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.

- Appropriately focused managers prioritize and focus on highest-value work.
- Individual contributors are empowered with clear direction and support.
- Managers and individual contributors are accountable to stakeholders and empowered to improve systems.

**Managing and doing the work**
- **Determine what to do**
  - Manager
- **Execute against plan**
  - Individual contributor
- **Ensure it gets done well**
  - Both

**Developing our staff**
- **Develop people**
  - Manager
- **Develop skills**
  - Individual contributor

Explicit focus and accountability for people development leads to higher performing operating culture.

Developing skills aligned with unit goals creates meaningful and exciting career paths that let all employees grow.

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

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**

**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**

**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