

Leadership... Disrupting your own Paradigm

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Chair, Arizona Board of Regents

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IBM: Our Paradigm was Disrupted

- IBM, worlds most profitable and admired company

But...

- Computing was becoming distributed
- Our Culture was internally focused
- We were comfortable in our success

So...

- We lost 8 billion dollars in 1992

What We Learned the Hard Way

- Your past success can be a major obstacle to future innovation
- Disruptors are new opportunities in disguise
- Leadership is either part of the problem or the key to the solution
- “The Innovators Dilemma”, 1997, Clayton Christensen.. Focus on “future” needs

It Starts with YOU

- “IBM’s future depends on its **leaders**, and the primary task of these leaders is to create and nurture a high performance culture.”
– Lou Gerstner – IBM Savior, Chairman
- Leaders becoming enablers instead of controllers....

What is Constant in OUR Paradigm

- “Engineering is the application of scientific principles to the solution of real world problems...to advance the human condition.”
– Ernst Frankel, MIT
- “.... to enhance the Joy of Living”
– ACE, Grand Challenges

What is Not Constant

Everything else...

- The next big problems to solve
- How students best learn
- Funding and resources
- Technology
- Faculty

What We All Want

- “Making engineering schools exciting, creative, adventurous, rigorous, demanding and empowering milieus is more important than specifying curricular details...”
 - Charles M. Vest, President Emeritus, MIT

Some Disruptors.... driving innovation ?

- Globalization – Competition ?
- Information Abundance
- Delivery and Pedagogy Technologies
- Collaboration and Commercialization
- Changing sources of Resources
- Leaking Student Pipeline
- Rankings... selectivity verses student outcomes

Some ideas...

- Have your governing boards read books like:
 - Abelard to Apple, Richard DeMillo
- Stop doing STEM talent selection, start doing STEM talent development...
 - Carl Wieman..... Deliberate Practice, Brain Exercise
- Korean Advanced Institute for Science and Tech
 - President Pyo-Nam Suh.....Axiomatic Design
 - Short term impact or long term significance

A Regent's Perspective

- Document YOUR strategy
- Define success... metrics
- Demonstrate your impact
- Communicate effectively... students, faculty, administration, elected officials, boards
- Lead Faculty Governance.. No excuses

Call to Action

- Managers do things right...leaders do the right things
- Question everything...no sacred cows
- Embrace experiments...even MOOCS
- Value risk takers
- Decide what Disruptors you will take on
and.....
- Do what engineers do.... build something better!

Thank you

Questions?

