

VI. Continued Utilization of Findings and Next Steps



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The environmental scan is complete. The scan process and this document should be considered the starting point for the remaining phases of engaging excellence, the strategic plan, the work of the cross functional teams, etc.

The environmental scan was developed through a refined questioning and active listening process. Continued testing and validation was necessary to assure Butler/Helm heard what was intended, and were comfortable that the report accurately reflects the intended messages.

The next steps may require additional validation of issues, however most importantly, they require a process of seeking solutions. It is important the cross functional teams be composed of individuals who are not necessarily engaged on a day-to-day basis in the activities being explored. Certainly, there should be involvement by those with intimate knowledge of the subjects. However, it is found that many of the best ideas for solutions come from those who do not work within the subject area, but rather have a limited knowledge or are important stakeholders.

Once appointed, the teams should develop ground rules for operation. These ground rules may address topics as far ranging as meeting attendance, agenda development, group participation, or process for adoption of final recommendations. Training for general operation of the teams has been developed. Staff to assist with facilitating the team meetings will be assigned.

Time is of the essence. While there should not be a rush to simply find a solution, there should be a sense of urgency in working towards the best solution(s). A course of action or solution that considers and involves the entire system as a whole would be ideal. This must be considered a living process and not something that takes on a short-term existence and is then relegated to the shelf. A time limit of no more than 6 months should be adopted for finding solutions for most of the issues. There are a few more complex issues likely requiring additional time, however by the six month point, these should be developed to a point allowing next steps and timeline to be clearly forecast.

Solution implementation is not the responsibility of the teams. Solution implementation is a carefully blended process requiring limited continuous ownership by the teams, yet it is handed to Upstate leadership or organizational units for final action steps. For the process to be successful, an organizational unit must have the ability to raise the red flag if something has been overlooked that would prevent a solution design from being effective. And, there must be a closed loop of reporting back to the teams and to Upstate leadership

with the final implementation on each of the recommended solutions. Of course, Upstate leadership has the prerogative and responsibility to delay implementation of any recommendations dependent upon current fiscal and political realities.

In its best form, the next steps of this process can be collegial and create an ongoing atmosphere of developing solutions to problems without waiting for leadership to direct such. The ultimate best outcome is not simply the solution to the identified issues, but the developing of a culture that is organizationally focused with a sense of ownership and value.