



World-Changing Glasgow Transformation

5 Questions for Chris Green

At this stage, what do you think is the most significant achievement or milestone in our transformation?

I'm going to cheat and mention two. The first one is we will complete our first medium scale project, the staff and student service delivery project sponsored by Susan Ashworth, by the end of September. That is all about ensuring we are ready to support the opening of the JMS Learning Hub with new ways of working, enabled by a new service desk to better manage requests for information. The second refers to the decision the University made to build an internal team to ensure we develop capability for the longer term. So far we have built a strong core team of c20 FTEs combining new recruits to the University and internal hires providing a nice balance of external expertise and internal knowledge of the University. As we move into the design phase of many of our projects (by which I mean we have completed the diagnosis of what's the problem (s) we need to address, the design looks ahead to what the changes need to be) we are building that team by recruiting a team from across the Colleges to ensure we understand what is important to them and build capability further.

Large scale transformation is challenging- what lessons have you learned on the journey so far?

The University is the most people focused organisation I've ever worked in so getting my head round what that means is a really big lesson for me and one I suspect I will continue to learn. What that has given me is the realisation of the range of skills and talents we have in our academic and support staff, the passion they bring to the discussions and the need to keep communicating, both explaining and listening.

Many universities are transforming- what do you feel makes our transformation unique?

I'd argue whether we are unique, I think it's more that the University has given a lot of thought about how we set our transformation up in a way that best enables the University to deliver. One example of that is we are really lucky that Glasgow decided to create an internal team and one that heavily focuses on working with others across the University. The long term benefit that offers in terms of ownership and capability building will I think make a big difference, long after the 'transformation' is complete. The Change Network with around 350 members from across the University is a great example of that uniqueness. Alongside that we are want to put the 'user' (be that students or staff) at the heart of how we design new ways of providing services and ways of working and the two factors together offer a great opportunity.

As Chief Transformation Officer, how do you champion transformation across the University?

My main role is to be available to Colleagues by establishing networks across the University so that others get to know more about what we are trying to do to improve their experience at the University. And as a curious person part of that role enables me to learn a lot about what everyone does (which is great fun) and by doing that I can get a sense of what's important for them – which is not always the same as the priorities that SMG may set the transformation programme so the balance is really helpful. Sometimes addressing 'simple' things like how we process expenses, book rooms, support colleagues to redesign their teams are far more important. We have done the latter and are on the case with the first two.

We have been asking staff to tell us one thing that would improve their daily working life. What would yours be?

We make it incredibly hard to find things out. I know Intranets are on the way out but whatever the next generation of information platform is would be great. That way I'd at least know where certain rooms are when some students or tourists are daft enough to think I know where anything is and it will be easier to find out about all the great stuff everyone is doing.