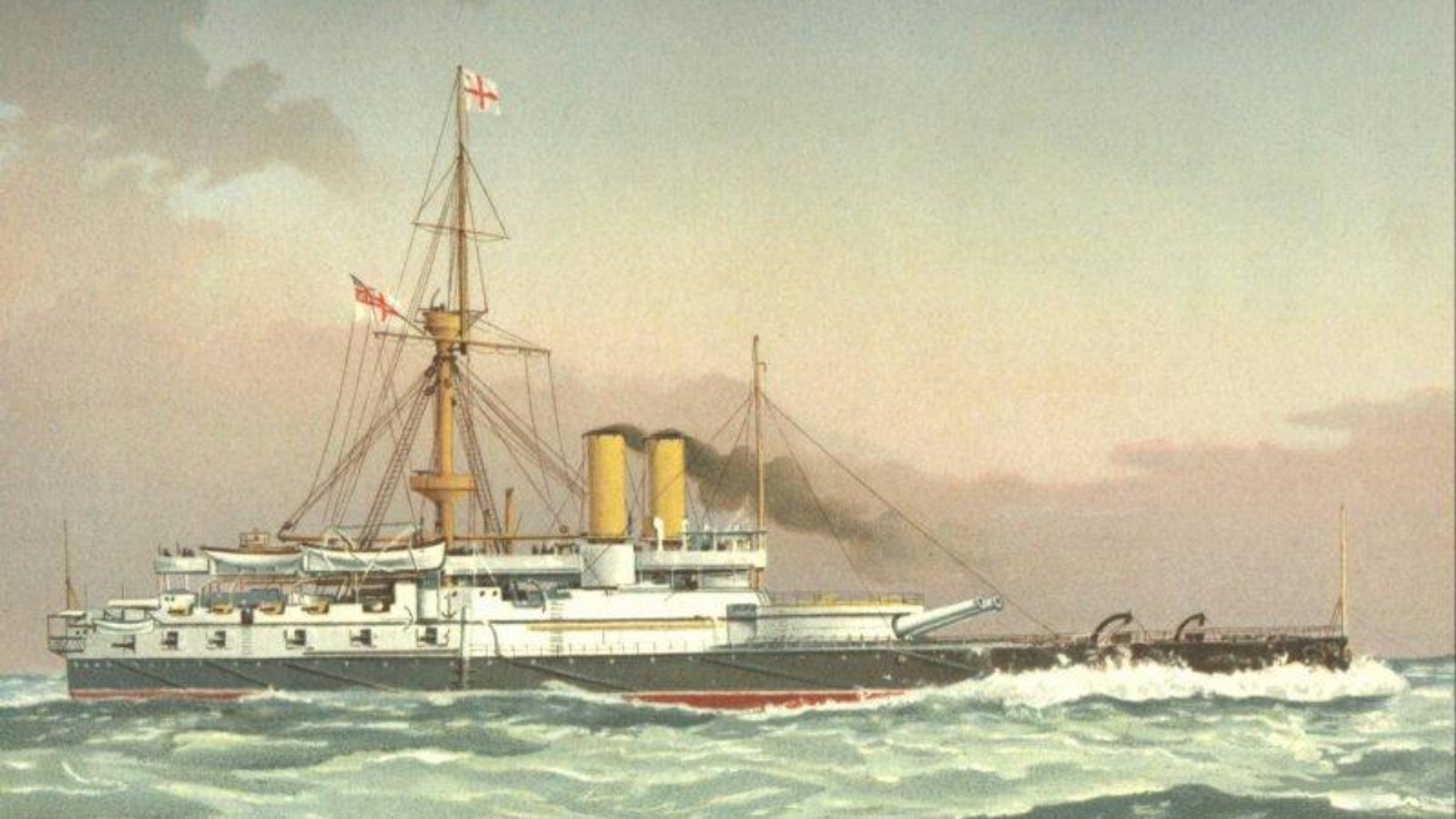
Agile working in a slow-moving world

...

Chris Marsh

~~Digital Platforms and Developments Manager~~

I make web stuff

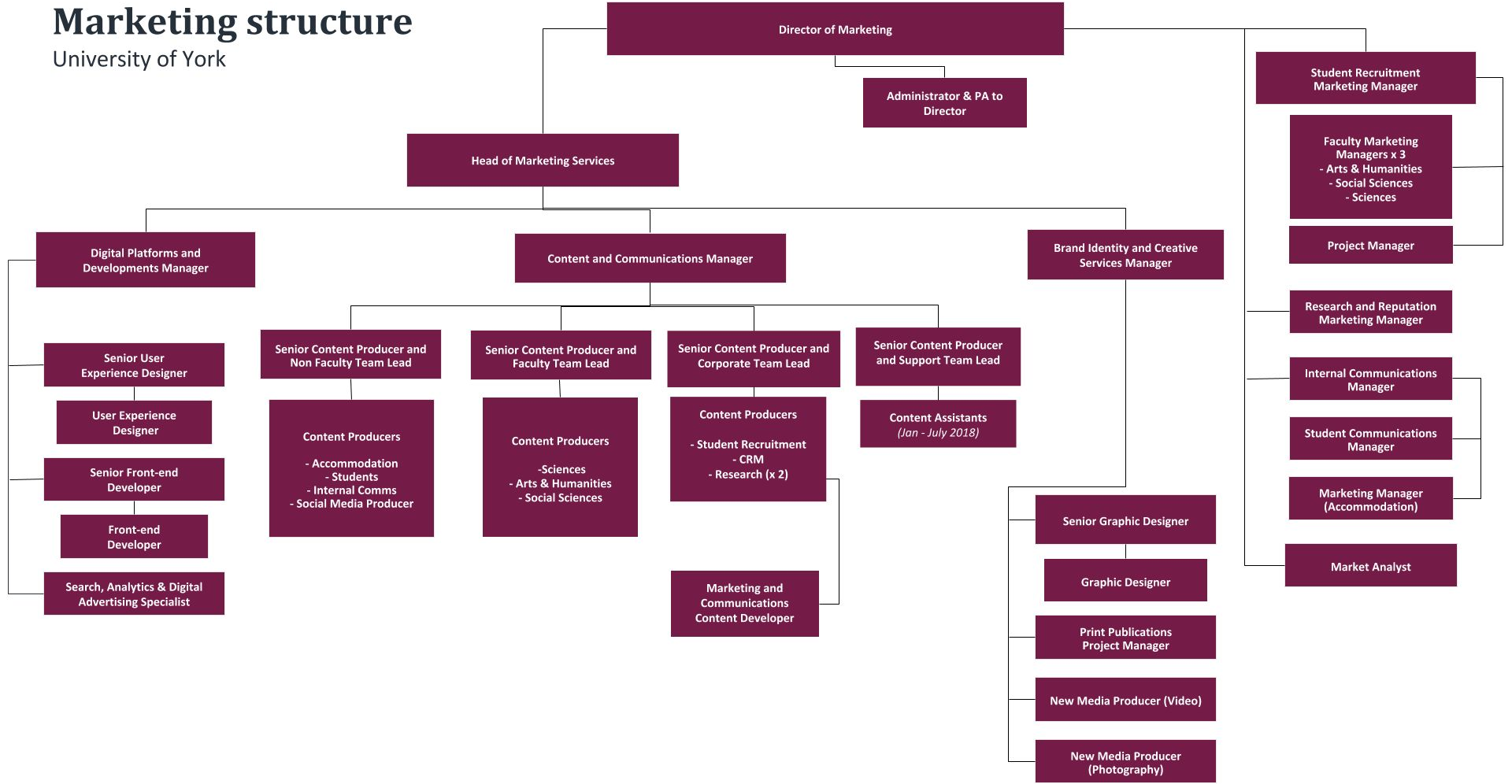


A list of things that are hard

- Seafaring/Admiralling
- Speaking truth to power
- Turning a big ship

Marketing structure

University of York



Your structure

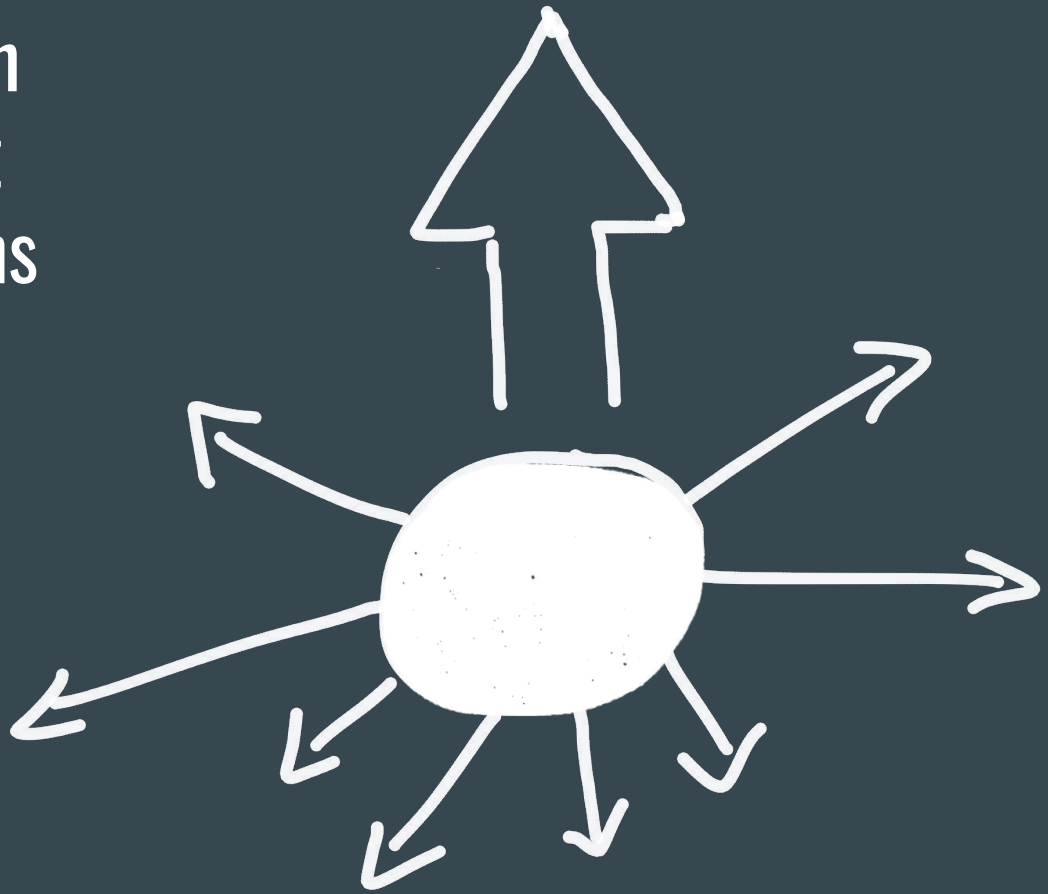
Freelancer Inc.

Director of Everything
Your name here

We ❤ acronyms

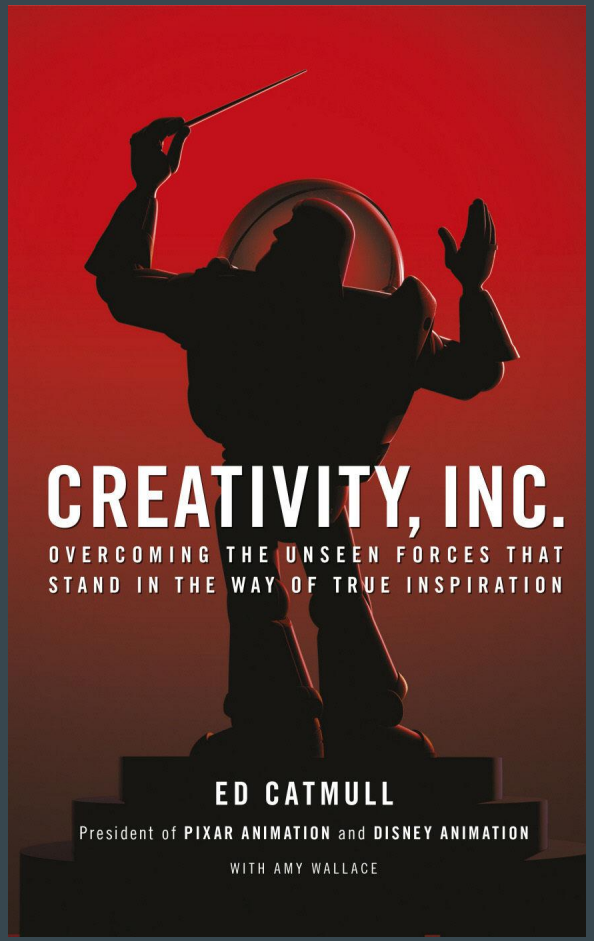
- UEB
- ESG
- HEFCE
- SRA
- OPPA
- PUG/POG
- ICMHSR
- CAHR
- DACs
- CELT
- CMS (not to be confused with CMS)
- OMG
- WTF

Pulling in different directions



"In an unhealthy culture, each group believes that if their objectives trump the goals of the other groups, the company will be better off. In a healthy culture, all constituencies recognize the importance of balancing competing desires—they want to be heard, but they don't have to win."

— Ed Catmull, Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration



University Strategy 2014-2020

Introduction

York is a University with strong values. In all our activities, we are unconditionally committed to excellence, as measured by the highest national and international standards. We see ourselves as operating in a global environment, with important local and national responsibilities and aim to be among the best universities in the world. We encourage creativity, independence, enterprise and initiative. We support academic freedom and autonomy and we promote open academic debate and discussion. We will be inclusive and provide equal opportunities for all. We apply the highest ethical standards to all our activities and want to make a positive contribution to the development of a fairer and sustainable world.

We aim to provide an environment that attracts the very best staff and students from all over the world, encourages and facilitates academic endeavour, and provides a supportive atmosphere for the development and sharing of knowledge. We want to be a University in which every member of staff and every student feels valued as an individual. Even as we grow, we want to retain a genuine sense of belonging and community in our departments, colleges, clubs and societies. We particularly value our colleges' support for the cultural, social, academic and personal development of our students. We will play an active role in the City of York, which is

- We will ensure that working practices promote research time and are flexible enough to support exceptional outcomes with international impact, while respecting different approaches to research.
- We will provide research facilities and infrastructure of the highest quality, embedding this priority in the University's capital planning process.
- We will establish a prestigious support scheme for postdoctoral fellows that encourages outstanding early career researchers to develop their research at York, potentially leading to a permanent academic appointment in the University.
- We will provide guidance, training, mentoring and support as required to equip all researchers with the skills needed to undertake first-class research which adheres to the highest standards of integrity.
- We will ensure that all research support staff, including technical and experimental officers, are fully trained and integrated into the research culture of Departments.
- We will continue to ensure equal career opportunities for all, as demonstrated in our work with Athena Swan, Juno and other initiatives.

2. We will give our major interdisciplinary research strengths focus, identity and presence, to encourage interdepartmental and international research activity

- We will support excellent research within the core academic disciplines across the University.

4. We will deploy University resources to support research excellence

- We will make resources available to support the development of large applications for funding in areas of particular research strength.
- We will ensure that incentives offered to researchers who are particularly successful in attracting research income and producing world leading research outcomes are appropriate and effective.
- We will develop partnerships at national and international level that support the University's research ambitions and the development of long- term sustainable relationships.
- We will proactively engage with major funders of research and external partners in order to understand their priorities, highlight York's capabilities and expertise, and inform their policies.
- We will diversify the portfolio of research income, particularly from European and other overseas programmes, industry and other public and private sources where appropriate.

5. We will support our postgraduate research students and their supervisors

- We will establish the York Graduate Research School, led by a senior academic, to provide institution-wide oversight of all matters relating to postgraduate research

How will we achieve this?

1. We will articulate a University of York pedagogy and apply it to all our programmes

- We will apply the best evidence on effective teaching and learning to define our institution's learning culture and set expectations for our programmes.
- We will put programme design and student work at the heart of our pedagogy.
  - Every programme will have distinctive and clear objectives, and each stage of study will be designed to offer progress towards those programme objectives.
  - Carefully-designed student work will enable students to make progress. Students will understand the work they are expected to do and how that work will contribute to the achievement of the programme objectives.
  - Interactions between students and staff will be designed to encourage, inform and propel students' work. Students will receive the guidance, support and feedback they need to make progress, and they will understand what they can expect from the University in support of their learning.
- The design of programmes and student work will support the students' development as autonomous learners.
- All new programmes will be designed in accordance with our pedagogy. By 2017-18, the pedagogy will be operational for all programme design, revision and review, with current programmes confirmed as compliant except where an extension of up to a year

4. We will encourage and support innovation in teaching

- We will make available funding to support projects and initiatives aimed at development and innovation in teaching.
- We will use technology to support teaching and learning where appropriate.
- We will continue to deploy robust processes for quality assurance and use these processes as vehicles for innovation and enhancement. All programmes will be reviewed regularly to ensure they remain relevant and up-to-date. We will respond swiftly and decisively to student feedback about our programmes.

5. We will give our students opportunities to gain experience that will prepare them better for employment or further study

- We will encourage all our students to enhance their employability throughout their time at York, by engaging with development opportunities offered by departments, colleges and central services (particularly the Careers Service).
- We will build upon our existing internship and placement programmes to offer more mutually beneficial experiences for our students and for leading employers, nationally and internationally.
- We will support students' volunteering and other forms of work-based learning.

offer outstanding teaching

do world-class research

give students an amazing experience

"[Culture is] the philosophy, practices, and attitudes of an institution, business, or other organisation."

— OED

"It ain't what you do, it's the way that you do it, and that's what gets results."

— Bananarama

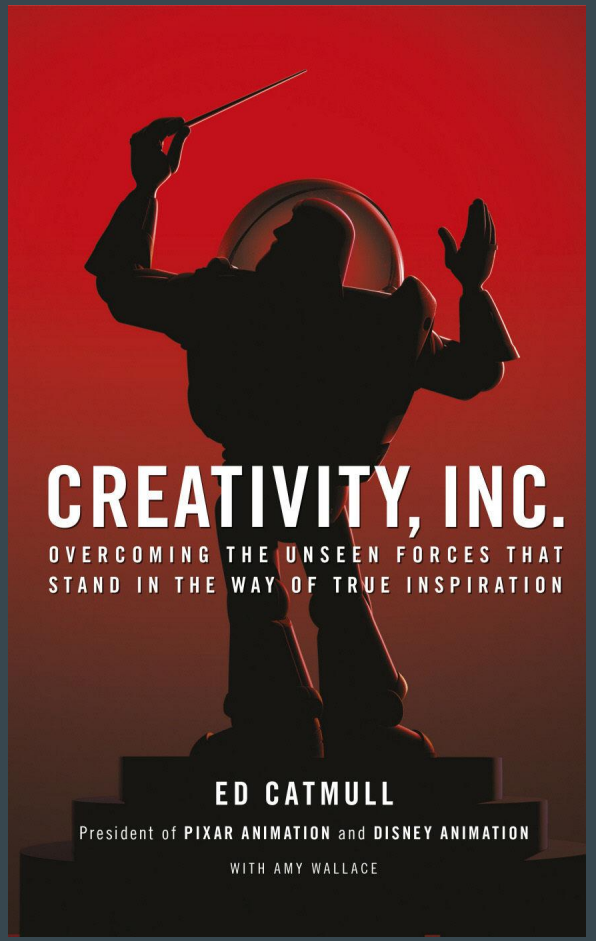
Improving team culture

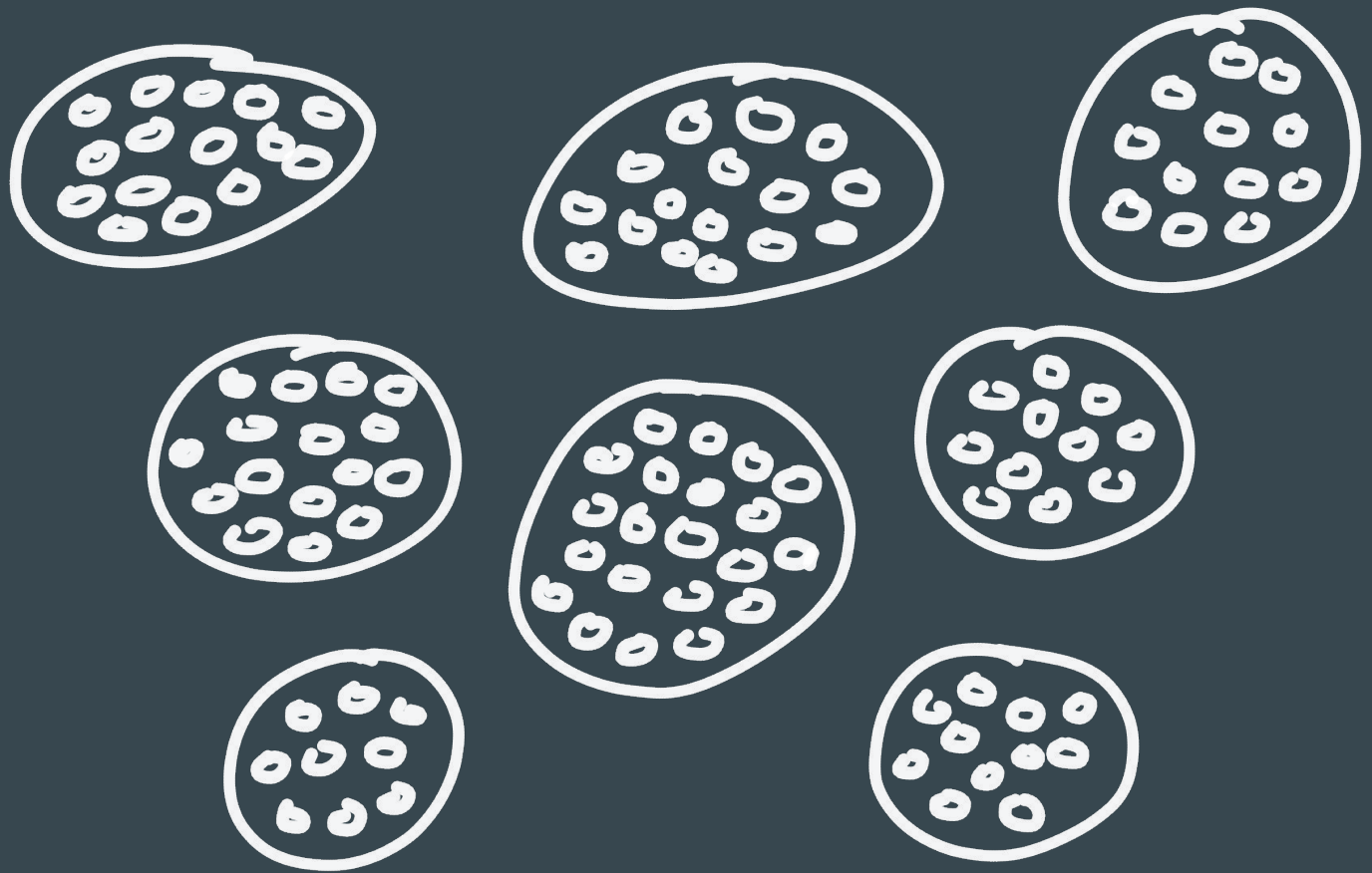
- Do something meaningful
- Trust people to make their own decisions
- Listen to what they're saying

UNIVERSITY OF YORK

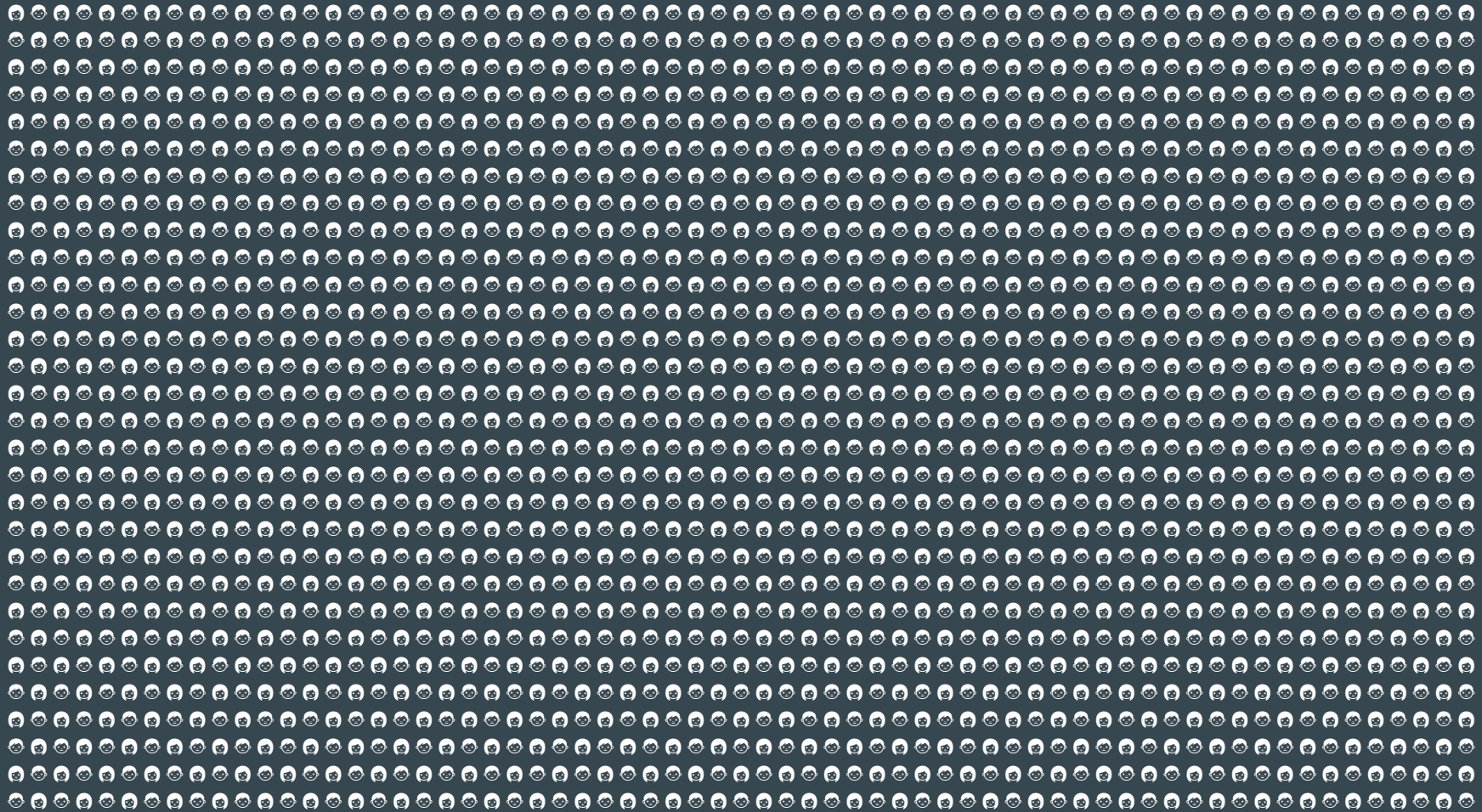
"In a fear-based, failure-averse culture , people will consciously or unconsciously avoid risk. They will seek instead to repeat something safe that's been good enough in the past. Their work will be derivative, not innovative."

— Ed Catmull, Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration





Work with what you've got



s y n e r g y

UNIVERSITY of York

Student voices

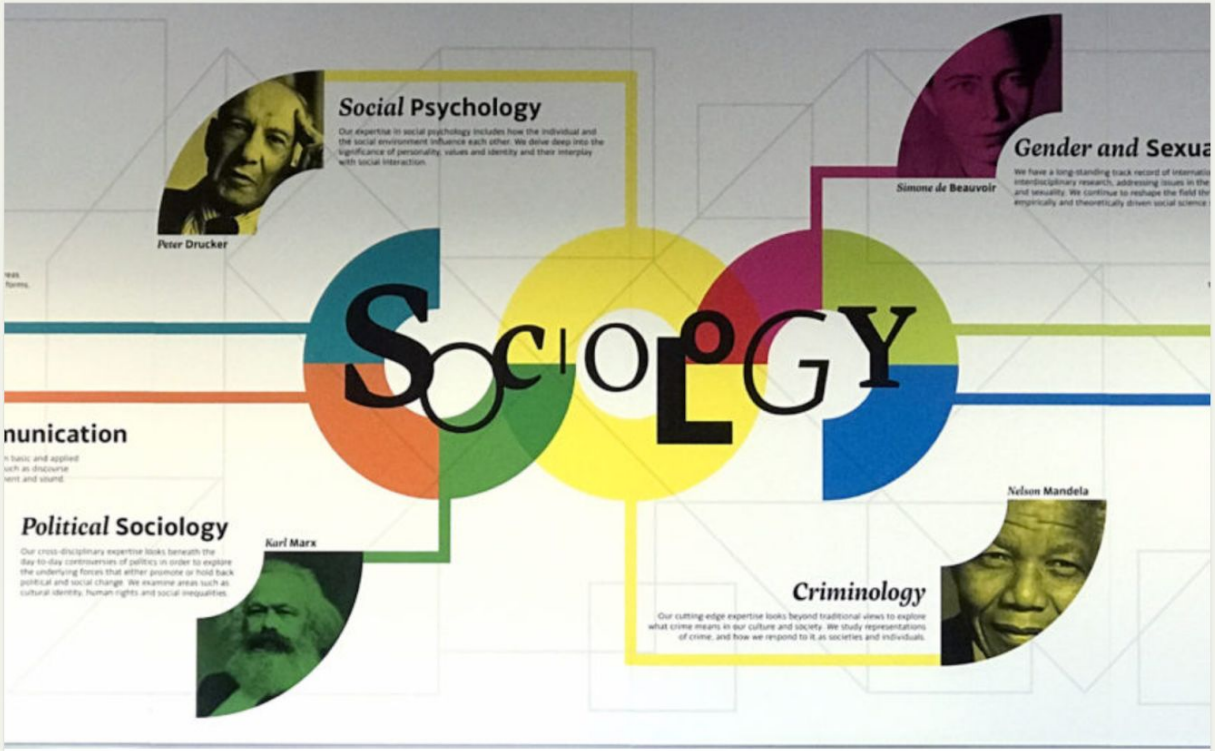
Get the student perspective on life at York

Get the inside student view on life at York – the fun stuff and the challenges! Our students will tell you about why they love York and about how they're adapting to university and academic life.

Learn more about studying at York

Meet our bloggers

These blogs represent students' views and reflections, at the time of publish. For course details and



The Department of Sociology

Posted by Lauren Price on 16 January 2018

Be a better team

The weekly magazine for higher education

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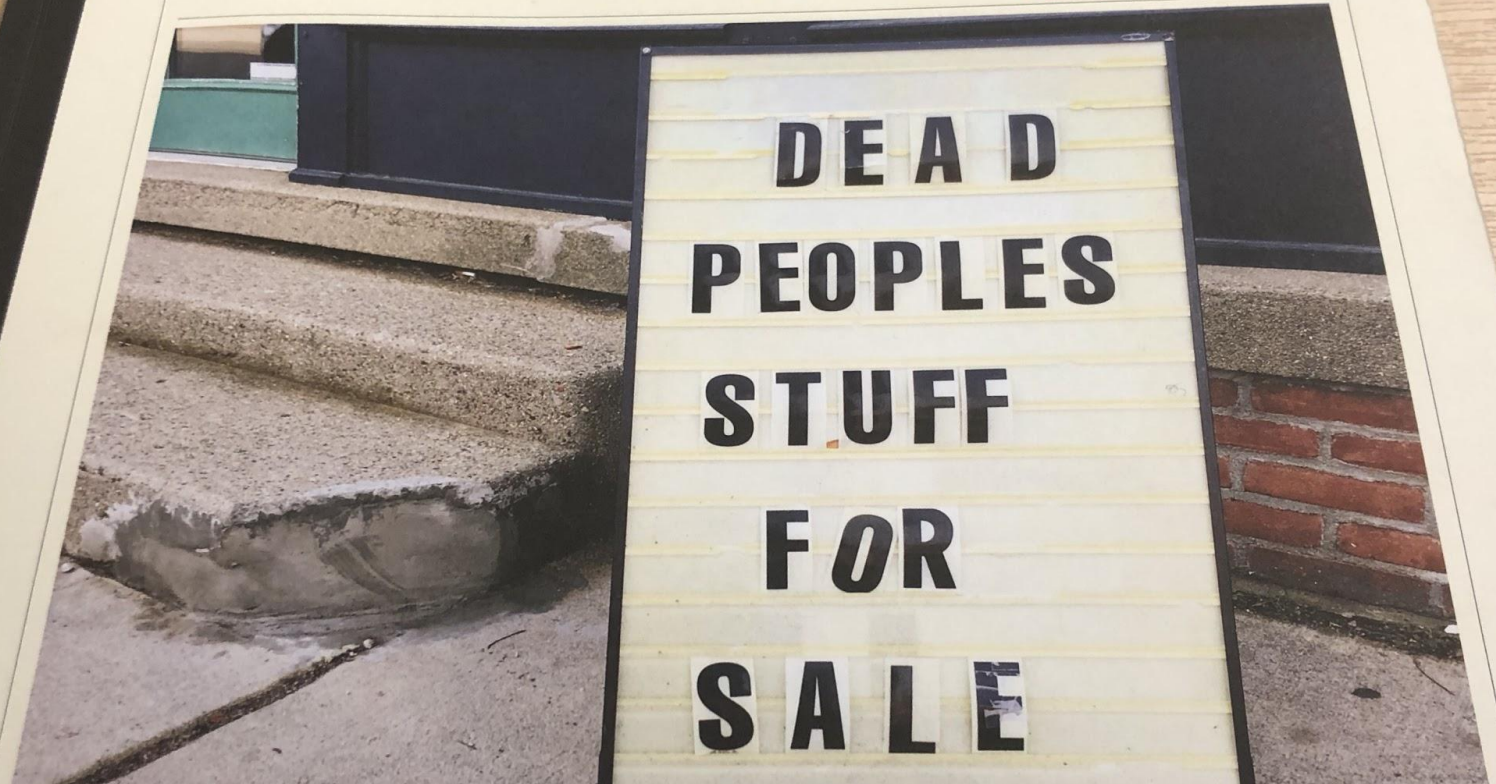
October/November 2017. £12

WHAT'S THE STORY?

We invited writers to respond to our cover image this month: read their stories inside. PLUS: Tom Gauld, Oliver Jeffers, Giphy and S-Town in our storytelling special issue

CREATIVE REVIEW



CREATIVE REVIEW

October/November 2017 £12

HELLO!

FESTIVE DOUBLE ISSUE

NUMBER 1513 ● 1 JANUARY 2018 ● £2.90

ROYAL EXCLUSIVE

CROWNED OUR WOMAN OF 2017

MEGHAN SPARKLES

INSIDE HER CHRISTMAS FIT FOR A PRINCESS

PLUS: WEDDING PLANNING AT WINDSOR CASTLE

KATE REFLECTS AND PUTS FAMILY FIRST

QUEEN OF THE JUNG

EXCLUSIVE

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Why are we here?
What is this for?
When will it end?
Why aren't there any biscuits?

The Six Most Common Types of Meetings

Identify your meeting type to plan for success

The first step towards planning a meeting is defining what type of meeting it is. While every meeting is unique, being familiar with the six most common types of meetings will help you better identify the goals, structure, and activities best suited for your meetings.

The six general types of meetings:

- Status Update Meetings
- Information Sharing Meetings
- Decision Making Meetings
- Problem Solving Meetings
- Innovation Meetings
- Team Building Meetings

Meetings represent a huge value to both companies and employees.

tweet this

Here is a break-down of the six general types of meetings with examples of the main activities involve in each type. Knowing what type of meeting you are planning will increase the success of your meeting.

Meeting Type 1: Status Update Meetings

Status update meetings is one of the most common meeting types. This

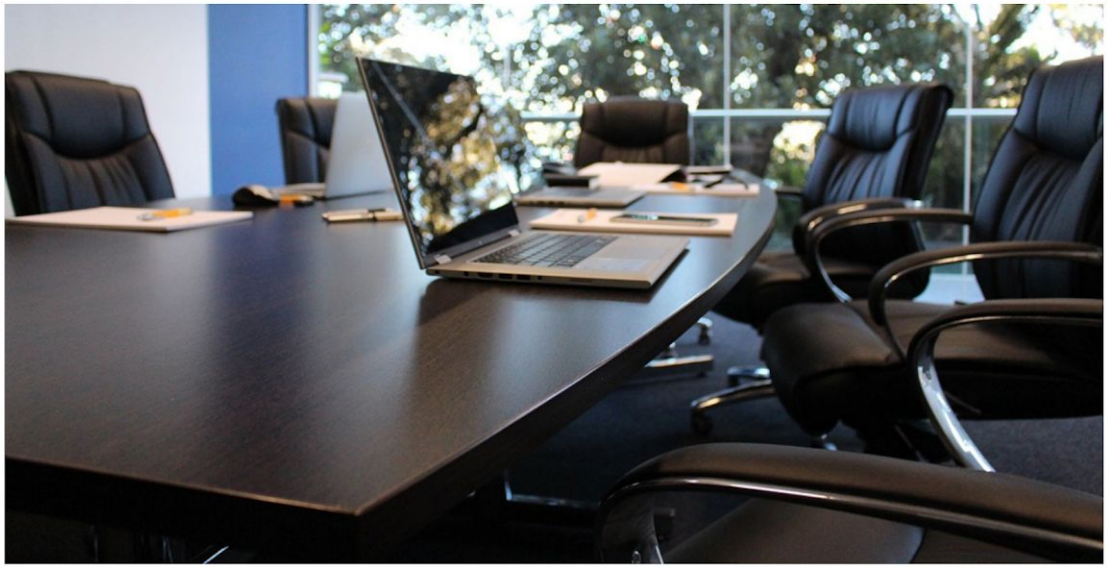
More Meeting Resources

Meeting Basics
Meeting How Tos
Meeting Leader Tips
Innovation
Decisions Making
Team Building
Communications
Group Dynamics
Just for Fun

Better host any type of meeting

With MeetingSift you can easily plan an
run any type of meeting.

- Use our best practice meeting agend
template library to get started quick



5 Types of Meetings: All You Need to Know for Successful Meetings

62

Let me guess:

More or less every week, you attend at least a few meetings.

In that case, you probably sit through different types of meetings. There are meetings [illegible] you share information, meetings where you make decisions, and meetings where you brainstorm.

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6 Habits That Are Killing Your Productivity and Focus (and What to Do Instead)
November 8th, 2017

5 Ways to Use Storytelling in Your Meetings – And Make

Get in touch with

The 4 Major Types of Meetings

Most meetings fall into one of four categories:

1. Report- and information-oriented.
2. Decision-making and problem-solving.
3. Creative and brainstorming.
4. Training and skill-building.

You need to decide which type your meeting will be at the outset. If you can choose the format, consider what you want your aud

1. *Report- and Information-oriented.* This kind of meeting requires the most advance preparation. Leadership is very i
   review the other presentations beforehand, to see if they can be pared down. This preplanning will reflect well on y

   The most formally structured of the four types, report- and information-oriented meetings give you plenty of opportu
   conclusion. What you say and how you say it can leave people thinking they just attended a very well-constructed

   If you are giving a report at one of these meetings rather than leading it, all the rules of persuasive presentations a

2. *Decision-making and Problem-solving.* These meetings are tricky because all their aspects demand a display of lea
   progress during the meeting. Don't let people get off track, and watch the time carefully.

   Stick to the agenda, which should be clear-cut so people can do valuable thinking beforehand. But don't make the
   experimented with my training sessions; when I ask people to make individual decisions before a meeting, they tak

The three different types of meeting

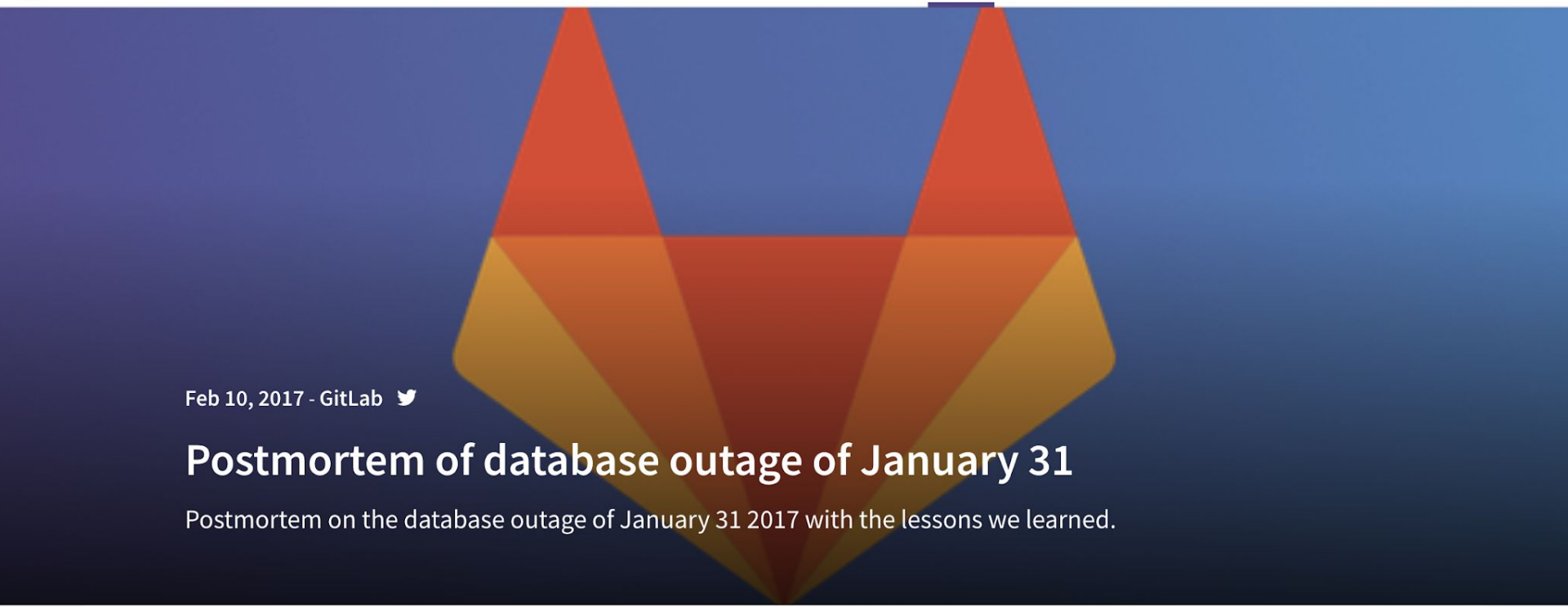
- Information sharing
- Decision making
- Brainstorming

Explain & listen

The rebound

The "blame and fix"

The buck passer



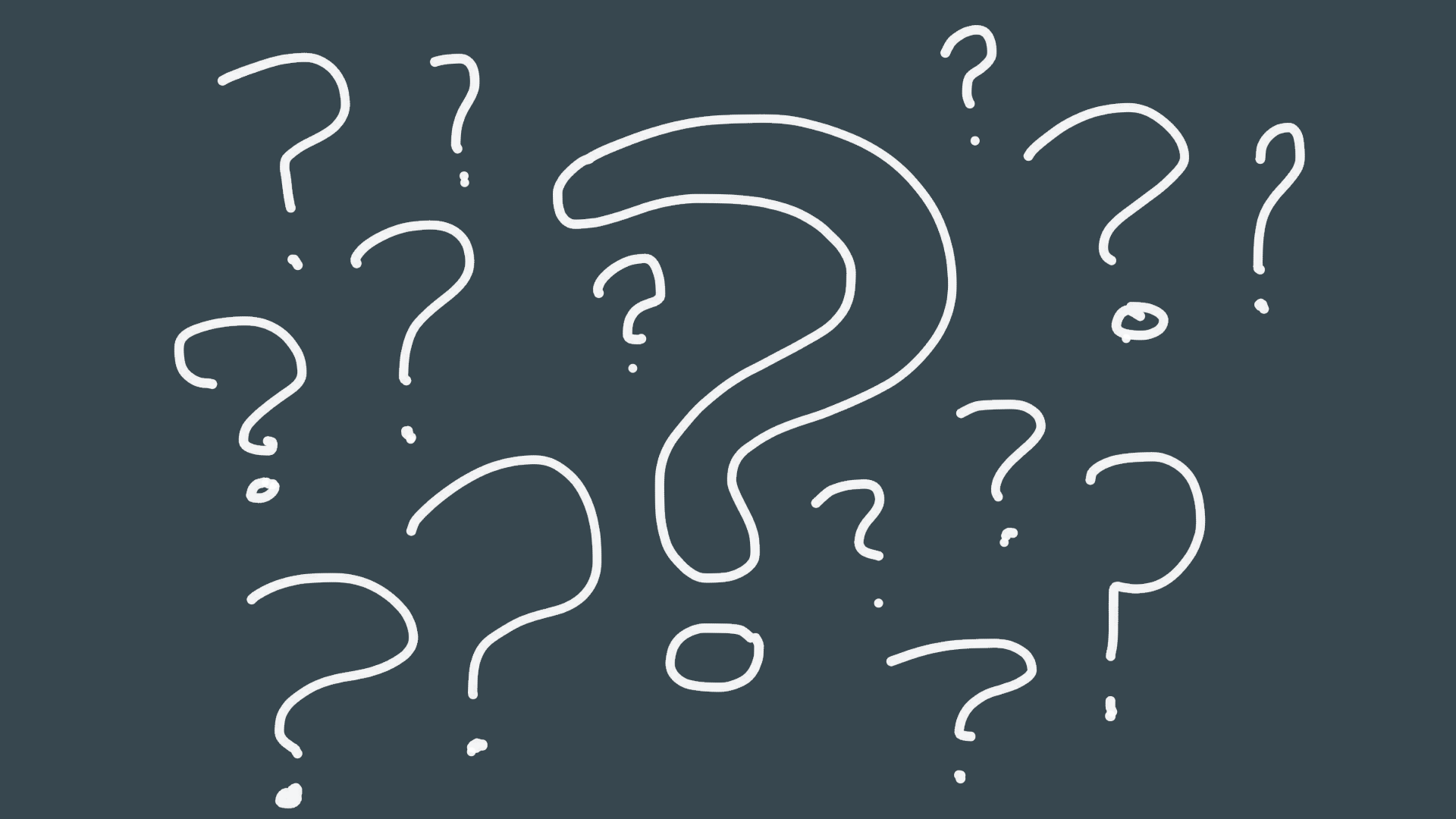
Feb 10, 2017 - GitLab

Postmortem of database outage of January 31

Postmortem on the database outage of January 31 2017 with the lessons we learned.

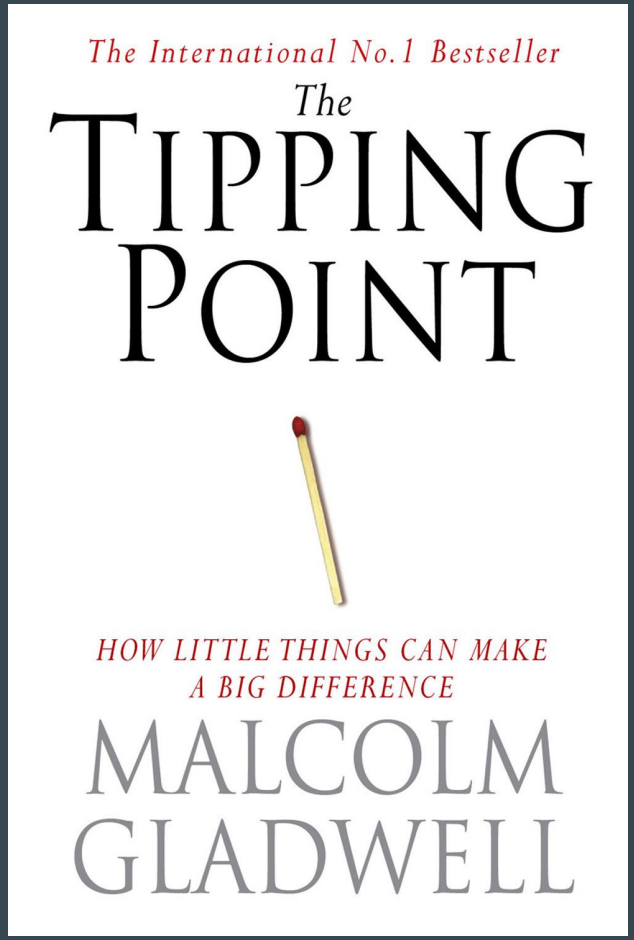
https://about.gitlab.com/2017/02/01/gitlab-dot-com-database-incident/

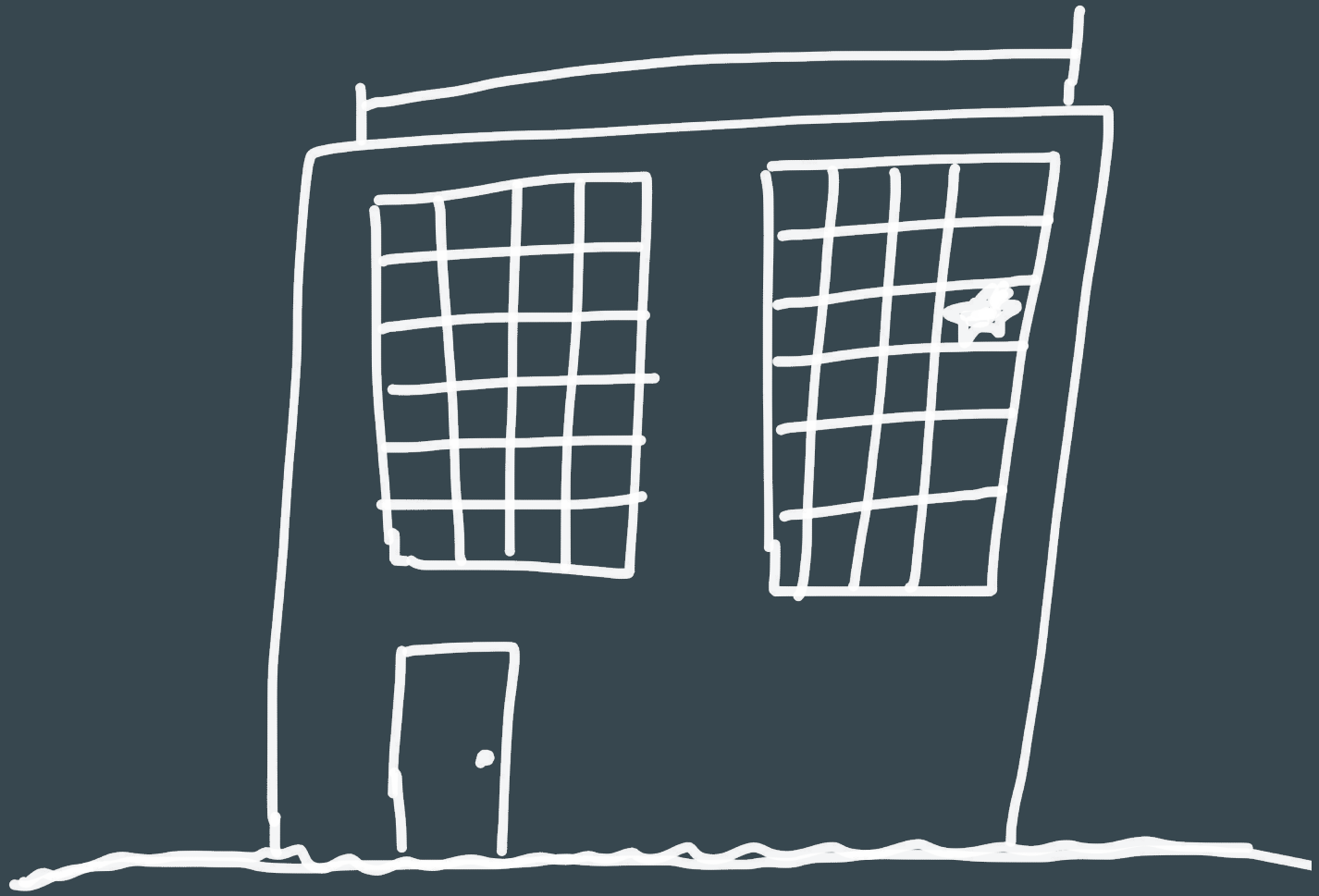
This incident caused the GitLab.com service to be unavailable for many hours. We also lost some production data

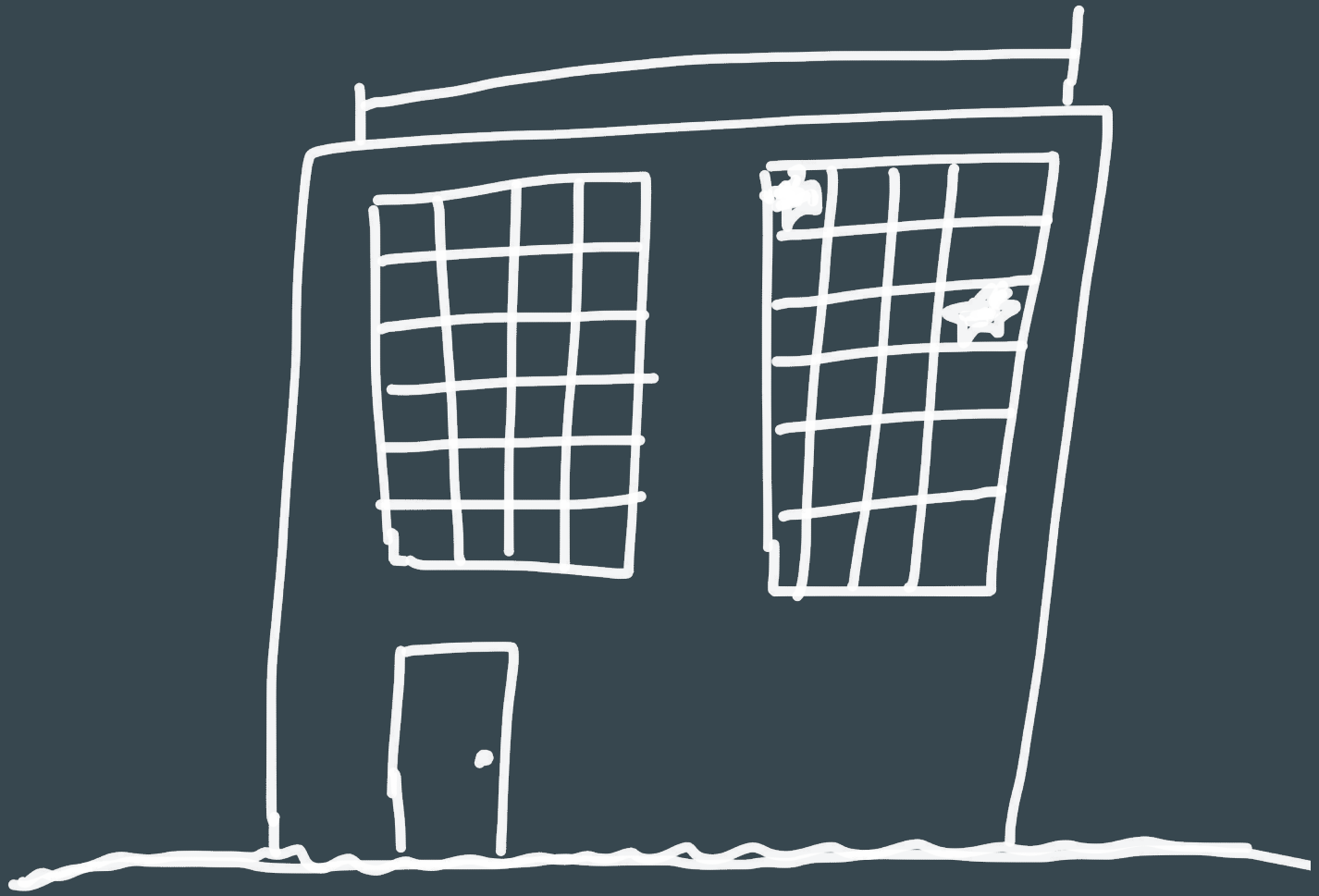


"That is the paradox of the epidemic: that in order to create one contagious movement, you often have to create many small movements first.”

— Malcolm Gladwell, The Tipping Point







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