Leading Innovation™ is based upon the largest and most extensive study ever, a 10-year privately funded research project with the singular goal of understanding what separates successful innovation initiatives from the rest. From Vijay Govindarajan and Chris Trimble, the best-selling authors of 10 Rules for Strategic Innovators, The Other Side of Innovation, and How Sella Saved the Farm, a business parable about making innovation happen.

Leading Innovation™ details Six Essential Principles to make Innovation happen inside your organization. Workshop participants discover a straightforward approach to executing an innovation initiative involving, in particular, a special kind of (dedicated) team and a special kind of (disciplined) plan.

Who Should Participate?
- Innovation Leaders
- Members of the Team
- Mid-Level Managers and Executives
- Supervising Executives
- CEOs and Chief Innovation Officers
- Performance Engine Leaders Supporting an Initiative
- Innovation Coaches and Facilitators

What are people saying?
"The Inside innovation workshop sets up participants for a thoughtful innovation process." – Dr. Dennis Peterson, Superintendent, Minnetonka (MN) Public Schools

"Very inspiring! The metaphor used engaged the mind. A training that makes you want to quickly go back to base and implement the skills learned. It should be a MUST attend for all Managers in the organization." – Amina Umar, Senior Sales Manager (West), Sales & Distribution, MTN Group

"Great workshop – entertaining and eye-opening!" – Gan Chee Kean, Toshiba Electronics (M) Sdn Bhd

"I would highly recommend this workshop for anybody that has Intent to start an Innovation Initiative." – Loo Soon Kam, IT Innovation Centre Sdn Bhd

"Very experiential, no 'bored' moment during the workshop – it will make you want to go read the books!" – Lawrence Kang, Motorola University

"Good understanding of how Innovation works. Excellent & exciting 2 days journey toward Innovation: for oneself and the organization a person works with." – Abdul Halim, Manulife Freescale Semiconductor (M) Sdn Bhd

Case Scenarios in Leadership

Question: Effective innovation leadership within education organizations requires specific core disciplines and key strategies in order to succeed. How well are you and your team doing when it comes to making your innovation initiative a success?

Leading Innovation™ in EDUCATION

About Our Knowledge Partners:


Vijay Govindarajan - Placed #3 in the 2011 Thinkers50 Awards, Earl C. Daum 1924 Professor of International Business at the Tuck School of Business at Dartmouth, First Professor in Residence and Chief Innovation Consultant at General Electric, Critical acclaim as a leading management thinker by Outstanding Faculty, Business Week, Forbes, the London Times, and more.

These scenarios represent real-world opportunities for applying the strategies contained in the workshop Leading Innovation™
**Case Scenarios in Leadership**

### Introduction

You are Assistant Superintendent of a successful medium-sized school district, responsible for nineteen K-12 schools. There are:

- 2 senior high schools,
- alternative high school focusing on industrial arts and workforce skills,
- 2 middle schools (junior high schools 6 - 8),
- 13 grade schools (pre - 5),
- 1 charter elementary program using the Montessori approach.
- Total enrollment for the district is just under 10,000 students.

Your graduation rates are the highest in the state, but there is new pressure to prove that your graduating learners succeed in a measurable way beyond their senior year. There is concern and focus on both the success of those entering the workforce and those going to college. Initial numbers suggest the following:

- District wide HS graduation rate using the Cohort method was 86% in 2009.
- District wide college enrollment was 70% in 2009.
- 50% of district college enrollees entered 4 year colleges in 2009.
- 50% of district college enrollees entered community colleges or other 2-year programs.
- 70% of graduates from your schools finish college.

Your superintendent has just returned from a PhD program excursion in France. There she saw something that gave her an idea. She wants you to lead a new initiative following exiting seniors for two years after they leave high school, providing them with support, mentoring, and access to further tutoring. She sees this as the right time with the advent of new technology and the prevalence of social networks to keep people connected. She has a working title for the new initiative and calls it “After-Effects”. The program has received funding from the Bill & Melinda Gates Foundation. In her eyes After-Effects encompasses at least the following:

- A managed ongoing relationship with all departing seniors.
- A web-based system of frequent interaction.
- In-person follow-up once per month.
- An eventual transition to a self-supporting program through sponsorships, advertising, fees paid by colleges and employers, etc.

The superintendent wants you to lead a pilot program in one of the high schools. You’ve been pulled off your current workload, and this will be your only job for the duration of the pilot. The pilot will last for two years, and will start with the graduating class of 2012. You will have three months to design the program beginning in September 2011, with operational elements ready to roll-out in the spring of 2012. Depending upon the success of the pilot, the district may implement the model in its other high schools, and will provide a model for other districts to follow.

### Case Scenarios in Leadership

**Describe plan to test your hypothesis. Include the top 4-5 items you want to test, and how much of your budget will you spend to determine results? What order would you use to test the individual items?**

<table>
<thead>
<tr>
<th>What we will test</th>
<th>How we will test it</th>
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<tbody>
<tr>
<td>Will students use the online tools to log in and create their own profile?</td>
<td>Conduct market research through student interviews. Test with district staff first, or a focus group of students.</td>
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</tbody>
</table>

If the Superintendent asked you to propose your performance appraisal criteria, what would they be? Propose 4 to 5 performance evaluation criteria that you want to include in your performance review.

**My Performance Criteria**

**EXAMPLE:** Did I make proper use of the resources assigned to the team?
Case Scenarios in Leadership

What conflicts do you anticipate with the operating arm of the District?
Describe 4-5 specific conflicts you anticipate and your plan for mitigation.

<table>
<thead>
<tr>
<th>Conflict</th>
<th>Plan to Mitigate</th>
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<tr>
<td>EXAMPLE:</td>
<td>Work with superintendent to hire additional staff to assist her.</td>
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<td>We will be asking the district’s full-time curriculum development person to commit time to us. She already has a big load.</td>
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What is the major hypothesis you’ll be testing?
What commitment will you make to your Superintendent, in terms of “If we do [x], we should see [y]”?

School District Operational Areas

Your school district’s administration is organized around functional areas. For your innovation initiative, you’ll need to determine:

- Is it best to share a staff member with the functional department where they are assigned? (At the high school of your choice or in District offices.) This will be the lowest cost option, but it will also highly limit the type of work they can do. Generally speaking, shared staff members can do more of the type of work they normally do, they can’t do very different work effectively.
- Is it best to have a dedicated staff member represent a functional area? You are one of these. This will have an impact on your budget, but it also allows you to do things differently than the performance engine. For critical areas where you need to do things differently, dedicated staff members could be the difference between success and failure.
- Are the needs of the innovation initiative SO different that hiring an outside expert is the best option? This is more expensive because there are recruiting and hiring costs, and may require a higher salary. There also could be culture/integration issues.

It’s up to you to recommend how to best staff your team. You will not need to represent every functional area shown here, and you may add others not listed.

Departments
- Curriculum Development
- College/Workforce Liaison
- Marketing & Promotion
- School Operations
- Online Technology Group
- Human Resources
- Tutoring / Mentoring
- Program Management
- Research Design & Reporting
- Finance
- Accounting

You have a budget that allows for 1 external hire and 3 to 4 dedicated team members. Don’t forget to add an innovation leader to the team if you feel the role should be dedicated.
Executive Presentation

Your Superintendent has asked you to prepare a presentation for how you would execute an innovation project based on the After-Effects idea. Specific items to include:

How does this concept fit into your organization?
- What are the skills and assets you are good at that you can leverage? What are skills or assets that are new and will have to be introduced?

How do you build your team?
- How much of your budget do you spend on people, and how is it allocated between shared, dedicated and external resources? Present your ideal team.

Describe the culture you want to create with your team. How is that different from the district’s operating culture?
- Describe the culture and principles you want to instill in your team.

What conflicts do you anticipate with the operating arm of the district?
- The Superintendent is a tough operator who has no patience for inefficiency. The high-school principals each have some territoriality for their facilities, staff, and students. Describe 4-5 specific conflicts you anticipate and your plan for mitigation.

What is the major hypothesis you’ll be testing?
- What commitment will you make to your Superintendent, in terms of “If we do [x], we should see [y]”. Describe your plan to test your hypothesis, including the top 4-5 items you want to test. What order would you use to test the individual items?

If the Superintendent asked you to propose your performance appraisal criteria, what would they be?
- Propose 4 to 5 performance evaluation criteria that you want to include in your performance review.

Assignment: Prepare your recommendation to the Superintendent.

Solution Template

How does this concept fit into your current organization? What are the skills and assets you are good at that you can leverage?

Choose one:

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<thead>
<tr>
<th>Department</th>
<th>Choose one: DEDICATED</th>
<th>SHARED</th>
<th>EXTERNAL</th>
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<tr>
<td>EXAMPLE: Marketing</td>
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Describe the culture you want to create with your team. How is that different from the District’s operating culture? Describe the culture and principles you want to instill in your team: