

Kick Starting Innovation From Within IT

Lily Mok
VP, Analyst, Gartner



Key Issues



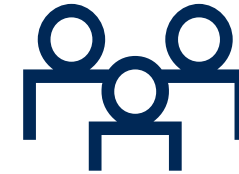
What do we
want to be?

Purpose



How do we
innovate?

Process



What culture do
we need?

People

Key Issues



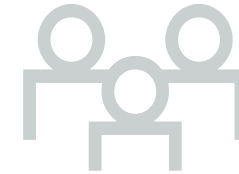
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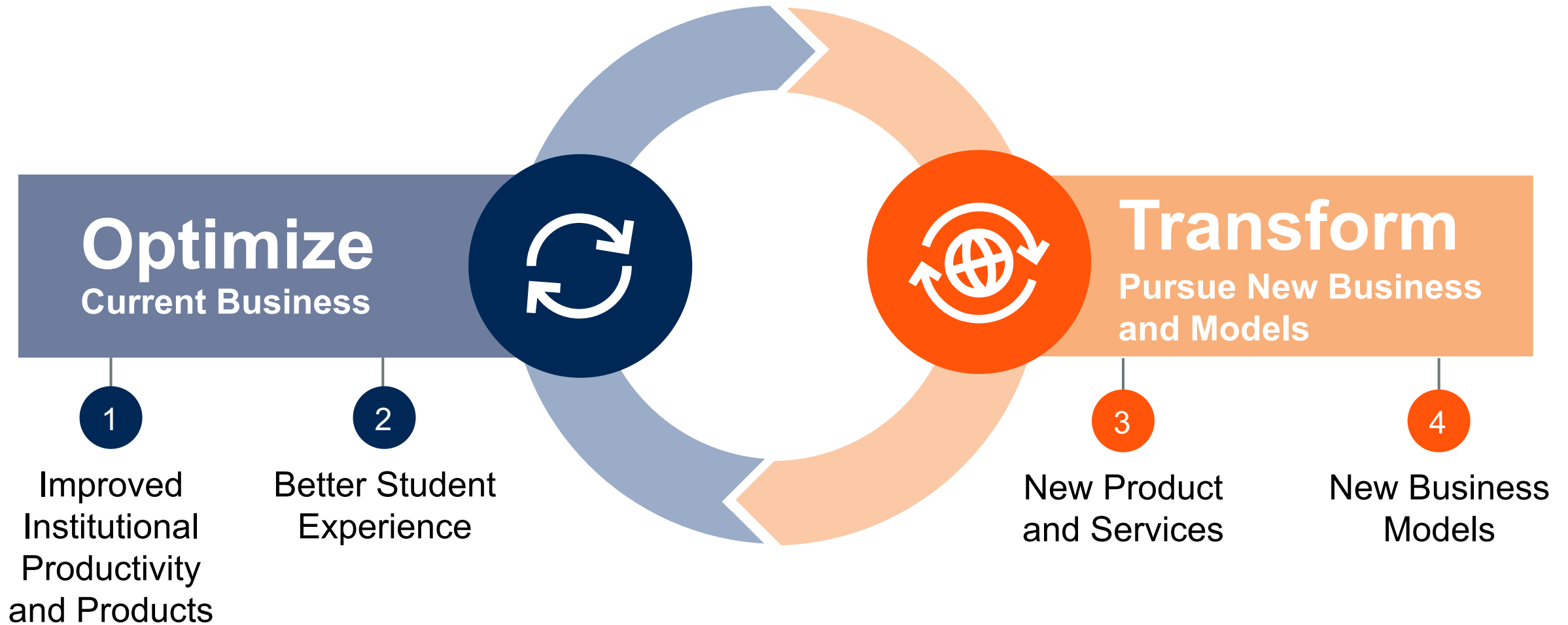
People



What are the risks to doing this? How can we mitigate those?

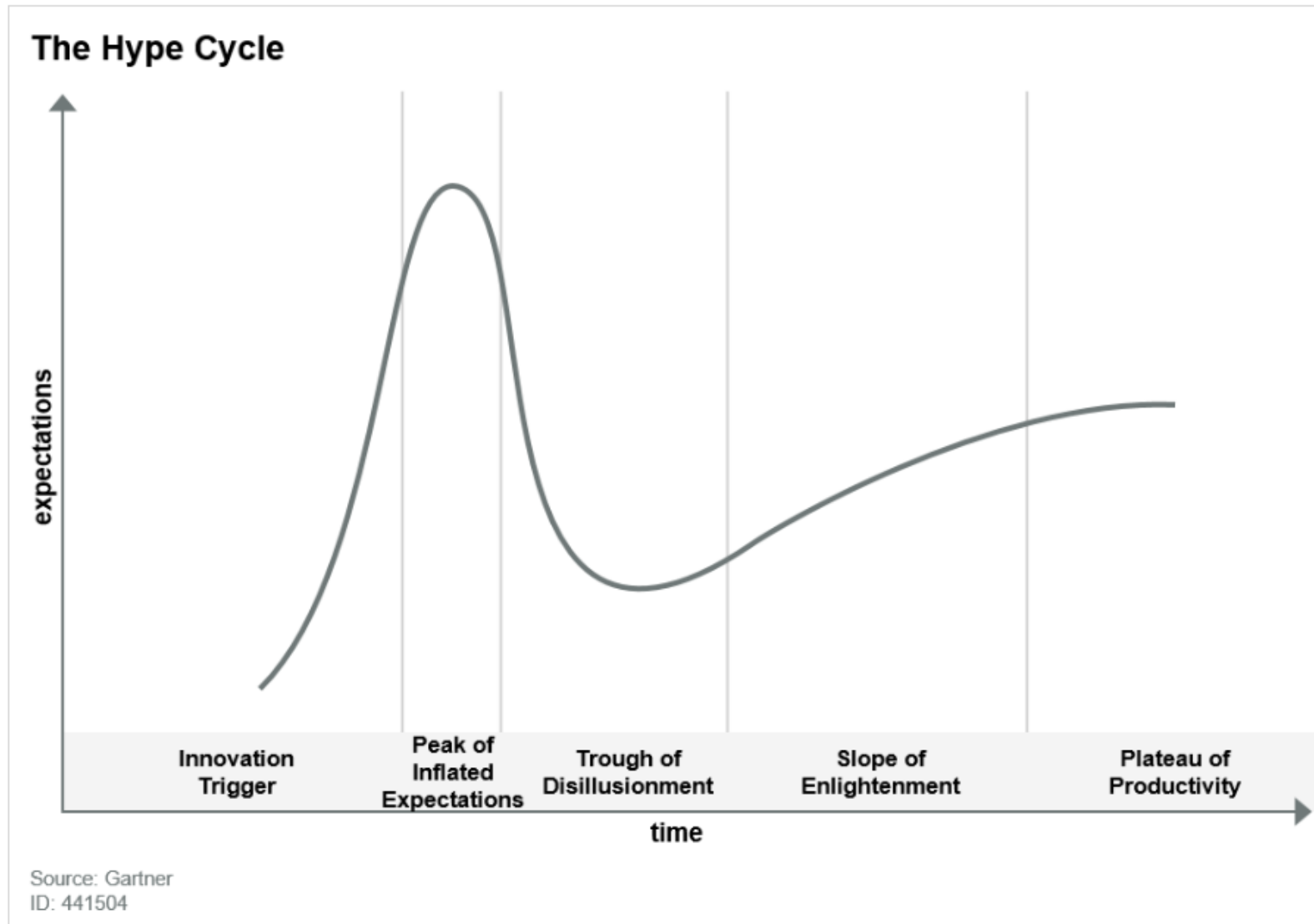
Will this help us increase student graduation rates?

Define Your Institution's Digital Ambition



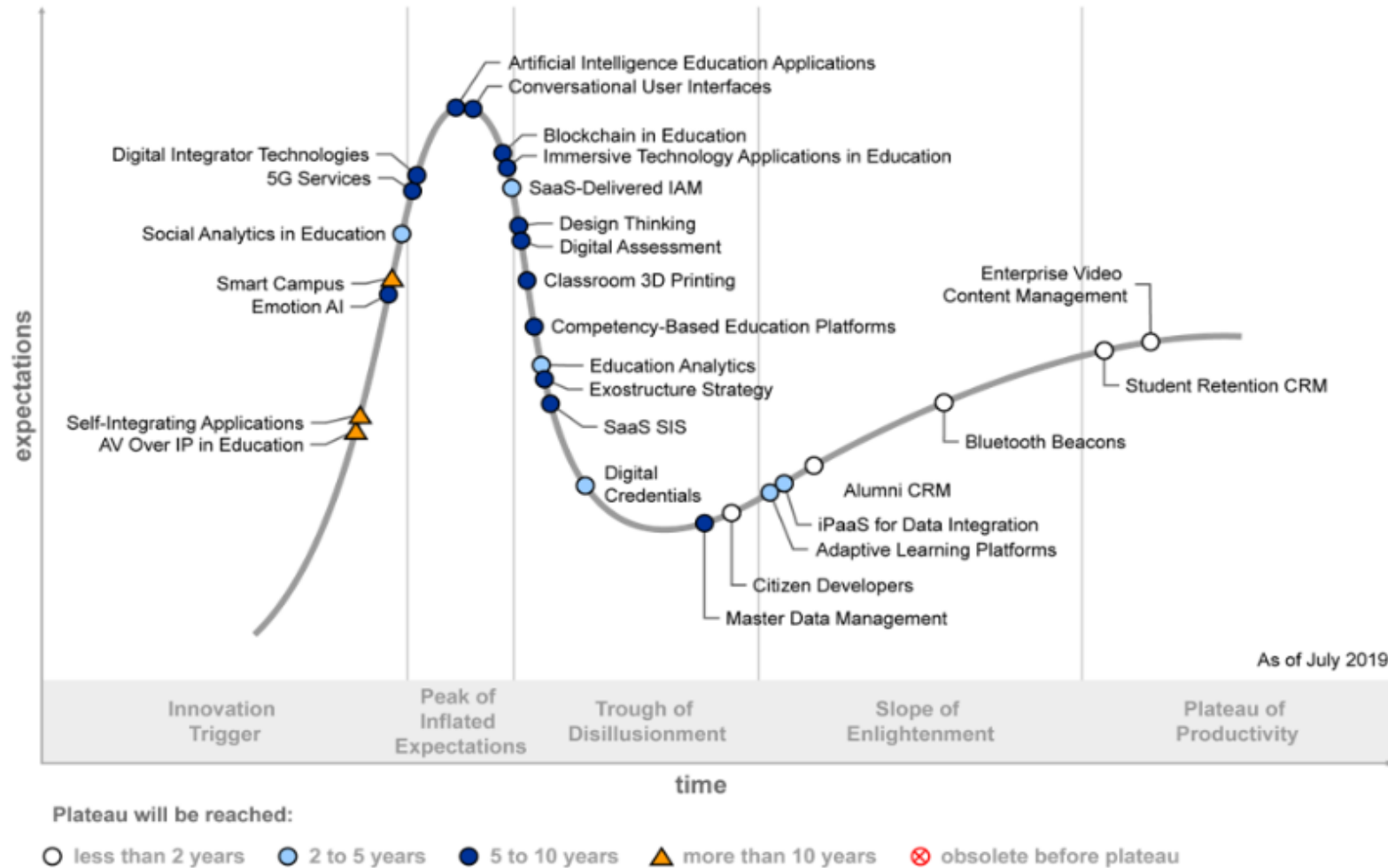
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Understanding Gartner's Hype Cycle



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Hype Cycle for Education, 2019



Source: Gartner
ID: 369459

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Gartner®

Using AI to Optimize the Student Experience

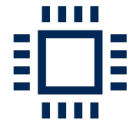


Optimize

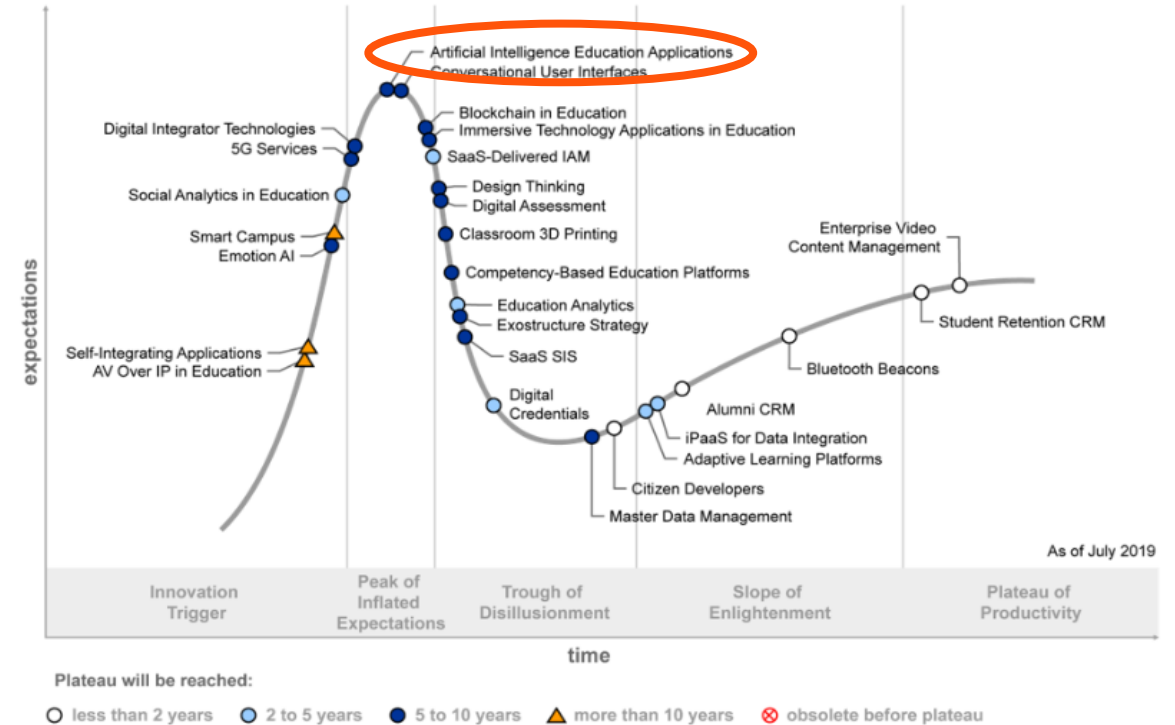


Better Student Experience

Artificial Intelligence



Applying advanced analysis and logic-based techniques, including machine learning, to interpret events, support and automate decisions, and take action.



Using Education Analytics to Improve Student Success

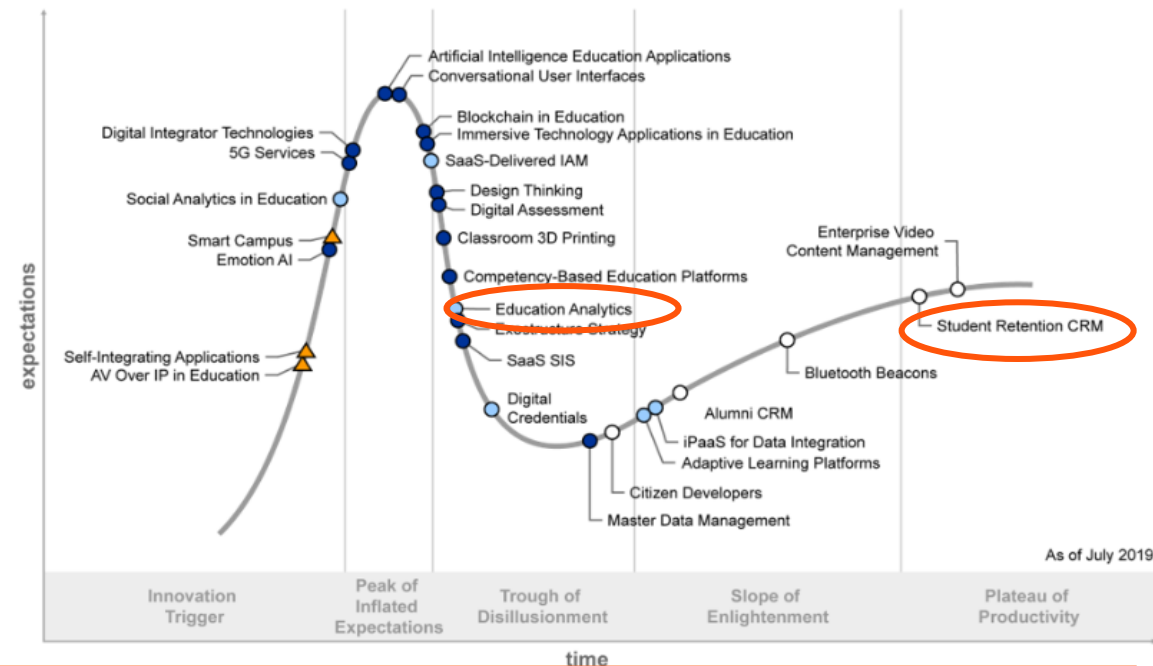


Optimize

Improved Institutional
Productivity & Products

Better Student Experience

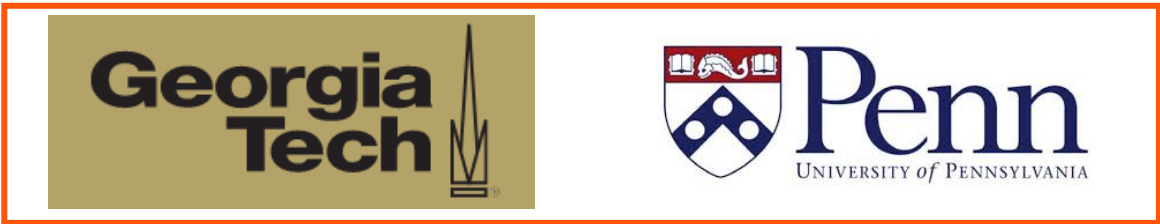
- Predictive analytics + new homegrown advising system
- Created a “network of care”
- Improved first-year retention rate
- Improved six-year graduation rate
- Unlocked \$15M in performance-based funding



Using Exostructure Strategy to Transform Business Model



- Targeting “new” market
- First Ivy League degree on platform
- M.S. Computer Science
- \$26,300 — 1/3 the cost of on campus



Source: Gartner
ID: 369459

Using Blockchain to Disrupt the Business Model



Digital Education Platforms



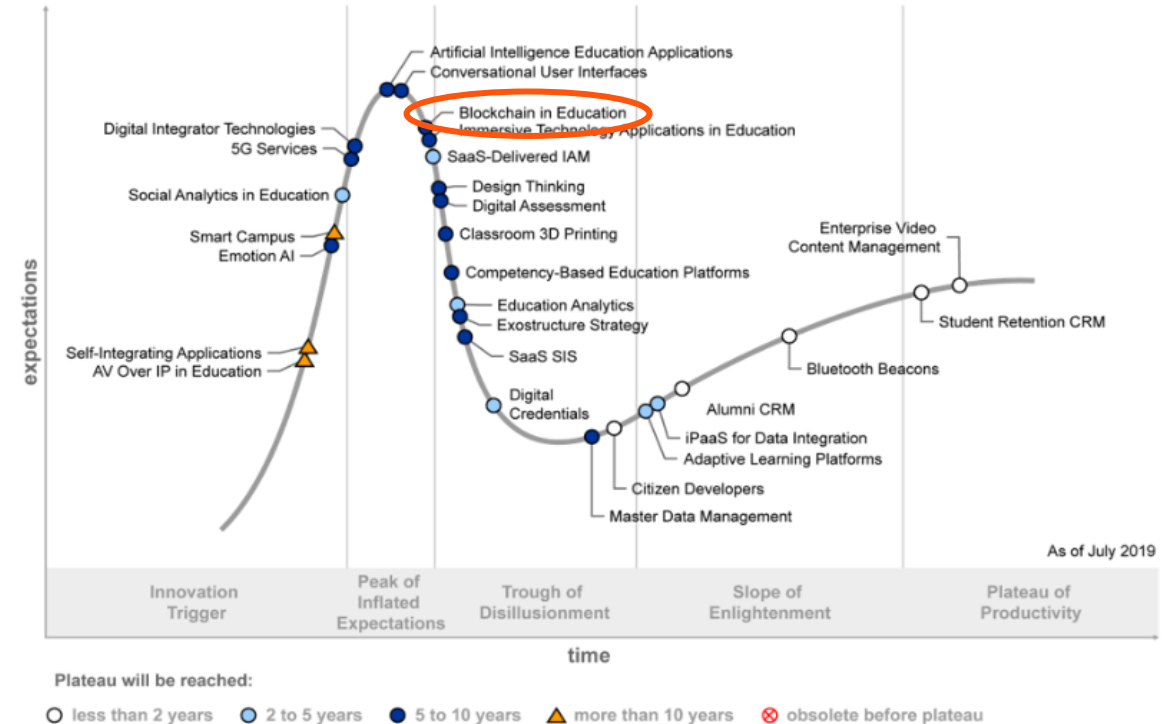
LEARNING
ISEARNING
2026



Academic Publishing

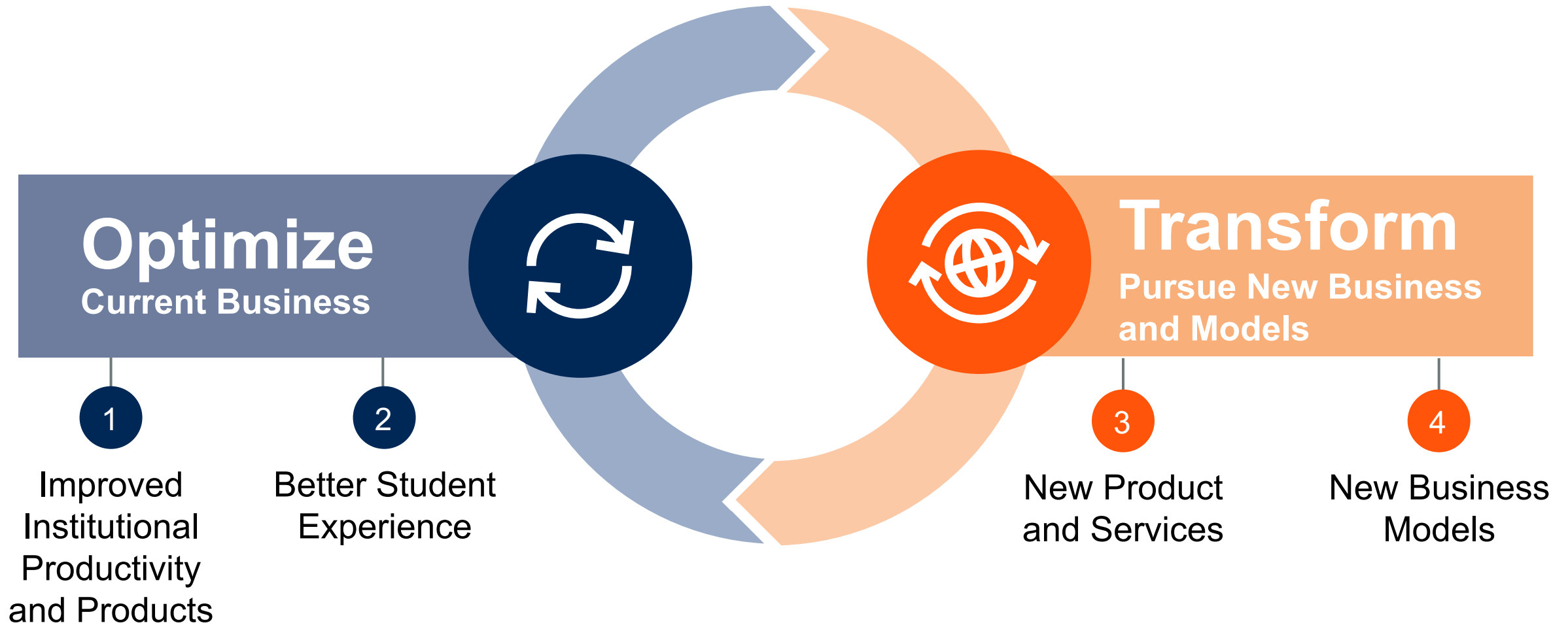


LEDGER



Source: Gartner
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Define Your Institution's Digital Ambition



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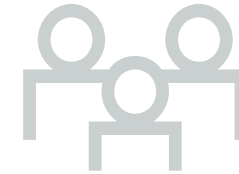
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Mindset: **Purpose** Driven Innovation



Process driven

Purpose driven

Focus

Divide focus between purpose, leadership and resources.

Vs.

Focus on a single driver; figure out the rest as they go.

Ambiguity

Tolerate ambiguity in purpose; reject ambiguity in process.

Vs.

Encourage ambiguity in process; reject ambiguity in purpose.

Time

Spend more time designing the solution; relatively less on understanding the problem.

Vs.

Spend more time understanding the problem, less time upfront designing the solution.

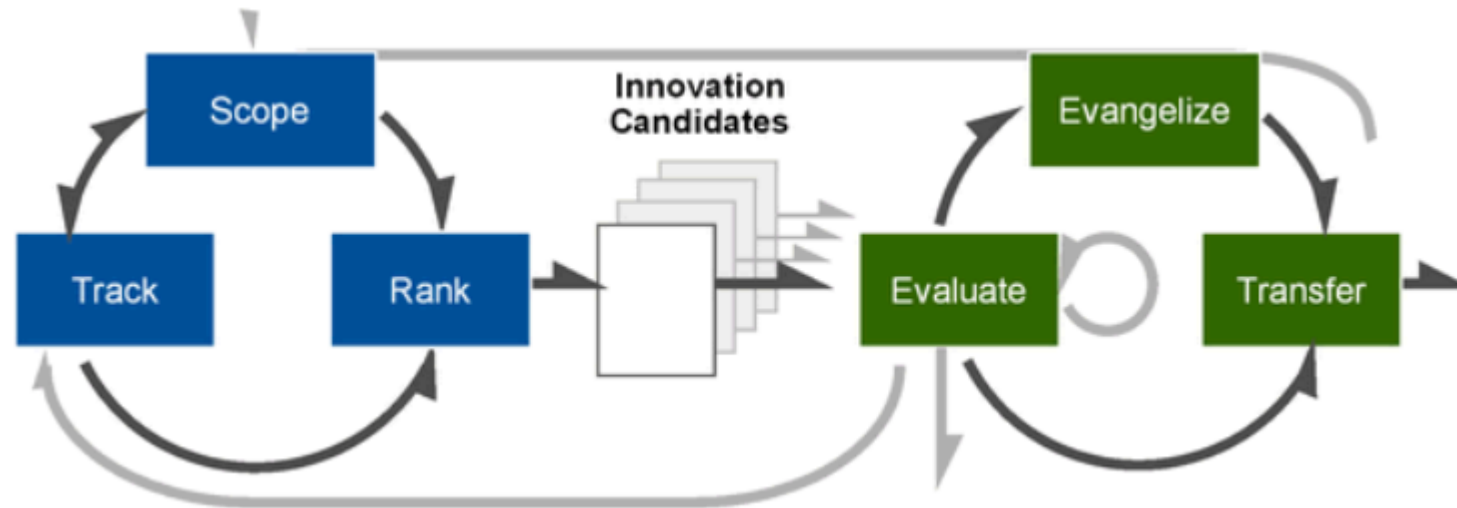
Starting point

Start with “here’s what we’ve got”; innovate from there.

Vs.

Start with “what do we want to achieve”; remain unconstrained by assumptions.

Create Mechanism to Understand Technologies - STREET



Scope
Track
Rank

Evaluate
Evangelize
Transfer

Shark Tank

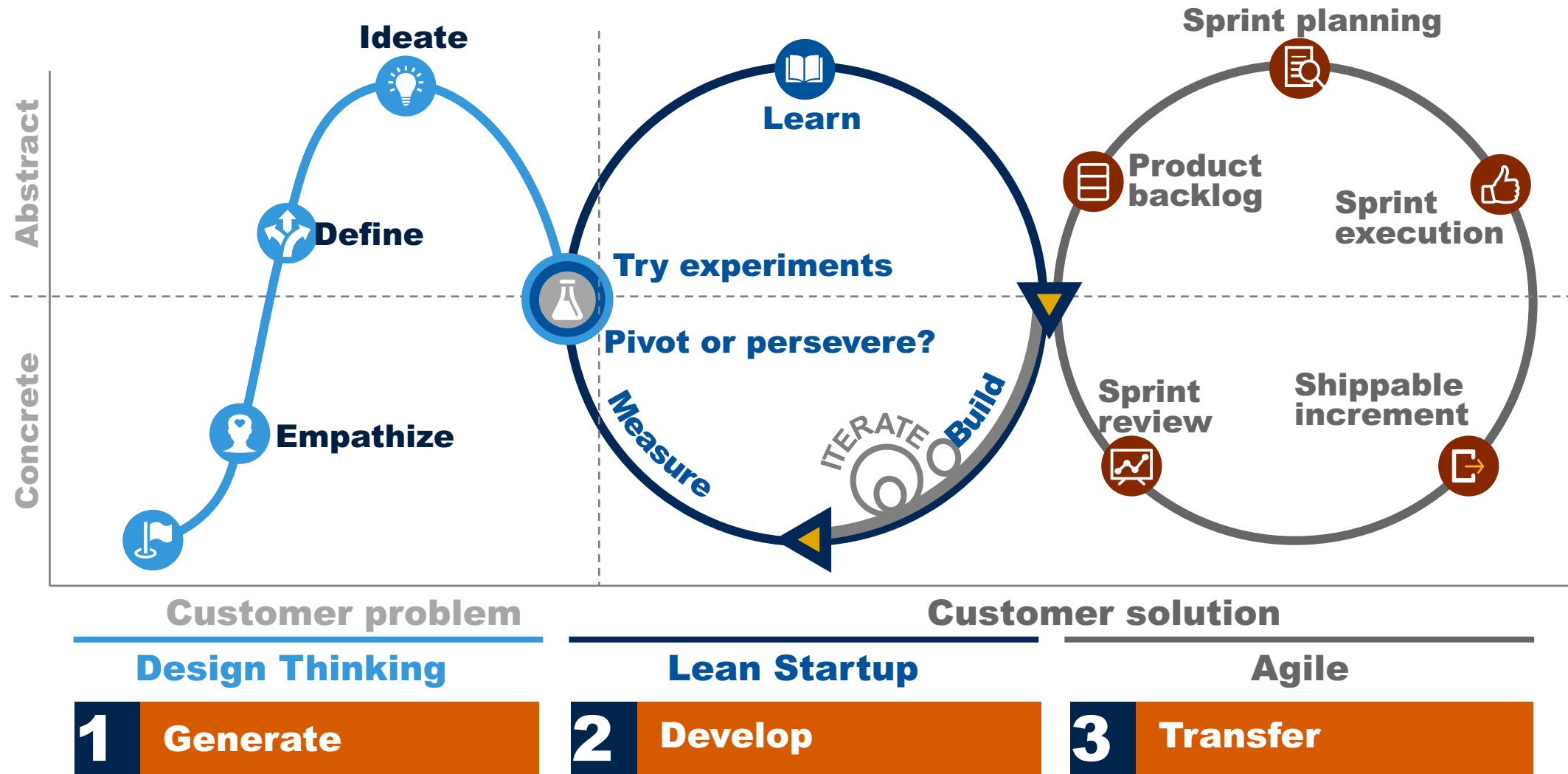


Create a
mechanism to
pitch and
debate ideas.

Dragon's Den



Set Expectation that Work Will Be Iterative



Create Psychological Safety So Risk Taking Can Flourish



Three Actions to Create Psychological Safety



Improve professional well-being

- Set goals on a regular cadence
- Get great at constructive, informal feedback
- Have more career path conversations than normal



Communicate to and with employees

- Establish a regular cadence of communications
- Refresh your IT communications strategy
- Sharpen your listening methods to "hear" your team



Tighten cultural norms

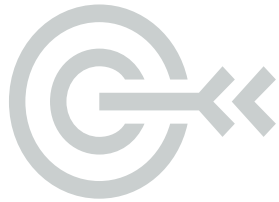
- Talk directly about cultural expectations
- Have an open discussion with leadership team on trust
- Find a culture hack to signal the changes you want

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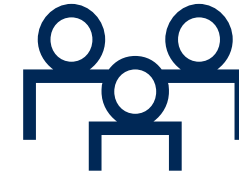
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An Uncomfortable Question



Is being innovative **born** or **made**?

Cognitive Styles Are Different And Malleable



Doing things better

Vs.

Doing things differently

Intuitive

Vs.

Analytical

High tolerance for ambiguity

Vs.

Like certainty

People focused

Vs.

Task focused

Internal foci

Vs.

External foci

Culture Is Also Malleable



Enablers of innovation:

Collaboration

Creativity

Safety

Focus

Freedom

Curiosity

Customer focus

And more!

Mindset: Working More Innovatively



From	To	Because
Evaluating work based on meeting deliverables	Evaluating work based on value	Improve student outcomes Promote life long learning Expand learning opportunities Provide seamless student experience
Selecting the first idea that works	Debating multiple ideas	
Gathering requirements before starting	Gathering enough requirements to get started	
Accepting assumptions, practices	Challenging assumptions, practices	
Avoiding conflict	Engaging in constructive conflict	
Managing activities	Managing to outcomes & timelines	
Speaking up when asked	Provoking to further the work	

Use Culture Hacking to Signal Change



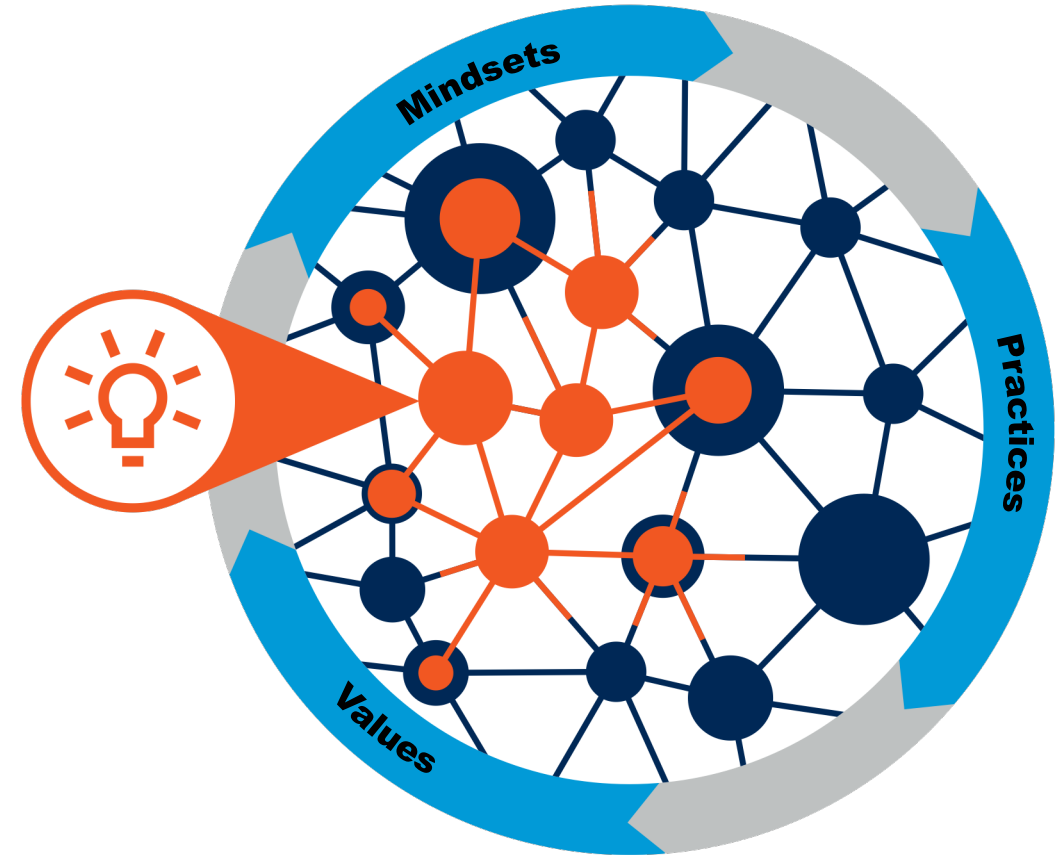
Actionable

Low Effort*

Immediate

Visible

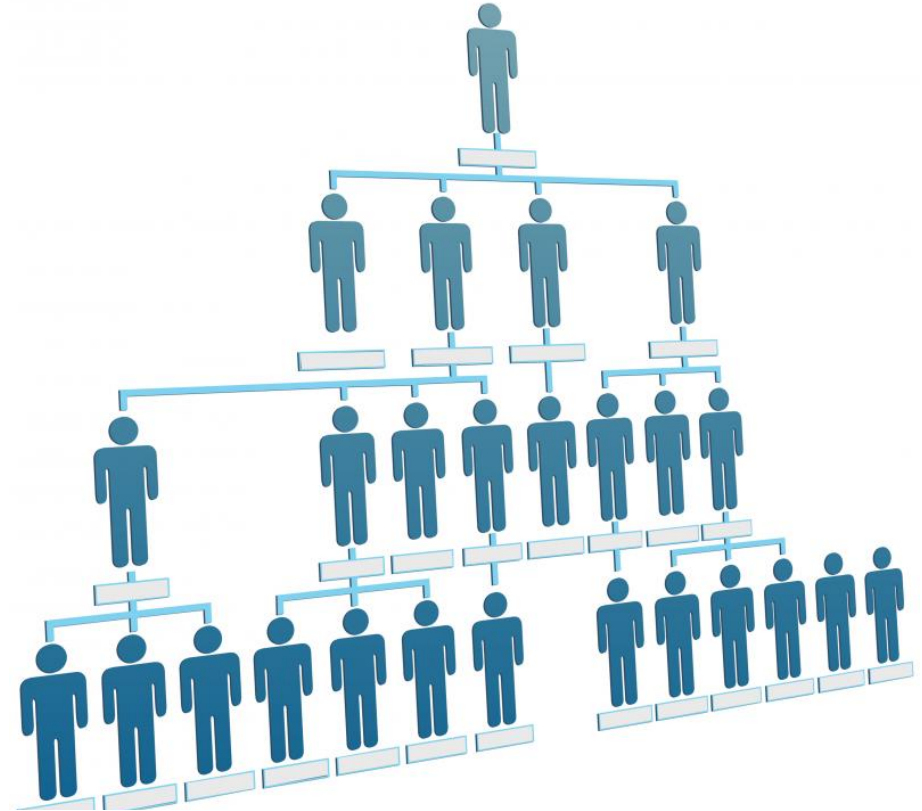
Emotional



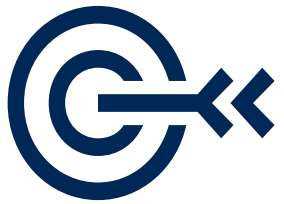
*But not low courage

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Who Can Do This?



No matter where you are in the organization.



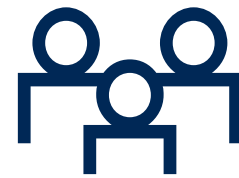
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Recommended Readings

- [Driving the STREET Process for Emerging Technology and Innovation Adoption](#)
- [Strengthen the Three Pillars of Innovation in Your Organization: Purpose, People and Process](#)
- [The Culture PRISM: Introducing Five Dimensions That Shape Your Culture](#)
- [The Future of Student Experience is Personal](#)
- [5 Best Practices for Artificial Intelligence in Higher Education](#)
- [Top 10 Strategic Technologies Impacting Higher Education in 2018](#)
- [Create Psychological Safety in IT to Boost Team Performance](#)