



Our Cultural Transformation Journey

Creating an environment and culture where everyone in our community feels safe and respected.

Agenda

Objective: Engage faculty in co-creating a roadmap for culture change

- Discuss attributes of our ideal culture
- Highlight the Michigan Medicine Case Study
- Share high-level thinking on U-M's Culture Change Journey
- Gather feedback on process

Guidepost Solutions

- Hired to help implement the recommendations from the [report](#)* on the misconduct of former provost Martin Philbert.
- Will work with campus leaders, faculty and key staff to help develop a “statement of shared values, ethics and standards” for the University of Michigan.
- Will look for ways to improve the university’s whistleblower and anti-retaliation policies.

Our Desired Culture

- “To create broad and positive culture change, including our Diversity, Equity and Inclusion Initiative; Michigan Medicine’s priority to ‘promote a positive, cohesive culture that aligns with our values’; and the work of the universitywide Ethics, Integrity and Compliance Committee.” - President Mark Schlissel
- “To create an environment of mutual respect and accountability that is free of retaliation, where everyone can feel safe to report misconduct.” - President Mark Schlissel
- “...A culture where reports will be heard, where action is taken and there is no fear of retaliation. In short — a culture where sexual misconduct is not tolerated” - Denise Ilitch, chair of the Board of Regents
- “A community with a heightened level of trust of one another and of campus leaders.” - President Mark Schlissel

**What is our ideal culture?
What are we trying to achieve?**



Michigan Medicine's Culture Change Road Map

Culture Kick Off

- Began with speaker Adrian Gostick at Leadership Day.
- Cascaded to managers & staff.

Mission & Values

- New Mission statement.
- Turned key words into values.
- Solicited input from leaders at Leadership Day.

Culture of Accountability

- Convened Culture of Accountability Task Force
- Aligned culture initiatives
- Identified 3 core culture practices

2016

2017

2018

2019

2020

2021

Culture Words

- Identified key words to describe our culture through conferences & town halls.
- Staff, managers, & leaders voted on Top 10 words that represent the most desired culture at MM.

Because I Said I Would

- Accountability introduced as vital part of sustaining culture journey.
- Confirmed Values & launched communications plan.

Aligning Our Message

- Created Leadership webpage
- Building a common communication strategy across culture initiatives

Case Study: Michigan Medicine Values

Caring - I will treat everyone with dignity, kindness and respect, promoting the well-being of self and others.

Innovation - I will promote a culture of creativity, flexibility and curiosity that inspires new ideas and ways of thinking, behaving, and improving the world.

Inclusion – I will foster an environment where every individual has a sense of belonging, a voice that is heard, and the opportunity to achieve and thrive.

Integrity - I will adhere to the highest ethical standards, demonstrating courage, truth and transparency in my words and actions.

Teamwork - We will work together with a shared purpose rooted in equity and fairness where diversity is celebrated, respected and valued.

Case Study: MM Culture Change Milestones

- Established the Michigan Expectations Model (MEM)
- Confirmed Michigan Medicine Mission, Vision, Values
- Launched a supporting communications plan and recognition program
- Incorporated Values into performance management processes used by 20,000
- Aligned across MM culture change initiatives and developed tools to support faculty and staff
- Launched journey to become a High Reliability Organization (HRO) for which culture is a primary part

Case Study: Creating our Desired Culture at Michigan Medicine

Aligning Values, Behaviors & People Processes

Values, Behaviors & People Processes

Creates Desired Culture

Increases Engagement

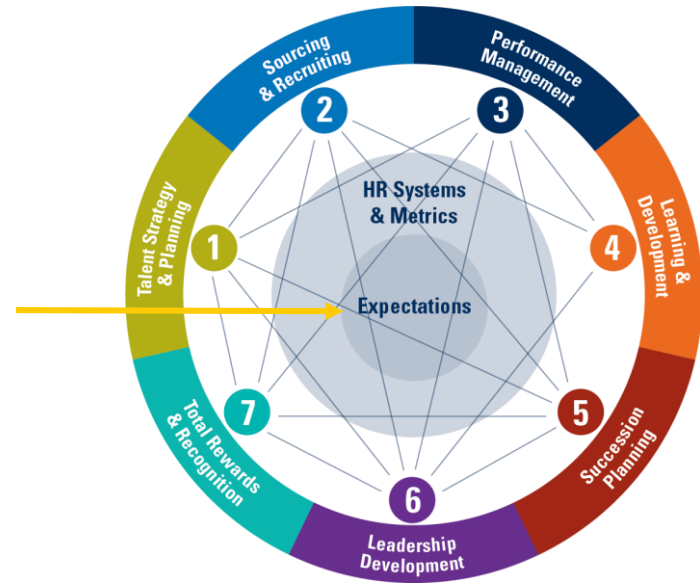
Drives Results

MM VALUES

Caring
Innovation
Inclusion
Integrity
Teamwork



M UNIVERSITY OF MICHIGAN



U-M's Culture Change Journey

A formal effort to improve the culture of the institution

“This important work is not just about meaningful policy and process reform to prevent and address sexual misconduct, but also about creating a new environment, and a renewed culture, where people can fully thrive in the studies and careers and know they can report misconduct without fear of retaliation”

- Advisory Committee will be formed to support this work
- Additional efforts underway including support for OIE, new policies, improving reporting channels, and improving hiring and promotion processes
- Community engagement will be inclusive of all faculty and staff, as well as student employees in partnership with Student Life

Discussion: Engaging Our Community & Co-Creating Our Future

- How do we engage our community in co-creating this roadmap & identifying our values?
- What does engagement look like? What modes and methods would you recommend?
- How many people across 3 campuses do we need to engage to ensure we feel confident we've heard all voices?
- If we do this well, what does it look like? What does it feel like? How will we know we are successful?