

Connecting Vision and People

Building teams & engaging key personas to bring a collective vision to life



Innovation requires that leaders employ a “*learn and be curious*” approach, and be willing to listen, learn, and engage.

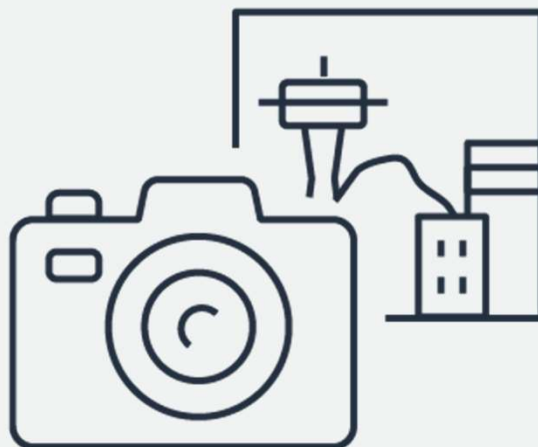
The ***Human side of Innovation*** booklet is a practical guide to move institutional leaders from observation and analysis to action through people engagement. It is designed with activities and “*take back to campus*” tools to practice innovation strategies that work.

“**Opportunities** don’t exist in the same way problems do.

We have to **imagine** them, and we have to study other industries for applicable solutions with a high level of **curiosity.**”

MICHAEL ROSEMAN

Director of the Centre for Future Enterprise at Australia's Queensland University of Technology



Activity #1: Creating a Culture of Innovation through reflection and inspection



ILLUMINATING AND ELIMINATING FOF (FEAR OF FAILURE)

"There is only one thing that makes a dream impossible to achieve: the fear of failure."
—Paulo Coelho

Think about an project that you've been involved in that **didn't work out as planned**. What factors led to that outcome? What did you learn? Could you have changed the outcome? Use the table below to capture your notes.

EXERCISE INSTRUCTIONS

- 1 Find a partner at your table.
- 2 Share an experience when an organizational innovation didn't go well.
- 3 Use the prompts on the next page and the blockers below to guide the discussion with your conversation partner:

- Describe the project. What were the goals, and who was involved?
- What factors influenced the project failure?
- What did you learn from the project?
- What was the impact of the project failure?
- Could you have had a different outcome by doing something differently during the project?

Project Objective	Failure Factors	Lessons Learned / Remediation Options



Discussion #1: Creating a Culture of Innovation through reflection and inspection.



SETTING TEAMS UP FOR INNOVATION SUCCESS

FIELD NOTES: WHY INNOVATION DOESN'T HAPPEN.



Daily operations. *Limited incentive to innovate, with a lack of time/resources dedicated to experimentation.*



Shared Purpose. *Lack of clear vision, and a landscape of scattered initiatives and disconnected priorities.*



Limited visibility. *Siloed workstreams and limited feedback from internal and external communities.*



Limited iteration practices. *Limited appetite for change, and lack of processes to practice disciplined iteration.*



Fixed focus. *Limited creativity and agency to think outside the box.*

KEY ROLES DEFINED: Building the Right Team to Innovate



IDENTIFYING KEY INNOVATION COLLABORATORS

"No one can whistle a symphony. It takes a whole orchestra to play it." —H.E. Luccock

EACH ROLE DEFINED BELOW IS A KEY ELEMENT OF A SUCCESSFUL INNOVATION STRATEGY TEAM MOVING FROM THINKING BIG TO ACTION.



Leaders / Executive Sponsors

Individuals who have the authority to sponsor an innovation practices and projects including allocation or re-allocation of resources. They have a vision, clear alignment of priorities, and foster a culture of one-way door decision making across teams.



Activators

Front line staff or leaders who will be asked to evaluate and iterate processes, or implement changes in their workflows and activities based on insights garnered from feedback.



Builders

Team members with the expertise needed to partner in the co-design and build of tools, practices, and processes required to put insights and ideas into action.

Example: Enterprise Architect (in the IT organization)

ADDITIONAL ROLES WITH HIGH IMPACT POTENTIAL



Influencer(s)

Formal and informal leaders at an institution who have outsized impact to catalyze or derail institutional change efforts.



Stakeholders

Individuals/teams with a vested interest in the design, process, and outcomes of the innovative project you are undertaking.



ACTIVITY #2: Finding & Focusing a LAB Team



IDENTIFYING KEY INNOVATION COLLABORATORS

Assessing teams readiness is an important step in the process of building an innovative idea into a successful action plan, and prioritizing people resources to meet your goals. Think of this as a quick high level review of the necessary team members for a successful project. Examples: enrollment services, teaching & learning, student life, technology, etc.

Rating Scale

None: Does not exist
 Low: Less than needed
 Medium: Satisfactory
 High: Exceptional

1. CHOOSE ONE CORE MISSION AREA THAT HAS HAD SUCCESS INNOVATING IN YOUR ORGANIZATION.
2. WITHIN THAT AREA, IDENTIFY THE TEAM MEMBER/S AND SCORE THEIR AUTHORITY, PROJECT ENGAGEMENT LEVEL, SKILLS, AND PRIORITY ALIGNMENT, GROWTH NEEDS, AND RELATIONSHIP STATUS.

	Authority	Engagement Level	Skills Alignment	Priority Alignment	Growth needs	Relation-ship Status
LEADERSHIP						
ACTIVATOR						
BUILDER						
INFLUENCERS						



Discussion #2: Assessing Campus Readiness for innovation – Clarity, coherence, and capacity



CREATE ALIGNMENT ACROSS DISPARATE TEAMS

CLARITY – WHO ARE THE MEMBERS OF THE TEAM (LEADER, ACTIVATOR/S, BUILDER/S)? WHAT IS YOUR COMMUNICATION PLAN, AND WHO IS THE OWNER?

COHERENCE – HOW WILL YOU ASSURE PRIORITY ALIGNMENT (INSTITUTION, DIVISION, DEPARTMENT, INDIVIDUAL) IS ASSESSED TO PRIORITIZE INVESTMENTS IN INNOVATION?

CAPACITY – HOW WILL YOU CREATE CAPACITY ACROSS THE TEAM TO GENERATE AND IMPLEMENT INNOVATIVE SOLUTIONS?

COMMITMENTS –WHAT RESOURCES ARE NEEDED? DO YOU HAVE THEM TO ALLOCATE? ARE THEY ALLOCATED?



OUR VISION

A world where education is always available, personal, and life-long for every learner.

JOIN US ON  slack

The AWS EDU Slack Community is an open forum where K12 and Higher Education leaders can collaborate to solve problems and innovate.



OUR MISSION

Accelerate the digital transformation of education in partnership with the full education community.

