



# Creating Solutions Together

with Organizational Consulting by the SPMO

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## Assistant Director, Organizational Consulting

Illinois alumnus (2001)

23 years @ Illinois

16 years personnel & teams management

Trained Facilitator, Technology of Participation (ToP)



# Agenda



1. The Problem
2. The Solution
3. Service Details
4. Q & A



# The Problem

- **What's the purpose of this discussion?**
- **How many times have we already talked about this?**
- **What's going to be different this time around?**
- **What decisions did we *actually* make?**
- **Wait... who's doing what now?**





# 2024 Meeting Statistics



**83%**

spend up to one-third of  
their time in meetings



**71%**

of meetings are considered  
unproductive



**\$37B**

lost annually due to  
ineffective meetings

# Where would we rather be?



**17%**

**Jury Duty**



**25%**

**Stuck in Traffic**



**58%**

**At the Doctor**

## Cause: Unclear Purpose

- Don't understand the reason or need for the discussion
- “Why am I part of this discussion?”
- Desired outcomes not well-defined





# Cause: Poor Preparation



- Inadequate time set aside relative to the topic
- Poor (or no) process to manage the conversation
- Poor choice of questions



# Cause: Low Engagement



- Feel unheard
- Feel that contributions won't matter
- Feel low or no ownership over outcomes



## Cause: Lack of Consensus

- Decision-making process is unclear
- Individual buy-in for decisions not secured
- Next steps, ownership not defined

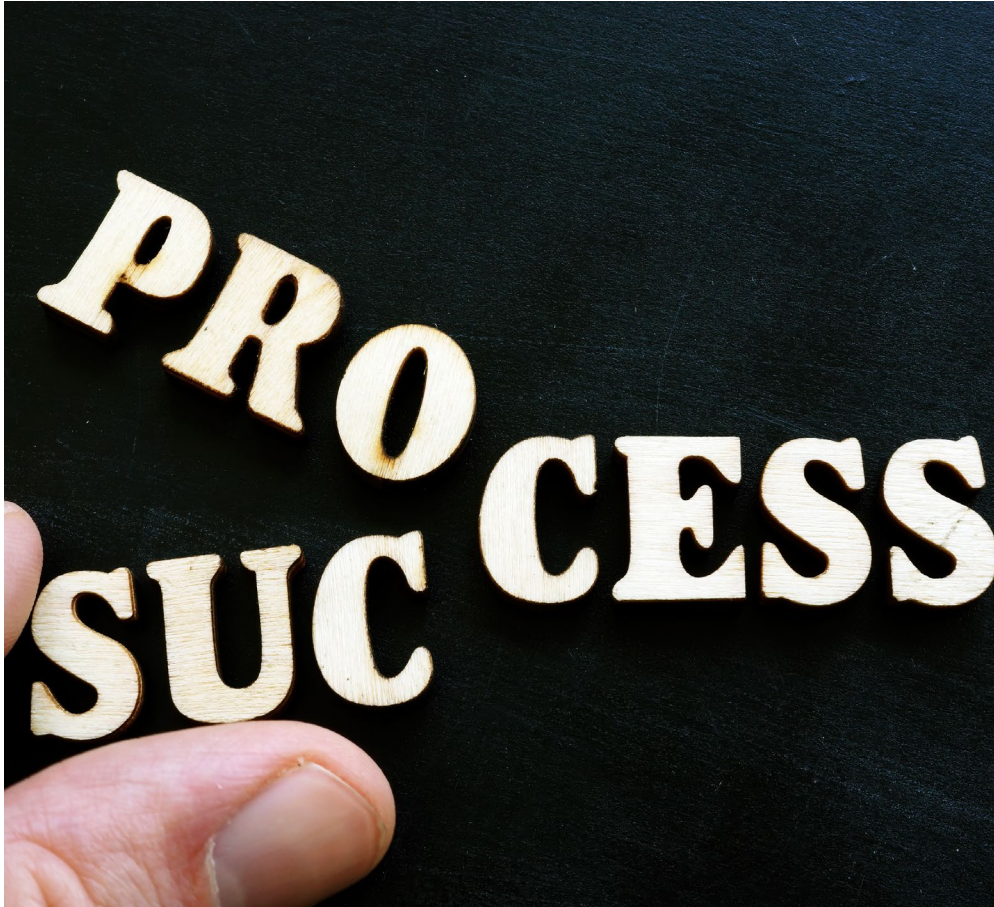




The background of the slide features a faint, dark blue image of three classical statues, likely representing figures of justice or law, standing in a row.

# The Solution

A structured process that:



- Generates understanding of the need for change
- Ensures all voices are heard and respected
- Empowers the group to create solutions together
- Creates collective ownership



**Empowering people to  
deliver change, together.**



# Organizational Consulting: Our Mission



**Enable departments, units, and teams** at the University of Illinois Urbana-Champaign campus **to collaboratively create and deliver innovative solutions to business needs** using facilitative techniques that promote open, honest, respectful, and participatory dialogue.

# Organizational Consulting: Our History



- **2019** - Internal, ad hoc capability in Technology Services / OCIO
- **2020** - Began serving external IT and IT-oriented groups
- **2023** - Assisted with HR Operational Excellence
- **2024** - Became official campus service as part of SPMO

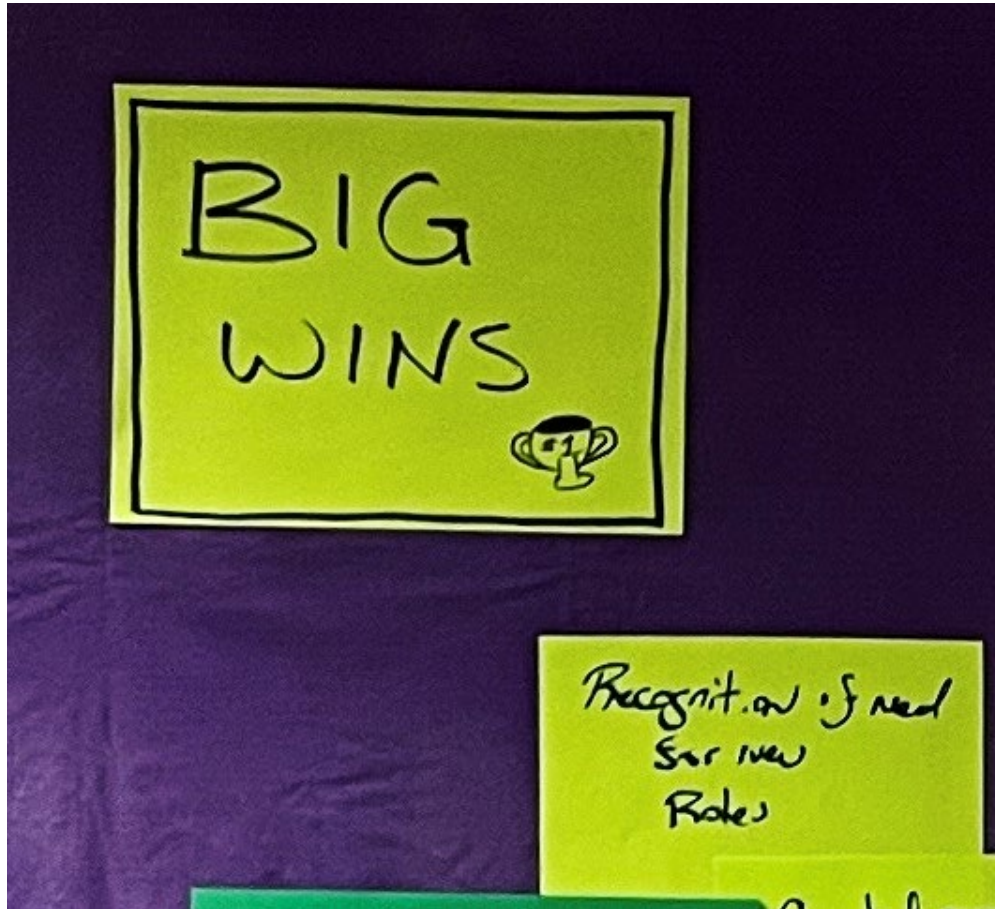
Powered by:



# ToP

**Technology of Participation(ToP)<sup>®</sup>**

# Technology of Participation Facilitation



- Developed by Institute of Cultural Affairs
- Values: Inclusive participation, mutual respect
- Provides structure and toolkit for authentic, open dialog
- Facilitator guides the process, not the outcomes

# The ToP Process



**Review  
Information**



*What are the FACTS?*



**Understand  
Experiences**



*What are our ATTITUDES?*



**Generate Ideas /  
Analyze Impact**



*What IDEAS do we have?*

*What are the IMPLICATIONS?*



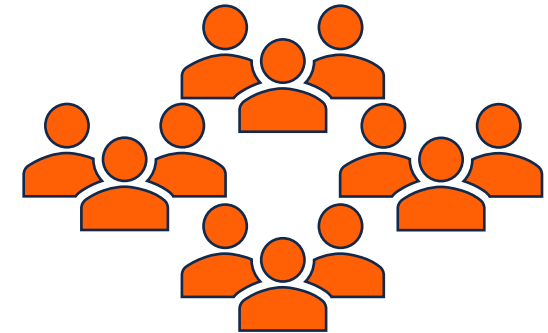
**Make  
Decisions**



*What ACTION will we take?*

*WHO will be responsible?*

# The ToP Process



## Individual



*I'm allowed space to generate my own ideas.*

## Small Group



*My voice and ideas are heard.*  
*We refine individual ideas into shared ideas.*

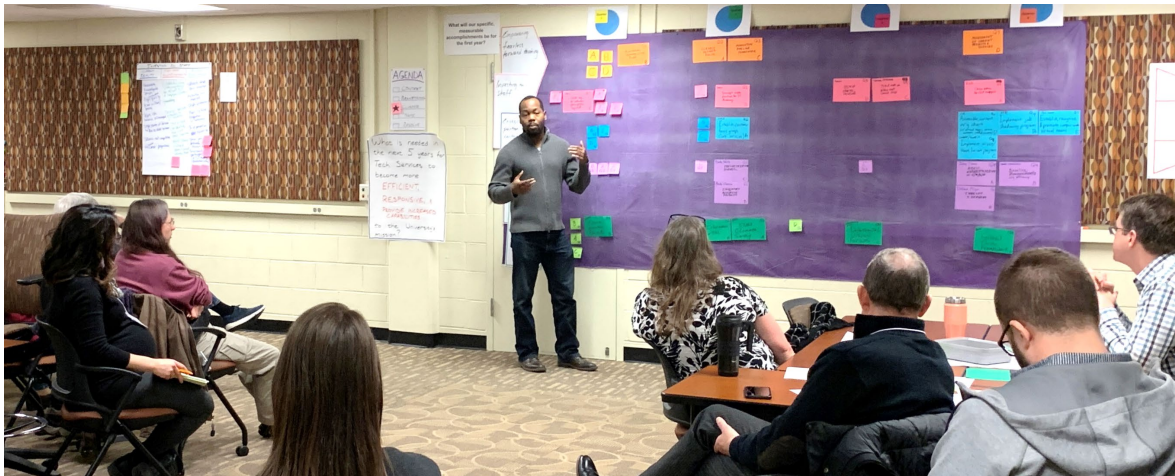
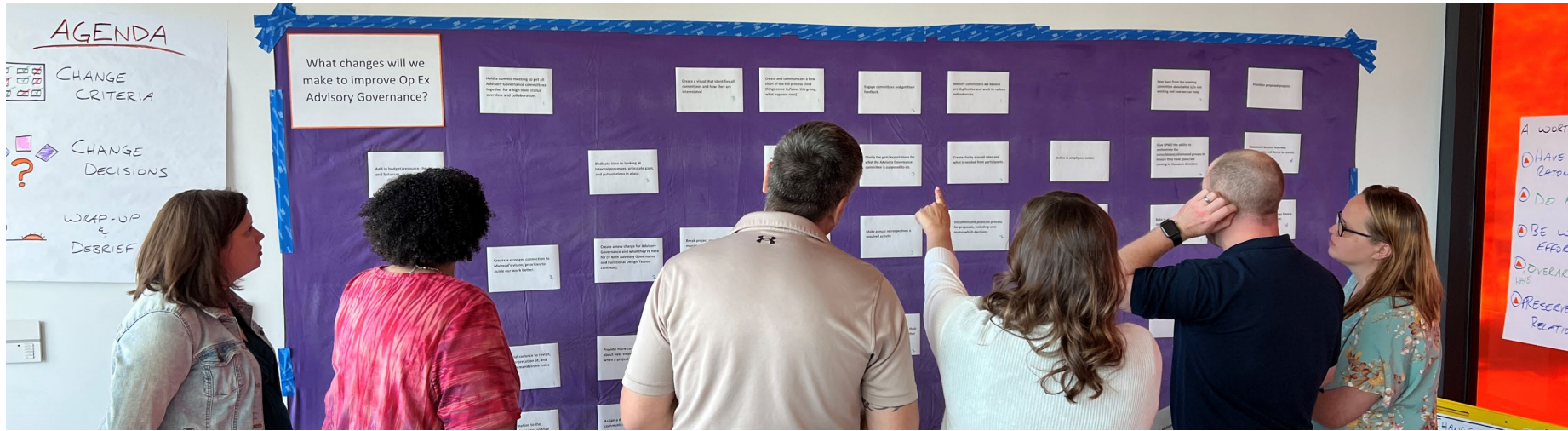
## Large Group



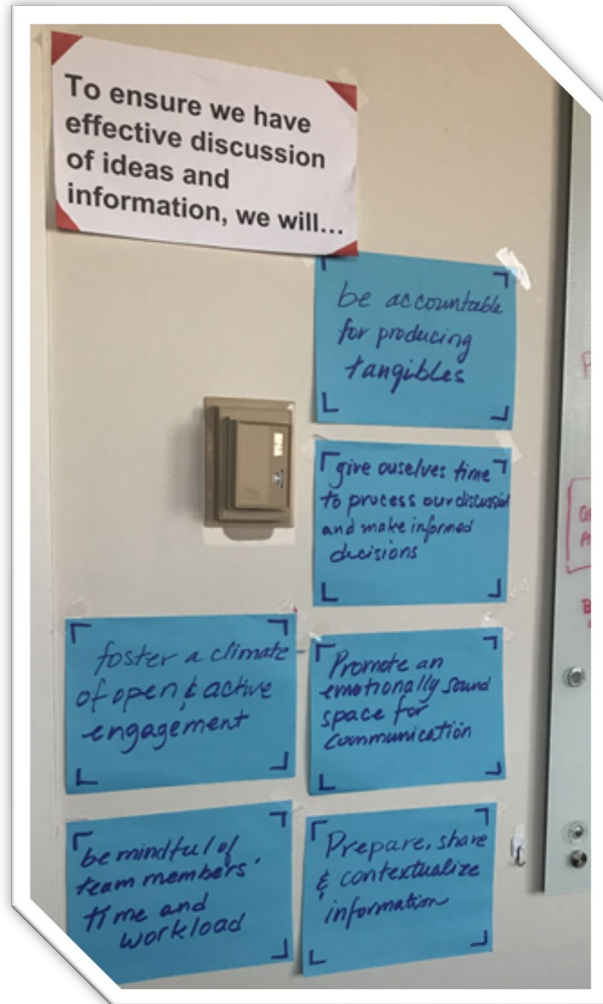
*I see my ideas represented.*  
*We make informed decisions together.*  
*We have collective ownership of outcomes.*



# Real Examples and Metrics



# Case Story: Communication Complications



## Issue:

- Development group found it hard to have effective discussion between veteran and newer staff

## Method:

- Personal communication preference assessment
- Group generation of specific behaviors desired for effective and useful discussion

## Outcome:

- Group adopted new behavior set and created “ground rules” for team discussions



# Case Story: Focused Faculty

- Instagram
- Daily digests or news feeds 🎉 🎉 💡
- Facebook 🎉 🎉 🎉
- TikTok 🎉 🎉 🎉
- AI
- Text alerts 💡 💡 💡
- Google news
- Twitter 🎉 🎉 🎉 🎉
- Podcasts 🎉 🎉 🎉
- Websites
- Teams 💡 💡

## Issue:

- Communications group had low open rate of email messages to faculty

## Method:

- Focus groups with faculty to assess value and preferences for receiving varied types of info
- Generation of specific change recommendations

## Outcome:

- Communications group using summarized product to formulate a new strategy



# Case Story: Joyous Jobs



## Issue:

- HR professionals desired improvements for a specific hiring process

## Method:

- Group identification and prioritization of specific process pain points
- Collaborative creation of improvement action plan

## Outcome:

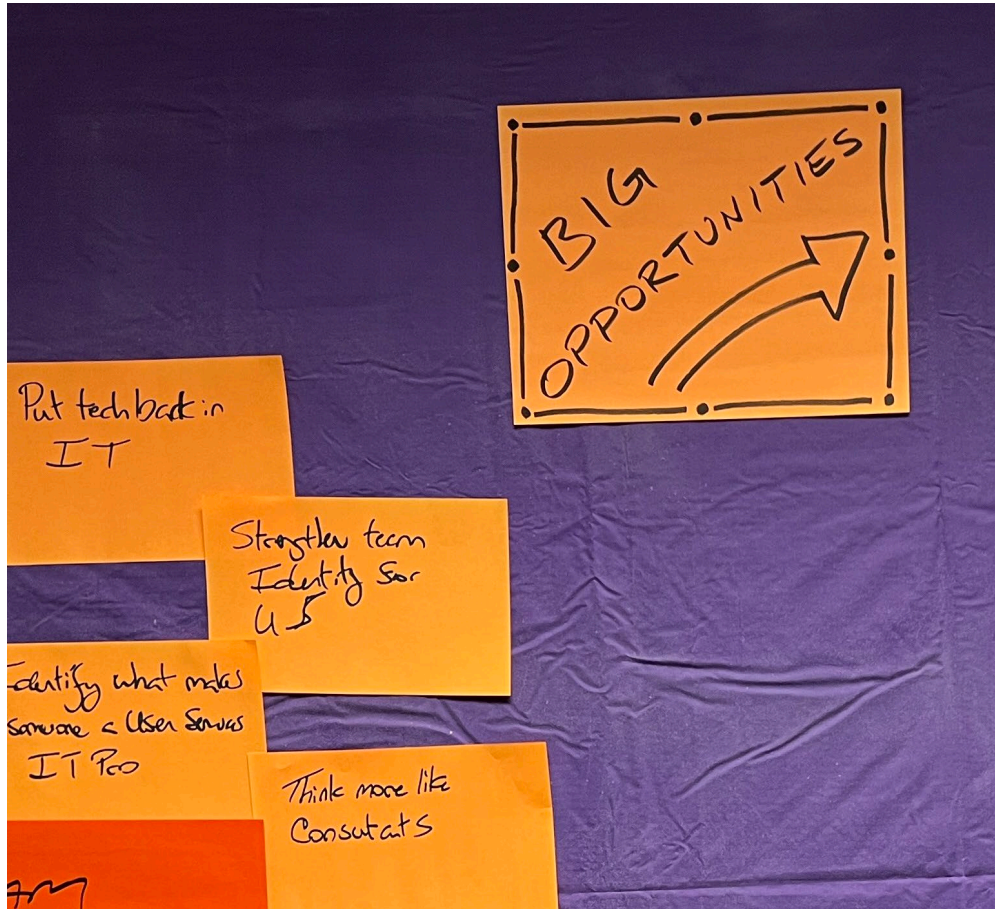
- Comprehensive action plan with target deliverables, monthly milestones, and shared ownership

# Client Examples



- ACES Extension IT
- Beckman Institute
- CITL
- College of Law
- Engineering IT
- IT Council
- IT Partners – Gies College of Business
- Office of the CIO
- SPMO
- Strategic Communications and Marketing

# Service Metrics



Since June 2023:

- \$93,000 saved (est.)
- 16 service engagements
- 13 unique clients/units served
- 5 / 5 client satisfaction
- 4.8 / 5 participant satisfaction



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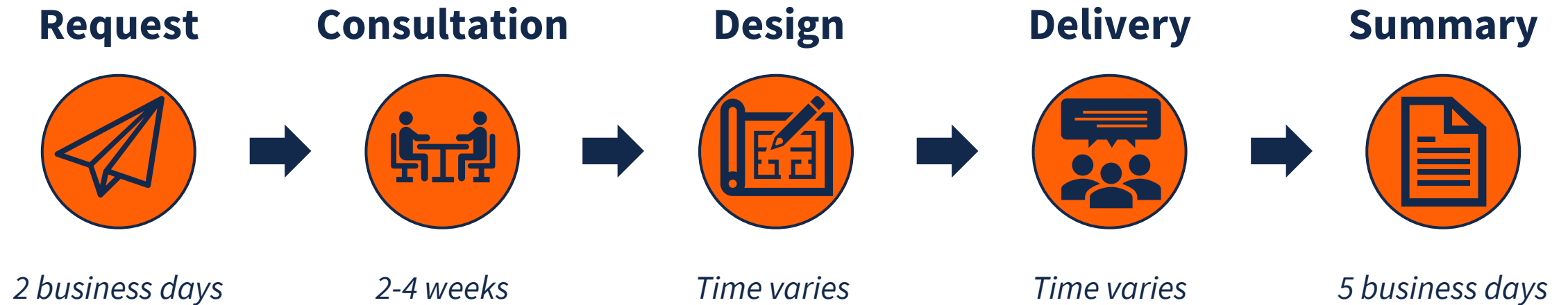
# Service Details

# Service Audiences



Primary	Secondary	Not Served
<ul style="list-style-type: none"><li>• SPMO-managed efforts</li><li>• Administration</li><li>• Business</li><li>• Operations</li></ul>	<ul style="list-style-type: none"><li>• Academic</li><li>• Research</li></ul>	<ul style="list-style-type: none"><li>• Non-Urbana campus</li><li>• Non-System offices</li><li>• Student-led groups</li><li>• Any not noted here</li></ul>

# The Organizational Consulting Process



# Organizational Consulting Service Offerings



**Decision-Making**



**Environmental Analysis**



**Planning**



**Process & Program  
Improvement**



**Stakeholder Engagement**



**Team Change Management**

# Organizational Consulting Service Offerings



## Decision-Making

Leading productive discussions that result in consensus-based decisions and actions.

*Examples: Facilitated Decision-Making, Cooperative Study of Complex Information*



## Environmental Scanning

Collectively analyzing and interpreting the internal and external factors that impact a team or unit.

*Examples: Current State Analysis, Historical/Trend Analysis, Situation Assessments, SWOT*

# Organizational Consulting Service Offerings



## Planning

Determining desired future outcomes and the implementation steps required to achieve them.

*Examples: Implementation Planning, Strategic Planning, Action Plans for Business Needs*



## Process & Program Improvement

Finding opportunities to improve business processes or team practices, identifying new goals and directions, creating plans to achieve change.

*Examples: Process Mapping, Improvement Identification, Change Action Planning*



# Organizational Consulting Service Offerings



## Stakeholder Engagement

Collecting valuable input and feedback from customers and stakeholders to enable more effective planning and decision-making.

*Examples: Focus Groups, Needs Assessments*



## Team Change Management

Helping teams create or understand new goals, priorities, or practices and determining how to achieve the desired future state—together.

*Examples: Goal Setting, Priority Setting, Team Norms*

# Mode of Service



Services can be provided:

- In person only
- Online only
- Mix of in person only and online only (for multi-session engagements)

To provide an equal experience for everyone, we do not offer hybrid sessions (simultaneous in person + online participants).

Contact Us for Service!



<https://spmo.illinois.edu/>



## So... how much does it cost? (Service Fees)

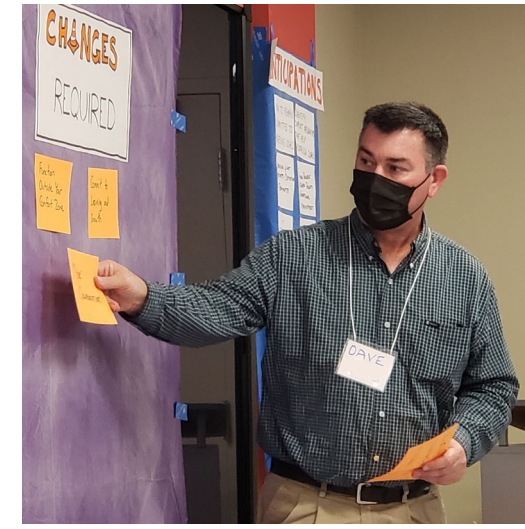
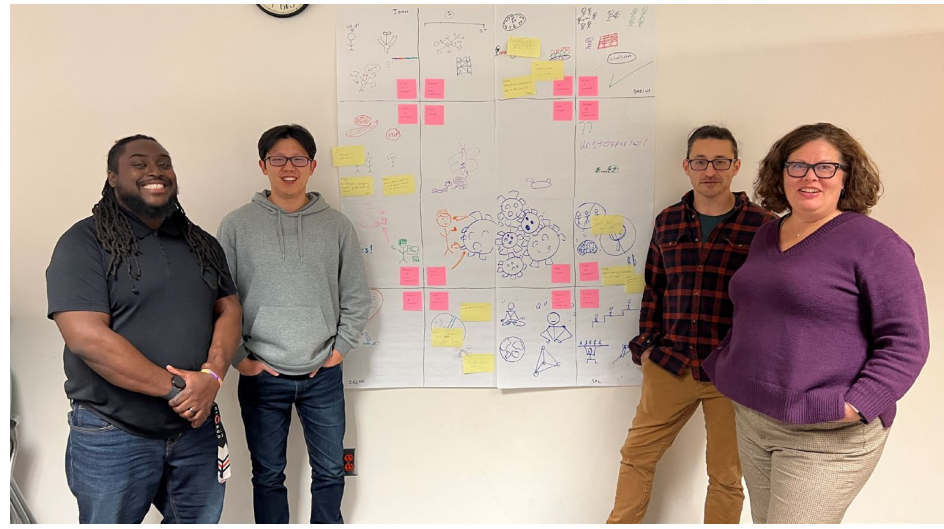


- No charge for:
  - Consultations
  - Facilitation Services (staff time)
- Client responsible for:
  - Location / Room Rentals
  - Food / Drink / Snacks
  - Cost of any specialty materials or needs (formal assessments, workbooks, etc.)



- AITS Business Process Improvement Office
  - Process Mapping, Business Process Improvements, BPI Training
  - <https://go.uillinois.edu/bpi>
- IHR Organizational Development
  - Strategic Planning, Change Management, Organizational Culture Support, Leadership Assessments & Coaching
  - <https://humanresources.illinois.edu/about/culture-learning-engagement/employee-learning-organizational-effectiveness/organizational-development/>





**We facilitate. You create.**





# Thank You



Q & A