

This newsletter includes:

- Information on the ongoing ORA process improvement initiatives
- Information on RAS coaches
- McKinsey & Company report and ORA response



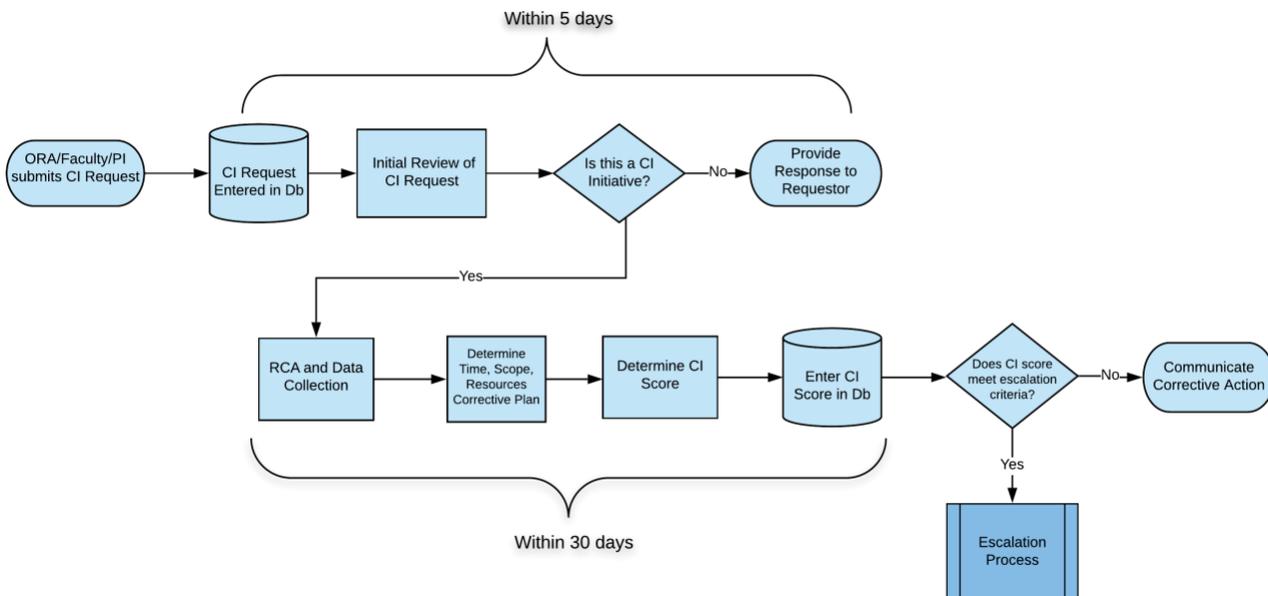
# THE DRAGON TEAM IS HERE!

We are happy to announce that the Dragon Team has been staffed and is beginning to look at **continuous improvement** opportunities within ORA, utilizing Lean Six Sigma Methodology. The continuous improvement (CI) mindset reflects a long-term dedication to improving processes through their life cycle, rather than treating process improvement as an event.



Inger Garnett leads the team as Director of Strategic Operations, along with Sharon Jones and Julie Flores. They bring collective expertise in quality, healthcare industry, clinical research, and higher education. The Dragon Team has been busy meeting with individual ORA departments to understand existing processes and develop a project queue. Research community members who wish to submit a request for CI consideration will be able to do so via the Dragon Team’s website.

Below is a process map depicting the flow that will be followed once a CI request is received. The Dragon Team welcomes questions, comments, and communications. The team email address is: [oradragon@emory.edu](mailto:oradragon@emory.edu)





## RAS Graduates First Cohort of Coaches

RAS launched RAS LEAP (Lead, Energize, and Accelerate Performance) to train a cohort of coaches to be deployed in FY20. All new RAS hires will be assigned a coach for their first year. The coaches are trained in the “coaching for commitment” model. During regular sessions, coaches focus on staff members’ specific skills and development goals by breaking skills and goals into concrete tasks to be completed within a specified period.

RAS LEAP coaches/leaders are 100% focused on new RAS staff members’ success. LEAP leaders help themselves and others to do the right things. Leadership is about mapping out where you need to go to “win” as an individual, as a team, and as an organization. Leadership is not about a title or a designation. It is about impact, influence, and inspiration. Impact involves getting results, influence is about spreading the passion you have for your work, and leaders inspire team members and customers. A leader is one who knows the way, goes the way, and shows the way. LEAP Coaching supports new hires to achieve the results that are important to individual progress in the RAS role, providing best-in-class service to PI’s, and the long-term success of RAS.

The first cohort of LEAP Coaches completed training and graduated on 11/22/2019 and will begin coaching new hires in December 2019. Congratulations!



RAS LEAP PROGRAM PARTICIPANTS

*First Row:* Kristin Weidman, Barbara Craighead, Becky Rogers, and Kathy Butts Arnold

*Second Row:* Amanda Riley, Margaret Murray, Deb Armstrong, Tamaira Lyons, Bryan Owens, Lacey Wilson, and Galina Terbova

*Third Row:* Lihua Meng, Olga Ivanova, Tara Falk, Melva Steps, Bob Yohnka, Vaneita Adams, Marcie Burnham, Chryssi Laguines, Sharon Rogers, Deborah Snyder, and Kim Rowell

*Not Pictured:* Julie Anderson, Nikya Ibanez-Alvarez, Amanda McClellan, and Alexandria Rich

In late Spring 2017, the Provost Office contracted McKinsey & Company to produce an analysis that focused on Research Administration Services (RAS). This week we released the McKinsey & Company report, which also provided details on the progress that ORA has made in 2019 to improve our process and service delivery to faculty. ORA will continue to make substantial strides in 2020 to ensure that our services continue to improve for faculty and the environment becomes increasingly positive for our hardworking RAS staff. You can review the recommendations made by McKinsey & Company ([here](#)) and the process improvement that ORA has accomplished to date to incorporate the recommendations ([here](#)).

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