

The logo for UCSF Medical Center, featuring the letters 'UCSF' in a bold, sans-serif font, followed by 'Medical Center' in a smaller, regular sans-serif font, all in blue.

UCSF Service Desk

**FACILITATE SUSTAINED
ENVIRONMENTAL CHANGE IN A
COMPLEX IT ENVIRONMENT**

IT Customer Support Center

Darlana Torres, Manager
IT Customer Support Center
UCSF Service Desk

March 30, 2010

Why Change?!

‘Observe constantly that all things
take place by change.’

Marcus Aurelius

Management and Leadership

- **Managers handle resources and operations**
 - *Allow the team to ignite the fire of change*
 - *Manage the resources*
 - *Run productive meetings*
 - *Inspire their team*

Management and Leadership, continued

- **Leaders set the example**
 - *Expand the paradigm*
 - *Take responsibility - Use 'we'*
 - *Manage the assumptions: what needs to be done now?*
 - *Inspire their team and others*

Management and Leadership, continued

- **Make good decisions**
 - *Multi-level decisions*
- **Be a radar for opportunities!**

It's All About the Team

- **Understand your team and uncover their hidden skills**
 - *Who are your technicians, ambassadors, leaders, and worker bees?*
 - *How balanced are you?*
- **Find Your Focus & Fix Your Problems**
- **Identify Your Values & Principles**

Performance Management

- **Improvement Based on**
 - *Direct observation*
 - *Call recording*
 - *Feedback*
 - *Customer Surveys*
- **The Metrics Story**
 - *What do you measure and who are you measuring for?*

Team Thinking: Outside the Box

- **Shared Resources**
 - *SD and Field Services*
- **SMEs**
 - *Move the team forward*
 - *Transfer knowledge*
 - *Enhance communication*

Managing Change: You Can Do IT!

- What are your environment's competing needs?
- What are your environment's assumptions?
- You are as good as your last problem/crisis
 - *SWOT*

Managing Change, cont'd

- **You are as good as your last problem/crisis**
 - *SWOT*
- **Spoken and unspoken assumptions**
 - *What kind of environment can you help create?*
 - *Core competencies needed to thrive*

More Managing Change

- **Standardization mitigates chaos**
 - *Consistency leads to professionalism*
 - *Increased communication*
- **What is your base?**
 - *We are 'CNN' of the hospital*

Importance of Language

- **Problem-solving vs complaining**
- **Solution-oriented vs problem-oriented**
- **Strategic thinking around decisions**
 - *Impact of each issue*
 - *Systemic thinking and languaging*

Always Forward . . .

**‘We must change in
order to survive’**

Pearl Bailey

Questions

- Add final points here

