



# Transforming the university administration *-from a control function to a service organisation?*

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Niclas Lindgren, 15.8.2019

# The administration in a squeeze



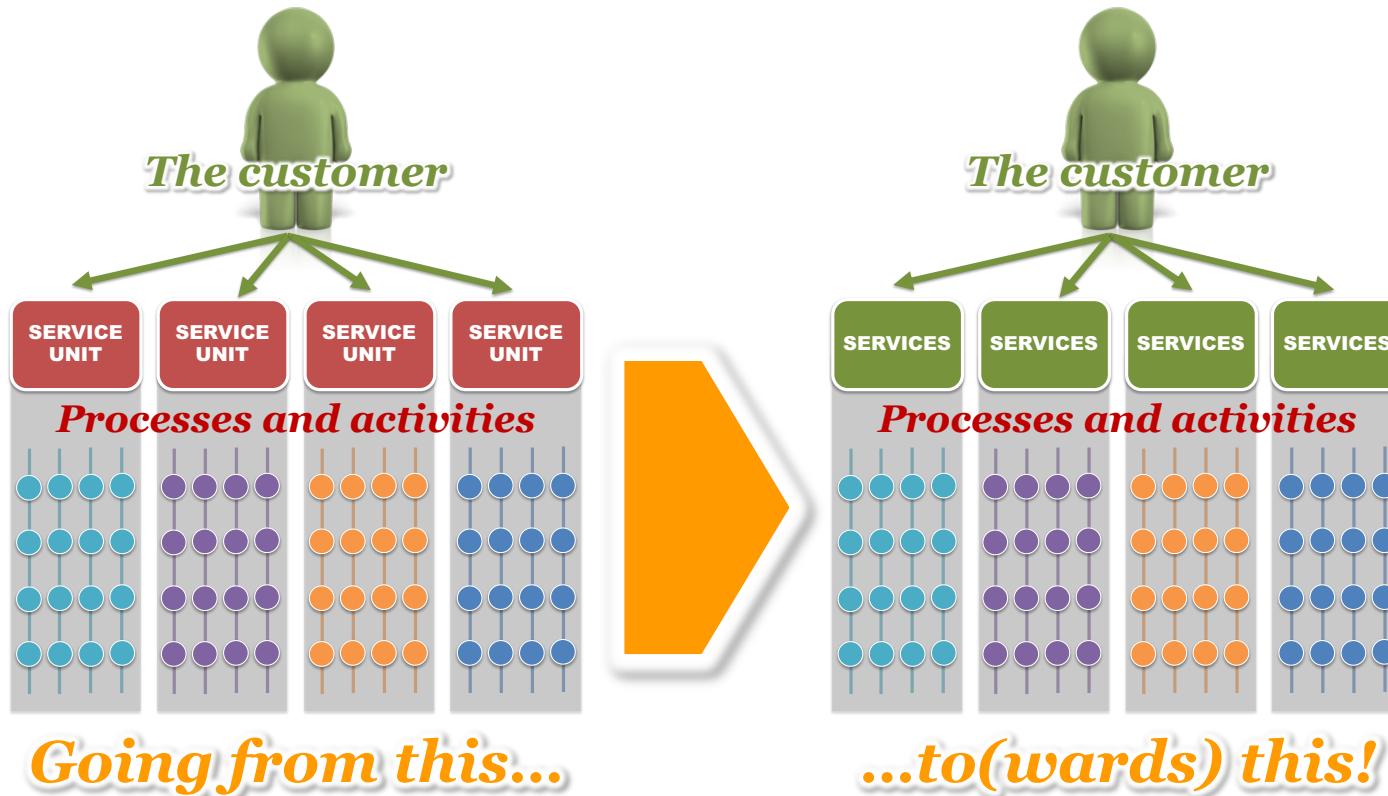
*External and  
internal  
pressure to  
change*

# The three components of the solution



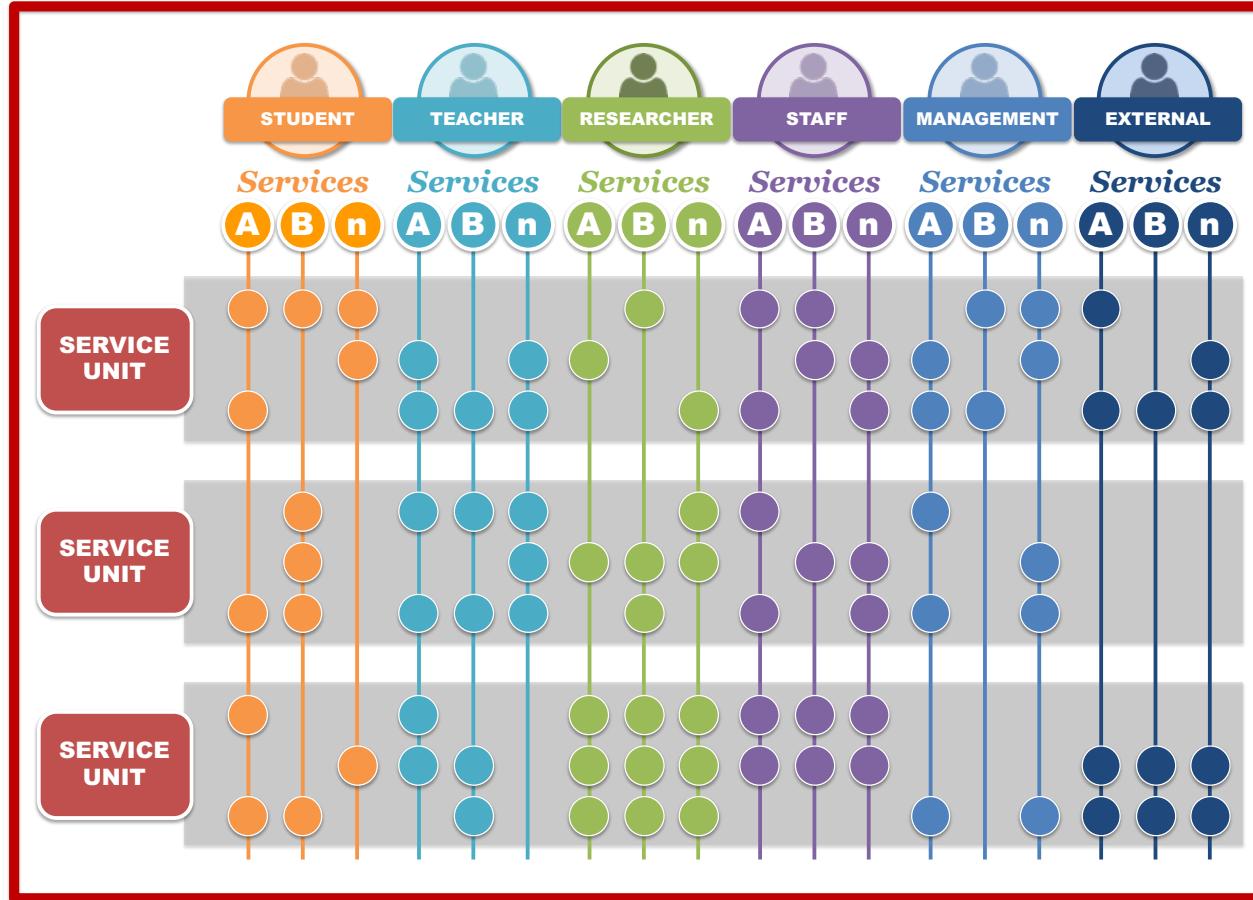
# Building a service-driven organisation

## - making the transformation



# Building a service-driven organisation

## - the actual end-result in reality



*It provides a unique opportunity to approach, profile, develop and lead the university administration in a holistic service-driven way to the benefit of the different needs of the academic community and environment*

# Creating the shared service concept

## - *the 4 key development sectors*

*'Transformation towards  
a true service organisation  
challenges all aspects of  
our current operations  
and requires time and  
tenacity to pay dividends'*



# A great service experience

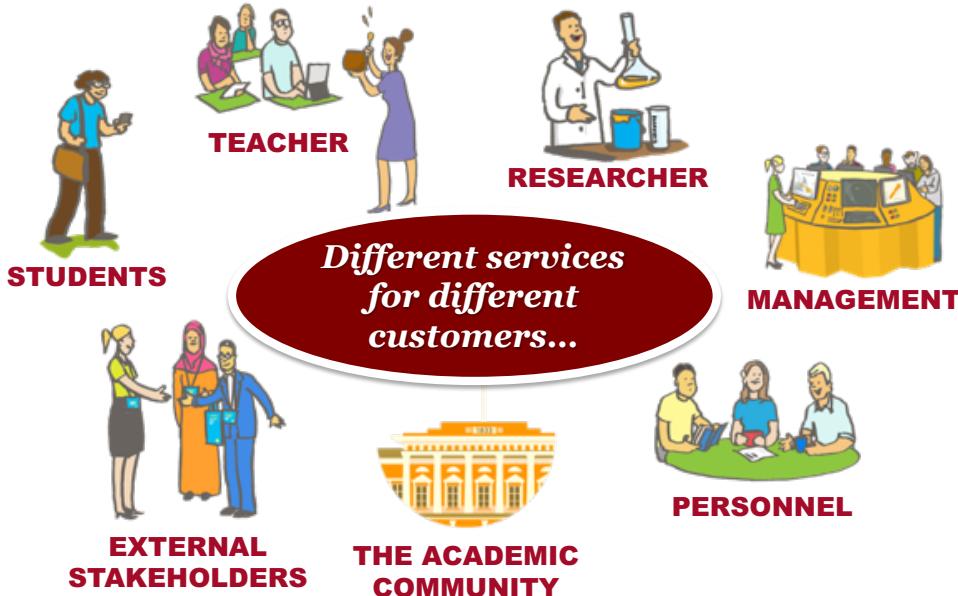


*“Great experience = relevant, easy-to-use and high-quality services delivered professionally and amicably”*

*The five main components that we need to focus on are :*

1. understand who our customer is
2. understand the expectations
3. smooth service delivery
4. measure the satisfaction
5. improve the actual service

# A customer-driven service offering



## *How to create it?*

- Identify relevant customer groups and customers, and their service needs
- Identify all of the administrations current activities and package them into customer-driven packages: the services
- Describe each service in a customer-driven way to help you communicate them
- Connect the organisational structure, the management model and services to each other
- Organize testing sessions, gather feedback and develop
- When ready: communicate and publicize them - *sell it!*

# Creating a service description *- an example*



# A *shared* service vision



## *The mission of the vision:*

- States our promise to our customer
- Defines and concretizes the overall target
- Sets the value foundation for our service
- Aligns and clarifies expectations and focus
- Forms the core for future service leadership
- Drives the development

# A shared service vision - an example



Courtesy of Åbo Akademi

## Framgång

Akademins framgång är syftet med vår verksamhet. Vi erbjuder proaktiv och smidig service så att målen nås. Vi är professionella, kunniga och motiverade. Vi utvecklar kontinuerligt oss själva, våra tjänster och vårt sätt att arbeta. Vi mår bra och vår positiva serviceattityd märks.

## Tillsammans

Vi jobbar tillsammans med studerande och alla kolleger mot gemensamma mål. Vår dörr är öppen och vi tar bort trösklar där trösklar finns. Vi har en tydlig arbetsfördelning och kommunlicerar öppet och aktivt. Ledarskapet är rätvist, målinriktat och möjliggör delaktighet. Vi respekterar och hjälper varandra och tar ett gemensamt ansvar för att skapa en inspirerande arbetsmiljö.

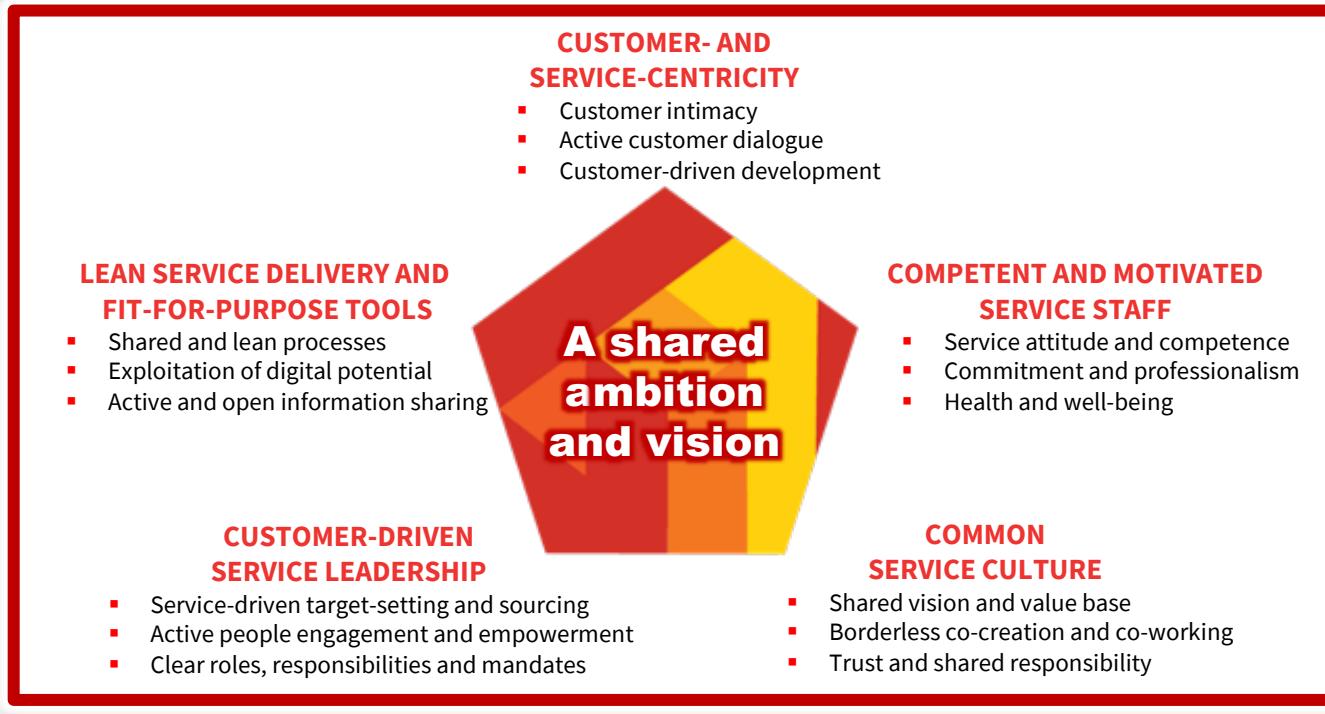
# Our *internal service capabilities*



## ***Definition of service capability?***

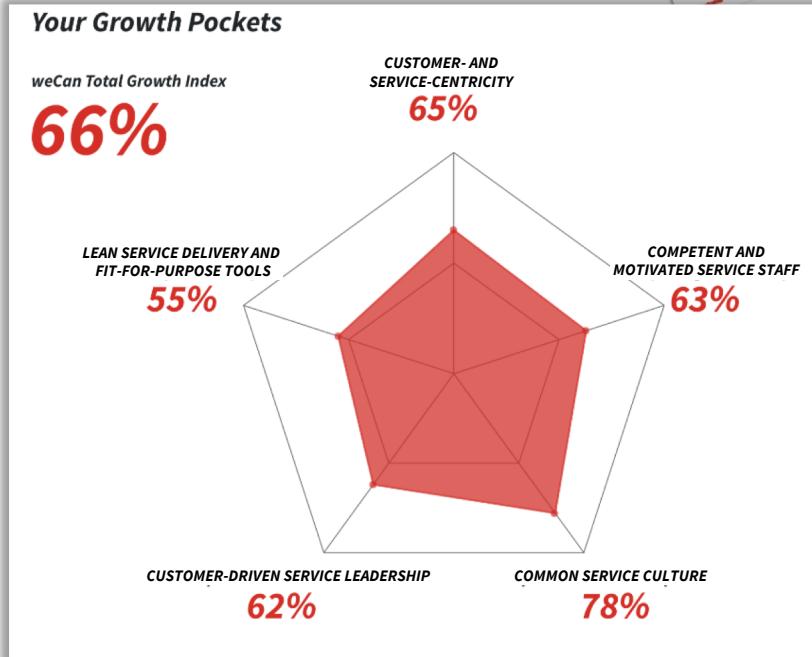
Built on a shared vision and value base, all our organisation-specific visible and subconscious attitudes, abilities, ways of working and resources that, when combined with our customer-driven service offering, creates our wanted service experience.

# A shared view of our service capabilities - an example



*“Our organisation-specific development and focus areas derived directly from the strategy and customer feedback as well as from the input from our staff”*

# A new approach to envisioning, measuring and developing service capabilities



## weCan

*weCan is a unique working concept supported by a digital tool to engage the whole organisation in*

- 1. co-creating the shared ambition**
- 2. assessing the current situation**
- 3. choosing the essentials to fix**
- 4. making the necessary change**
- 5. measuring progress**

# Conclusion: *is this fiction or reality?*

## *Critical success factors*

- True **management commitment** to the change of management model
- Shared understanding through active **people engagement** in all phases of development
- **Patience** fuelled by continuous concrete successes and visible change



## *Key benefits*

- Puts the **academic community** and their needs in the centre
- **Breaks the silos** between the academics and administration as well within the administration
- **Efficiency** through holistic service-driven leadership, development and resourcing in the administration

# Thank you!



At your service...

*Niclas Lindgren*

- +358-40-9000480
- [niclas.lindgren@renesans.fi](mailto:niclas.lindgren@renesans.fi)