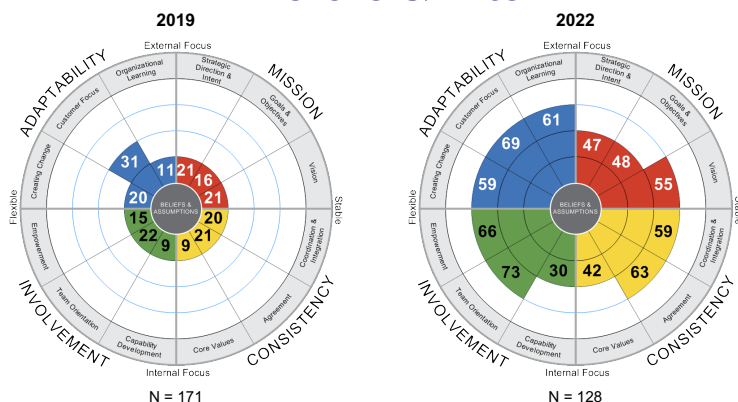# Creating a Truly Customer-focused Culture in IT

The IT Group in a Top 25 university evolves from disappointing customers to delighting them – with responsiveness and high performance.

IT Before & After

2019 — N = 171

2022 — N = 128

The Situation

- Top-ranked university, with corresponding high demands on faculty and staff = unrealistic service expectations
- Fragmented IT culture, pattern of one-off, unsustainable solutions to please customers

Why Measure Culture?

- Low morale, high burnout, low collaboration, and inconsistent productivity
- Pressure from University to improve

What IT Learned

- Historically ineffective leadership
- Low investment in capability development
- Significant barriers to performance
- They needed a powerful, customized approach to strengthening culture

What IT Did About It

- CIO fully committed to transparently evolving culture, "confronting the brutal facts"
- Senior leadership team built their own culture leadership capability – broader IT organization followed suit
- All of IT invited to seek feedback, drive culture evolution. Stood up and led multi-year Culture Teams
- Broad exploration of bright spots and gaps – concrete actions taken
- Culture Leaders learning cohort tackled major culture projects – built leadership skills
- Efforts resulted in high capability and performance, satisfied customers

"In this process, we taught ourselves how to interact in a healthy way. Morale has improved. Transparency and honesty have increased. People now focus on the greatest possible good."

Culture Leaders
Capability. Alignment. Results.