING STRUCTURES CROWDSOURCING THOUGHT EXERCISE

#	Time	Action
1.	Start: 2 minutes	<ul style="list-style-type: none"><li>• Share with you 10 Principles on the next slide, please read each one</li><li>• Think about them in the context of your workplace and you as a colleague</li></ul>
2.	1 minute	<ul style="list-style-type: none"><li>• Stand up with 3-5 post it notes in hand*</li><li>• Gather those post it notes now, please</li><li>• *If unable to stand/prefer not to, you can remain seated</li></ul>
3.	3-4 minutes	<ul style="list-style-type: none"><li>• I'm going to show you 3 questions...one at a time</li><li>• After I read Question #1...walk to 1 of the 10 Principles that comes to mind</li><li>• Talk with 1-2 others visiting that Principle...answering “why” you selected this principle</li><li>• Leave a post it with a thought regarding “why” on the Principle</li><li>• Wrap up your conversation when you hear the bell</li></ul>
4.	3-4 minutes	<ul style="list-style-type: none"><li>• After I ring the bell, I will show you Question #2</li><li>• Just like before, walk to 1 of the 10 Principles that comes to mind</li><li>• Talk with others, leave a post it note, wrap up when you hear the bell</li><li>• If time, we'll close with Question #3</li></ul>
5.	1 minute	<ul style="list-style-type: none"><li>• After I ring the final bell, return to your table</li></ul>
6.	Finish: 1 minute	<ul style="list-style-type: none"><li>• I'll ask for a few people in the room to share what resonated</li><li>• Images of the 10 Principles with post its will be added to the slides for sharing after the conference</li></ul>

# The 10 principles of Liberating Structures



1 Include and unleash everyone



2 Practice deep respect  
for people and local solutions



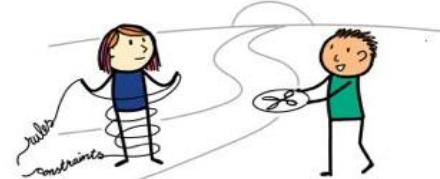
3 Build trust as you go



4 Learn by failing forward



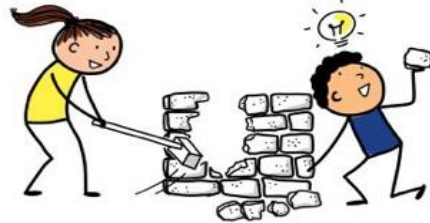
5 Practice self-discovery  
within a group



6 Amplify freedom AND responsibility



7 Emphasize possibilities:  
believe before you see



8 Invite creative destruction  
to enable innovation



9 Engage in  
seriously-playful curiosity

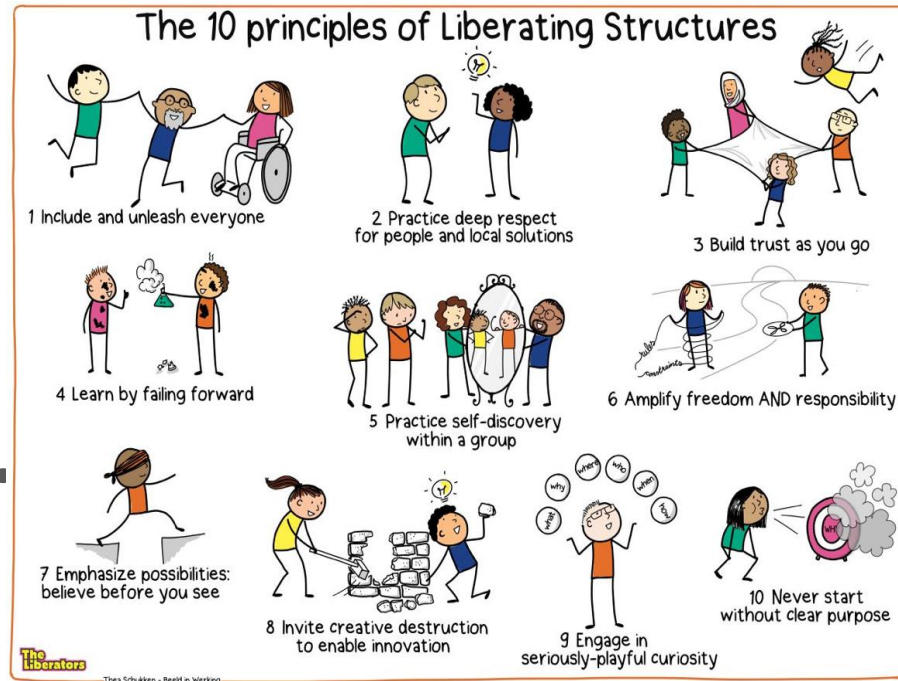


10 Never start  
without clear purpose



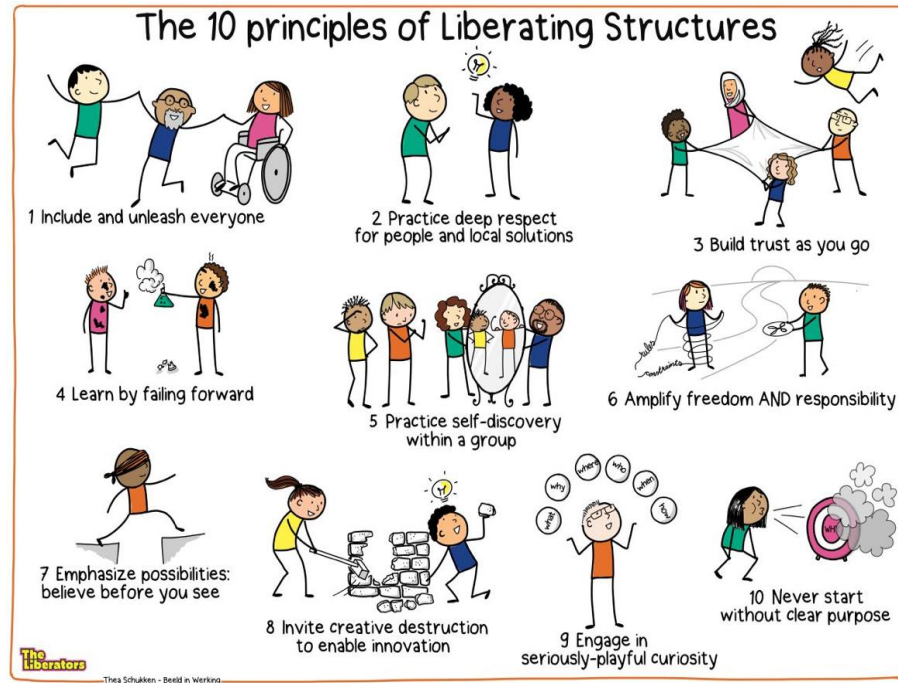


# 1. What is the most important principle for you.. why?

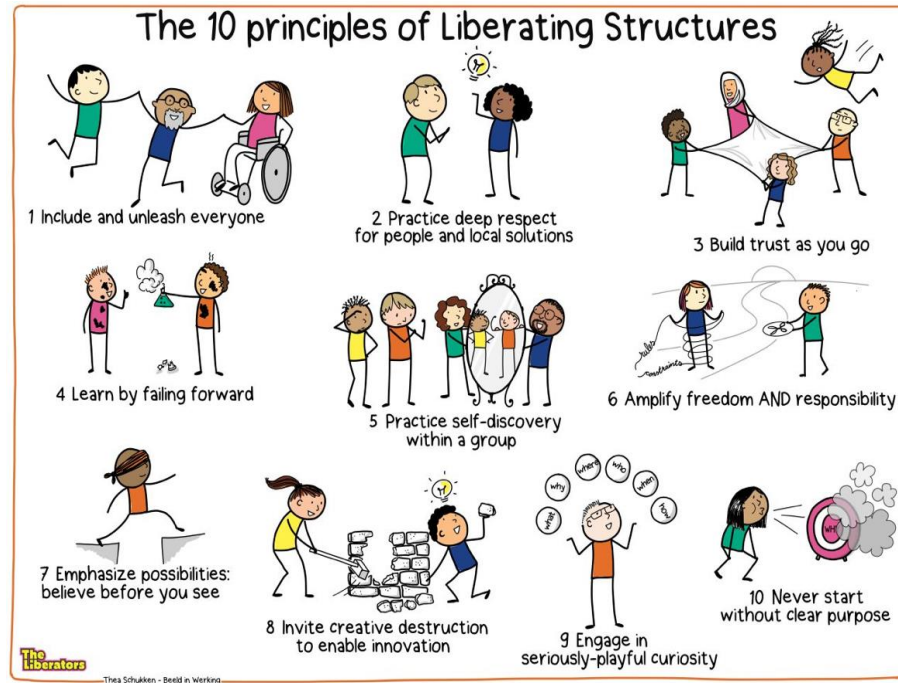




2. What is the principle you have leaned into over the last [COVID] years... why?



# 3. What principle needs attention now... why?



## What resonated?

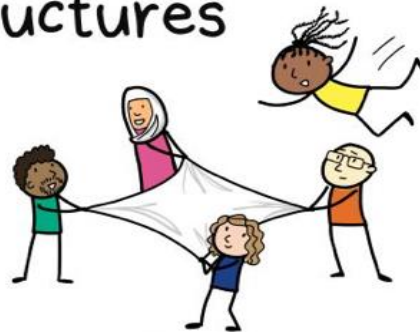
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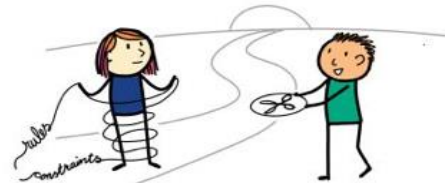
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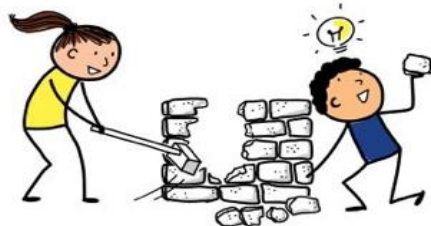
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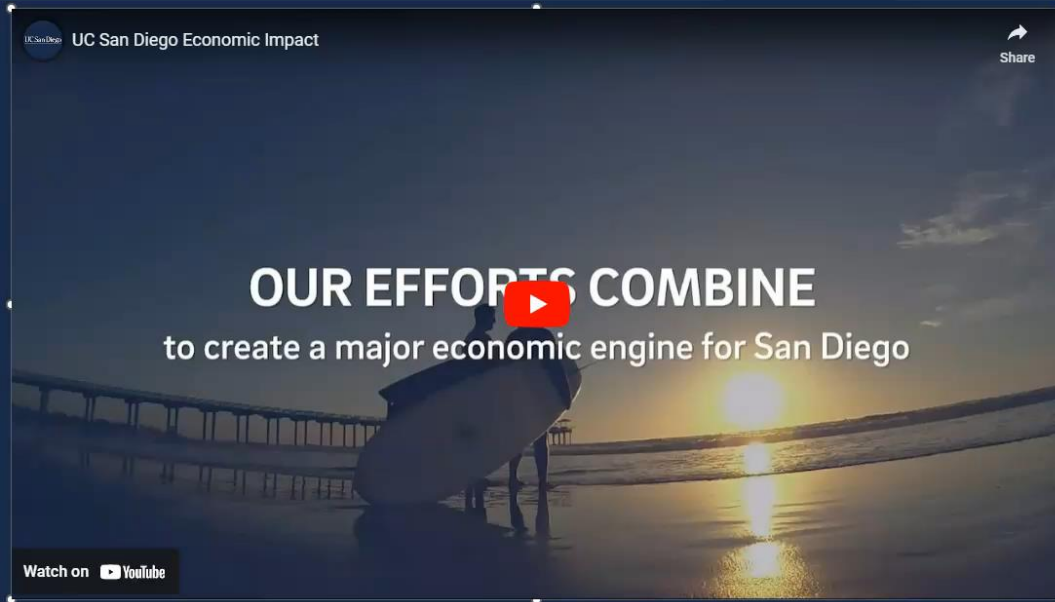


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# UC SAN DIEGO...A BIT ABOUT US



- #3 best public university in the nation // *Forbes*
- #4 public university for affordable education // *Princeton Review*
- 18th best university in the world // *Academic Rankings of World Universities*
- 40,483 total students // *As of 2021*
- 150,772 freshman and transfer applicants // *To enroll Fall 2023*
- Over 1/3 of first year students are first generation college students



# TRITONLYTICS TEAM: STAFF@WORK SURVEY



# TRITONLYTICS CLIENTS

 **UNIVERSITY OF CALIFORNIA**  
Agriculture and Natural Resources

 **CAL POLY**

 **The California State University**

**UC DAVIS**  
UNIVERSITY OF CALIFORNIA

 **UNIVERSITY of MARYLAND**  
BALTIMORE

 **SACRAMENTO STATE**

**UCI** University of California, Irvine

**UNIVERSITY OF CALIFORNIA** Office of the President

San Diego  
**Humane SOCIETY**  
INSPIRE COMPASSION 

**W**  
**UNIVERSITY of WASHINGTON**

 **CAL STATE LA**

 **UC RIVERSIDE**

 **San Diego Blood Bank**

 **CALIFORNIA STATE UNIVERSITY**  
SAN MARCOS

**UC SANTA BARBARA**

UC San Diego

LOGAN UNIVERSITY  
**LEADERS** *Made*

 **CALIFORNIA STATE UNIVERSITY**  
FULLERTON

# TRITONLYTICS TEAM: STAFF@WORK SURVEY (54 Q'S IN 7 MINUTES)

## Survey Navigation

### Satisfaction

2 of 61 (3 %) questions completed

### Conduct and Behavioral

0 of 21 (0 %) questions completed

### Background

1 of 15 (7 %) questions completed

## Satisfaction

Please indicate to what extent you agree or disagree with the following statements. Select 'N/A' if it is not applicable or you don't know.

22. I feel physically safe while I am working on-site, i.e., Campus/Health/Other UCSD locations. Note: Check N/A if you worked entirely off-site during the last 12 months

23. There is a spirit of cooperation within my [department](#)

24. Most people in my [department](#) conduct themselves in an ethical manner

25. People in my [department](#) are encouraged to work collaboratively with units outside of my immediate area

26. Most people in my [department](#) perform their responsibilities

27. I have the opportunity to participate in making decisions that affect my work

## Conduct and Behavioral

During the past year, how often have you experienced the following conduct in your [department/unit](#) where someone:

1. Was condescending to you

2. Paid little attention to your statement or showed little interest in your opinion

3. Made demeaning or derogatory remarks about you

4. Made jokes at your expense

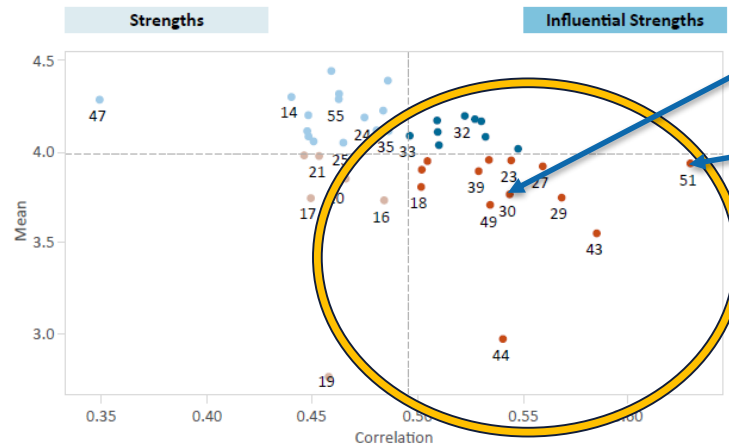
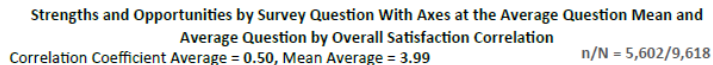
5. Interrupted or spoke over you

6. Talked about you behind your back

## Demographics:

- Years of Service
- Race/Ethnicity
- Gender Identity
- Sexual Orientation
- Veteran Status
- Physical and Mental Disability Status

## TRITONLYTICS TEAM: STAFF@WORK SURVEY



### Secondary Opportunities

### Primary Opportunities

### Strengths

Higher than average mean score, lower than average correlation. "Keep up the good work"

### Influential Strengths

Higher than average mean score, higher than average correlation "Keep an eye on"

## Secondary Opps

Lower than average mean score, lower than average correlation. "Low Priority"

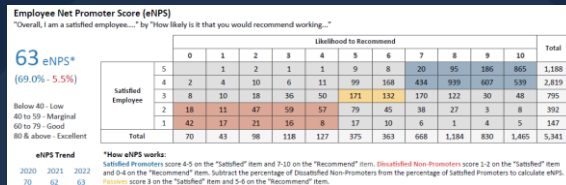
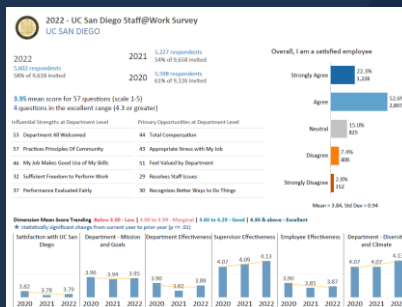
### Primary Opps

Lower than average mean score, higher than average correlation. "Concentrate Efforts"

EMP	44. Total Compensation	2.98	0.54	PO
EMP	43. Appropriate Stress with My Job	3.55	0.58	PO
EMP	49. Training Received Valuable	3.71	0.53	PO
DEP	29. Resolves Staff Issues	3.75	0.57	PO
DEP	30. Recognizes Better Ways to Do Things	3.77	0.54	PO
MIS	18. Improves Services Products	3.81	0.50	PO
SUP	39. Supports Advancement Opportunities	3.90	0.53	PO
DIV	52. Department Diversity Programs	3.91	0.50	PO
DEP	27. Participate In Decisions	3.92	0.56	PO
DIV	51. Feel Valued by Department	3.94	0.63	PO
SUP	38. Useful Performance Evaluation	3.95	0.50	PO
DEP	23. Spirit of Cooperation in Department	3.96	0.54	PO
SUP	34. Work Assigned Equitably	3.96	0.53	PO

More than 190 surveys deployed.

Over 800,000 people engaged from coast to coast across the United States.



# CHALLENGE: HOW DO WE IMPROVE STAFF@WORK SURVEY RESULTS?



EMP	44. Total Compensation	2.98	0.54	PO
EMP	43. Appropriate Stress with My Job	3.55	0.58	PO
EMP	49. Training Received Valuable	3.71	0.53	PO
DEP	29. Resolves Staff Issues	3.75	0.57	PO
DEP	30. Recognizes Better Ways to Do Things	3.77	0.54	PO
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If your survey surfaced a challenge like **"Feel Valued by Department,"** then run an IdeaWave Campaign on **"What are ideas and programs that Leadership can offer to better listen and show you that you are valued?"**



# IDEAWAVE IS VIRTUAL CROWDSOURCING



**Higher quality** –  
Ideas match key  
campaign criteria

**Lower Time Cost** –  
24/7 access online &  
IW app...no longer  
needing people  
in a room

**Faster** –  
Invitees can  
build and improve  
the ideas of others  
so that the best  
expertise is  
aggregated fast



Encourages diverse thought  
& supports broad inclusion



Identifying debated solutions  
to problems



Decreased idea to  
implementation time



Increases transparency,  
breaks down silos and lifts up  
the voice of the audience

# WHY WE CHOSE IDEAWAVE



- IdeaWave's crowdsourcing mission and vision empowers audience engagement, supporting meaning, impact, and psychological safety of collaborative and effective teams
- Google's [Project Aristotle](#)

# YELLOW BRICK ROAD: THE YEARLY PROCESS TO ENGAGE STAFF

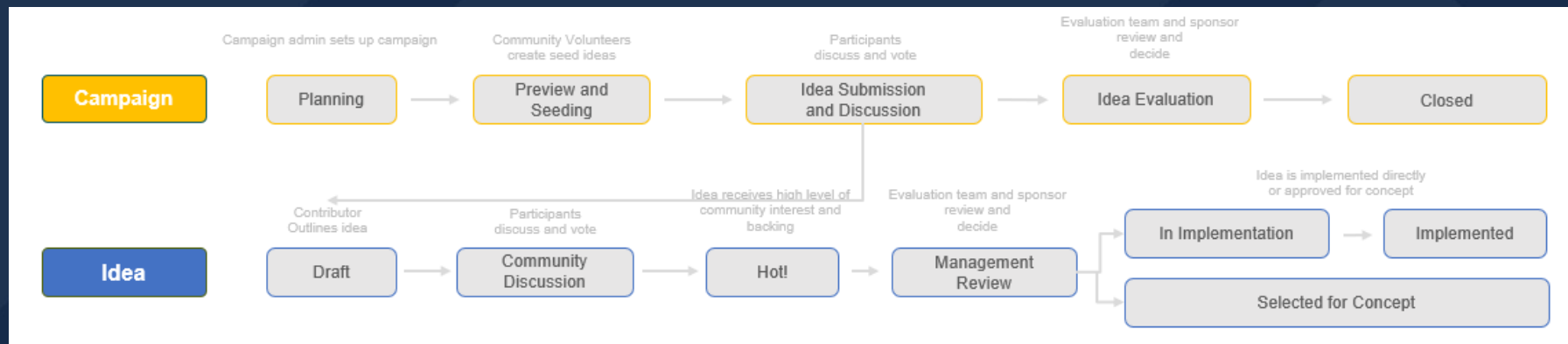


# IDEAWAVE TIMELINE



Let's go...UC San Diego's [IdeaWave™](#) platform

Campaign	Planning	Preview and Seeding	Idea Submission and Discussion	Idea Evaluation	Closed	Total
Day(s)	4-5	1-4	21-28	4-6	1-2	31 to 45

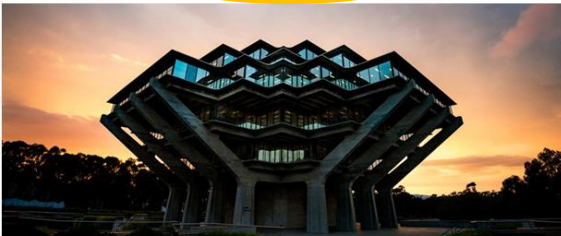


# IDEAWAVE EMAIL INVITE + PEER-TO-PEER REMINDERS

UC San Diego CAMPUS NOTICE

OFFICE OF THE CHIEF HUMAN RESOURCES OFFICER

December 6, 2022



ALL STAFF AT UC SAN DIEGO (excluding UC San Diego Health)

## Enhancing the Employee Experience IdeaWave Campaign

Thank you to everyone (all 5,600+) that completed our 2022 Staff at Work (S@W) survey! We are grateful for your contributions. Please read on to learn about our next steps and how you can continue to shape our shared work ahead.


Our next phase in the Staff at Work "Yellow Brick Road" is now. The [Enhancing the Employee Experience IdeaWave campaign](#) starts today, December 6, 2022, and finishes January 13, 2023. Using IdeaWave, you can share your ideas; comment or build on other's ideas; and vote/like the shared ideas. Commenting and voting are critically important for us to be able to identify and learn from the ideas that most resonate for you. Make sure to log in using your Active Directory credentials. If you'd like to learn more about the campaign, please join us for the [December 7, 2022, Staff Town Hall, from 10:30-11:45 am](#).



UC San Diego CAMPUS NOTICE

OFFICE OF THE CHIEF HUMAN RESOURCES OFFICER

January 10, 2023



ALL STAFF AT UC  
Update: Enhancing the Employee Experience IdeaWave Campaign

Happy New Year! I hope you were able to take some time, at least a few moments, to reflect, rest, and recharge over the last few weeks. I'm excited about our year ahead and getting to engage with you all.

Speaking of engagement, thank you to everyone who has contributed to the [Enhancing the Employee Experience IdeaWave campaign](#) so far! To date, we have received 21 ideas, with nearly 3,200 views and over 500 likes! We organized the IdeaWave campaign around the five anchors of the [UC San Diego People Proposition](#), the promise we want to be able to deliver on to the people of UC San Diego - Care, Inclusion, Growth, Equity and Purpose. The current ideas cover each of the five anchors and we know you have more ideas on how we can enhance the employee experience.



# IDEAWAVE CAMPAIGN ASK FOR IDEAS TO 3 THEME CLUSTERS



## 1. Professional Development

- Training Received Valuable, Supports Advancement Opportunities



## 2. Supported and Valued

- Appropriate Stress with My Job, Participate in Decisions, Feel Valued by Department



## 3. Improvement Focused

- Resolves Staff Issues, Recognizes Better Ways to do Things, Improves Service Products

### A couple final thoughts...

- We get that everything would be easier if we had more money and more staff
- The reality is that we need to challenge ourselves...think how we do things differently
- Once the campaign finishes, we will be reviewing all the ideas
- Conducting interviews with some teams and leaders across campus
- Our goal: Gathering input from all of you to identify emerging great practices that we will share back out with you

# YELLOW BRICK ROAD INAUGURAL RESULTS



Our inaugural one-month IdeaWave™ campaign finished in January 2023



Engaged 5,000+ diverse staff



37 impactful ideas shared



188 comments



1,131 likes

**YOUR IDEAS CAN  
SHAPE OUR FUTURE**  
**CAMPAIGN**  
**Enhancing the Employee Experience  
IdeaWave campaign!**

# IDEAWAVE CAMPAIGN: 37 IDEAS...HERE ARE 7 RANKED BY # OF LIKES



Professional photos during onboarding (88)



Paid birthday day off (75)



Tuition discount for students of employees (56)



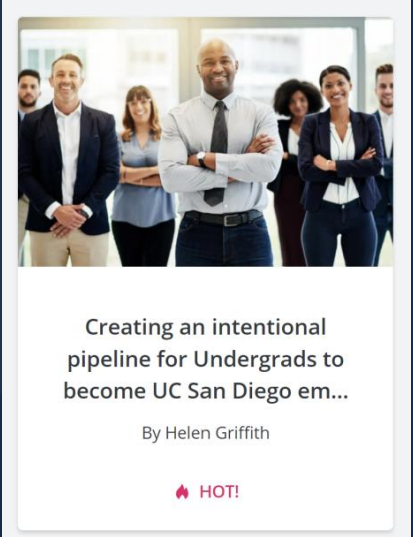
360 Feedback (44)



Pipeline for Undergrads to become UC San Diego employees (33)

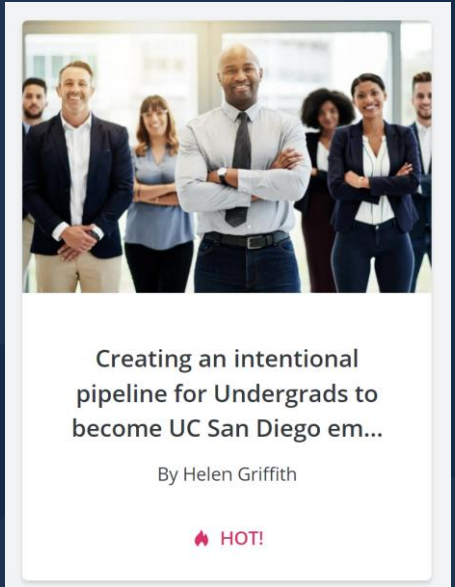


New hire buddy/mentor (28)



# IDEAWAVE CAMPAIGN: 188 COMMENTS...HERE ARE 3 BELOW

- Eeman M. = 12/14/2022 11:06 AM:  
*"I love this idea and believe this would be a moral booster and generate a positive impact upon our recruitment and retention of diverse talent at UC San Diego! Win win :)"*
- Beverly R. 12/08/2022 9:31 PM:  
*"This idea could be a powerful recruitment/retention tool. Rutgers (a public university) offers free and/or 50% discounted tuition to employees and their dependent children! (<https://uhr.rutgers.edu/benefits/tuition-remission>)."*
- Hallie J. 01/10/2023 2:24 PM:  
*"I got a free MA when I worked at SDSU. It was an incredible opportunity that I likely wouldn't have done without the fee waiver."*



# IDEAWAVE CAMPAIGN: WHAT'S NEXT?



For Staff@Work, we are taking action:

- HR identified the Top 10 & Bottom 10 performing departments on the survey
- Employee Relations Specialists connecting to learn successes/opportunities
- Supported from the departments' respective Vice Chancellor areas

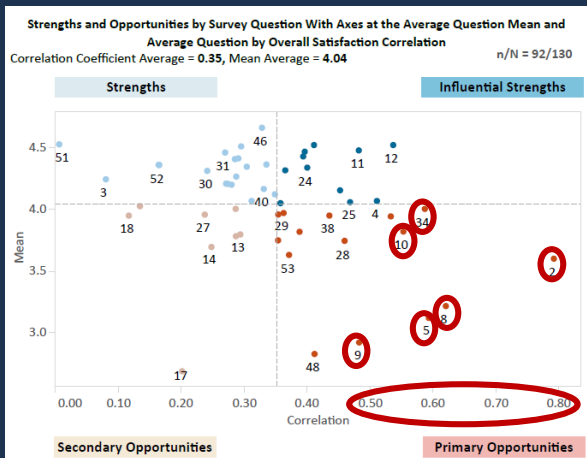


## Staff shared ideas fall into 3 Buckets:

1. Ideas and work we can control on the local San Diego campus
2. Ideas and suggestions that are systemwide, and need further work with the entire UC system
3. Ideas that are already addressed on our campus, but we need to do a better job communicating out



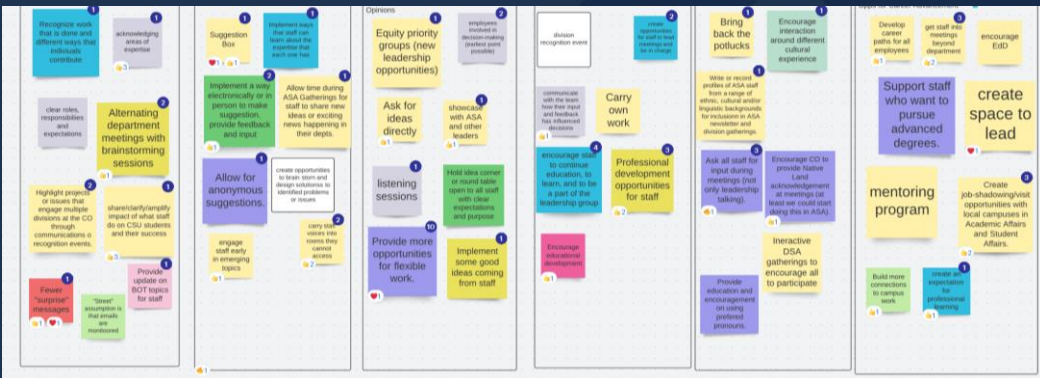
## ANOTHER METHOD // FACILITATED CROWDSOURCING INTO THEMES



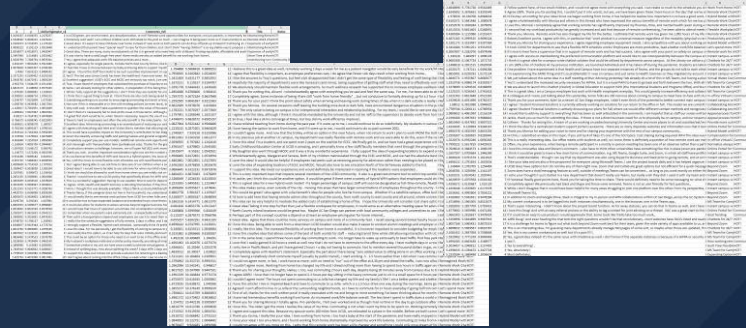
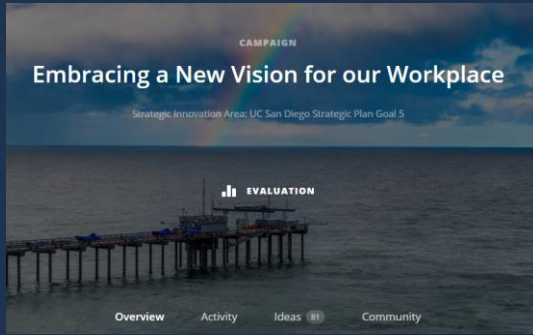
Correlational analysis to identify drivers: “I’m not happy about this important driver of my satisfaction”

- #2: Valued Member of the X Office
- #8: Have a Voice to Provide Ideas & Suggestions to Improve the X Office
- #5: Sr Leadership at X Interested in Staff Ideas & Opinions of Staff
- #34: Feel Valued by my Department
- #10: X Office Promotes a Work Environment Where All People are Welcomed
- #9: Opportunity for Career Advancement at the X Office

- 1) Individually add post-its for activities, programs, initiatives that are currently under way with each primary opportunity category that addresses these opportunities (10 mins)
- 2) Individually add post-its 1-2 new activities or programs that are not currently underway that could address the opportunities (10 mins)



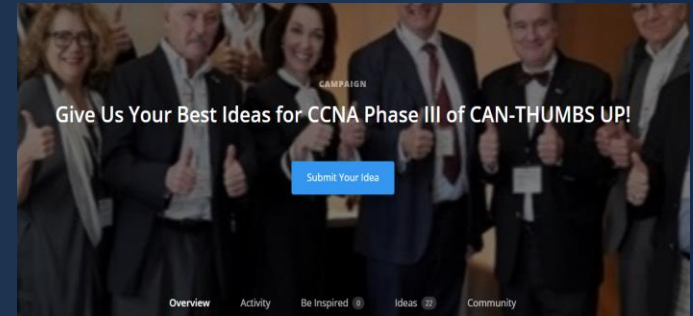
# ANOTHER METHOD // CROWDSOURCING APPLIED TO ML



Theme	Example	Number of Instances
Respect for working hours.	"We respect working hours, and don't schedule meetings or expect work to occur outside of normal business hours."	123
More flexibility and options for how work is performed.	"For those who want to meet in person, or do not have a suitable place to work at home, clearly there must be in-person and hybrid work models as well as flex space available on all of the university's owned and leased properties throughout the region."	55
Commuting burden lessened.	"I worked standard work hours, and at the end of the day, I spend 15 minutes walking to my car and between 1-1.5 hours in traffic commuting from work --> preschool-->home. On a rainy day it was a 2 hour commute from work --> preschool-->home. I barely had enough time to get dinner on the table, and I felt like I was struggling to keep everything together."	52
Productivity and accountability are unique to each employee.	"You can tell when someone is not producing as the output is not what you would expect. If that is the case, you have a larger problem that will not be solved simply by being in the office."	44

## QUICK IDEA // CHALLENGE: ENGAGING FACULTY


- Faculty engagement on IW Campaigns averaging <50%, well under Staff/Students
- Opportunity: Piloted a Green Belt Project IW Campaign that achieved 81% Faculty engagement for a planned Phase III Alzheimer's Disease clinical trial
- What happened?
  - 1) Faculty listening tour to i.d. issues to overcome (e.g. strategic, value)
  - 2) Emailed pre-campaign update on the post- campaign action plans
  - 3) Direct message during campaign stats/likes + comment #s/peer updates



# QUICK IDEA // ENGAGEMENT: TEAM CONTRACT 'HOW WE WORK'

**SC-SPOC Team Contract**

Research\* has shown that teams with signed contracts detailing the goals and commitments of the team members have more success than those who don't. Thus, our team will prepare and sign a one-page team contract. This document: 1) defines our team's goals with respect to our Committee Charge and 2) specifies how our team will work together. The end-product is to develop a "living" document, subject to change, to define how we will work together.



**Psychological Safety**  
Can we take risks in this team without being punished or embarrassed?

**Dependability**  
Can we count on each other to do high quality work on time?

**Accountability**  
How are we holding each other accountable for our actions?

**Impact**  
Do we have the resources and skills to make a difference?

**Inclusion and Culture**  
Are we creating a culture where everyone feels included and valued?

\*Google's [Project Aristotle](#)

**Committee Charge:**

- ★ A high-level, cross-functional perspective on critical issues, opportunities, and unique capabilities and programs that will positively impact the attainment of a service- and people-oriented culture on campus.
- ★ An objective perspective that drives a balance of administrative and operational efficiency with service delivery in support of UC San Diego's mission, and validation that this is accomplished.
- ★ Guidance on the initial screening criteria for initiatives.
- ★ Ongoing guidance and recommendations on initiative selection, prioritization, resource implications, and ongoing viability.
- ★ Advice on specific issues and opportunities related to initiatives and help facilitate a collaborative working relationship across the campus.

We will commit to completing our homework prior to the meeting starting

We will work towards attending meetings in-person and/or on camera and being fully present

We will support a healthy, inclusive team climate of multiple viewpoints

We will champion the collective group dynamic of positive motives

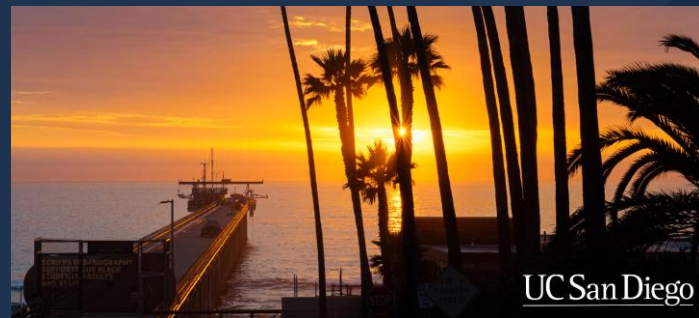
We will actively participate and listen to which voices are speaking and aware of which voices are not speaking or not present

# THANK YOU ... TO-GO BOX OF LINKS TO TAKE HOME



[khergert@ucsd.edu](mailto:khergert@ucsd.edu)

<https://www.linkedin.com/in/kriswh/>



## Platforms:

Facilitate on Liberating Structures (frameworks)	<a href="https://www.liberatingstructures.com/">https://www.liberatingstructures.com/</a>
UCSD Tritonlytics (higher ed benchmarking surveys)	<a href="https://tritonlytics.ucsd.edu/">https://tritonlytics.ucsd.edu/</a>
IdeaWave (crowdsourcing ideas)	<a href="https://www.hypeinnovation.com/">https://www.hypeinnovation.com/</a>
Collaborate on Lucidspark (virtual whiteboard)	<a href="https://lucidspark.com/">https://lucidspark.com/</a>
UC San Diego Machine Learning and AI	<a href="https://tritonlytics.ucsd.edu/services/survey-program/ai.html">https://tritonlytics.ucsd.edu/services/survey-program/ai.html</a>
2021 NCCI Machine Learning Presentation	<a href="https://tritonlytics.ucsd.edu/_files/ncci-2021-using-AI-presentation.pdf">https://tritonlytics.ucsd.edu/_files/ncci-2021-using-AI-presentation.pdf</a>

# APPENDIX



# LIVE IDEAWAVE SHOWCASE



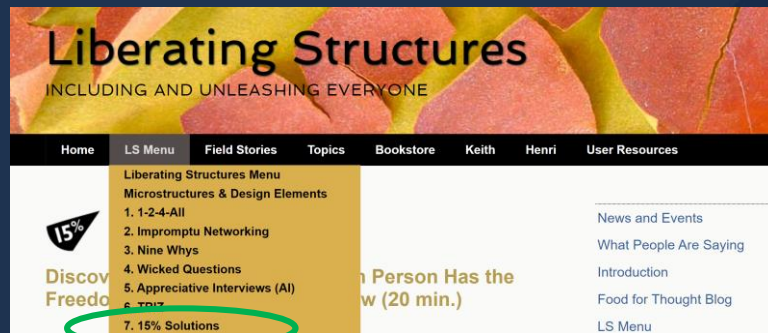
Let's go...UC San Diego's [IdeaWave™](#) platform

YOUR IDEAS CAN  
**CAMPAIGN**  
SHAPE OUR FUTURE

Enhancing the Employee Experience  
IdeaWave campaign!

# WRAP-UP LIBERATING STRUCTURES: 15% SOLUTIONS

Discover and Focus on What Each Person Has the Freedom and Resources to Do Now



- What is your 15 percent?
- Where do you have discretion and freedom to act?
- What can you do without more resources or authority?

Last 5 min: 1 min to think on, pair with a neighbor and share twice for the last 3 minutes (+ table)

# HYPE PARTNERSHIP WITH UCSD



*"HYPE is a partner. They work with us and help us solve problems. They have a software platform but it's not really the solution. They really help you get to the endpoint that you're trying to achieve. That's been one of the things we thought we were getting when we selected HYPE, and they've lived up to and exceeded that throughout the last three years we've worked with them. We've also found that HYPE is not just HYPE and its employees, but it's an ecosystem of colleagues and innovation experts around the world that we can work with, learn from, and share with, which I think is really unique."*



**Robert Neuhard**

Executive Director, Strategic Initiatives, UC San Diego

We produce software to help idea and innovation managers collect and manage ideas, vet them, and turn them into concepts with business cases to get them ready for prototyping and implementation.