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?