

UC Berkeley's goals for Organization Simplification

Flat, streamlined organization that incentivizes and recognizes quick, quality decision making

Well-defined roles and career paths for individual contributors and managers

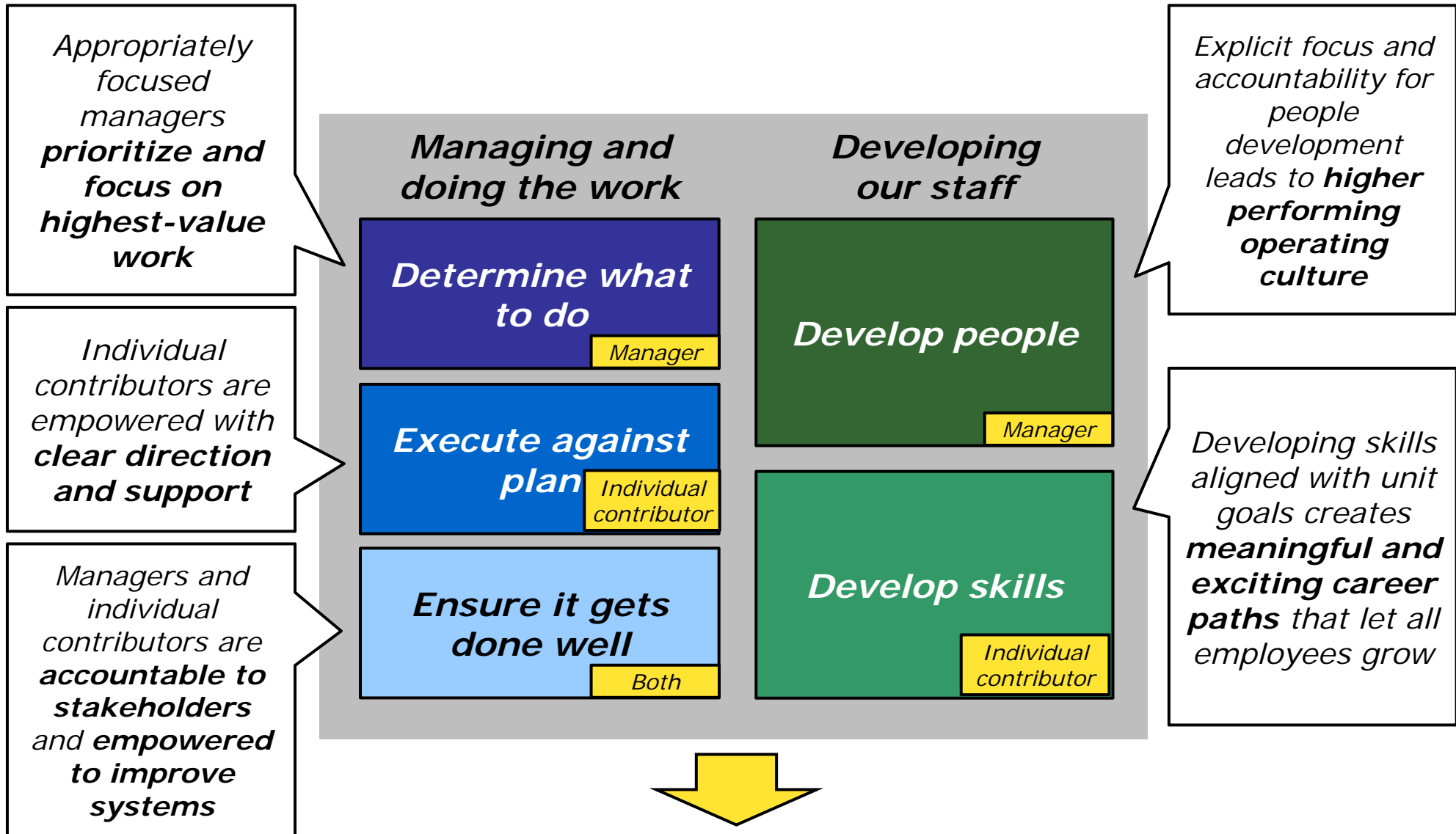
Employees **reporting to professional managers**, who can provide appropriate feedback, evaluation and support

Highly productive employees with appropriate skill-sets and expertise



A nimble and productive organization that strives for continuous improvement

Strong managers and distinct roles help achieve these goals with better, more efficient outcomes



Result: A place where our people can do their best work

Strong managers should focus on managing work and developing people...

Managing the work

Determine what to do

- Set direction and prioritize; often the decision-maker
- Identify desired outcomes
- Allocate resources & delegate responsibilities
- Define metrics of success

Execute against plan

Individual contributor

Ensure work gets done well

- *Hold direct reports accountable for results*
- *Evaluate and improve processes and systems*
- *Collect/act on feedback from stakeholders*

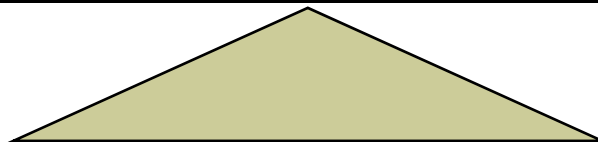
Developing our staff

Develop people

- Identify skills required for job
- Hire effectively and train to succeed
- Evaluate and coach
- Provide learning opportunities
- Identify, develop and retain talent
- Manage underperformers
- Ensure successes are recognized shared, and when things go wrong, ensure that there are opportunities to reflect and analyze.

Develop skills

Individual contributor



...while individual contributors should focus on execution and developing their skills

Do the work

Manager

Determine what to do

Execute against plan

- Perform assigned responsibilities efficiently and effectively
- Proactively solve/escalate issues that arise

Ensure work gets done well

- Act on manager's comments and feedback
- Give input and make recommendations to improve processes and systems

Developing our staff

Manager

Develop people

Develop skills

- Complete required training to execute effectively
- Proactively improve skills and performance
 - Seek and act on performance feedback from managers
 - Seek out continuous learning opportunities and training

