



LEADERSHIP IN INNOVATION

Emotional Intelligence and Self Awareness
in Leading the Innovation Process

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Workshop Objectives:

- Describe the design concepts & benefits from the former B/HERT – CSIRO *Achievement Through Teams* Program
 - Seek feedback from participants on the need for an ongoing program
 - Identify the core components and structure if an ongoing program was to be developed
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Achievement Through Teams: Leadership in Innovation

**An innovative,
personally challenging,
emotionally intensive,
experiential,
leadership development program**

Achievement Through Teams: Leadership in Innovation

- **Joint venture between the Business/Higher Education Round Table and CSIRO**
 - **Experiential course for leaders of research and innovation projects in the public, university and private sectors**
 - **3 modules of 5 days each over 6 month period**
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Participation

- 16 courses conducted between 1996 and 2001
 - 260 participants from
 - Private Sector
 - Universities
 - CRCs
 - CSIRO
 - ANSTO
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Focused on major challenges for leadership of collaborative ventures

- **Developing a shared vision and value system in teams of people from different organisational cultures**
 - **Building relationships based on trust and mutual respect**
 - **Influencing others through personal integrity, commitment and excitement about the project**
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Course design was based on experiential learning principles

Traditional Model

Concept/Theory

Apply/Practise

Reflect

Cognition

Experiential Model

Experience

Reflect/Journal

Concept/Theory

Internalisation

Focus of 1st module: *Self*

- Self awareness
- Personal insight
- Impact on others
- Clarification of personal values

to establish a basis of personal stability,
courage and confidence

EQ is at least as important as IQ

Emotional Intelligence:

- Self Awareness
 - Mood Management
 - Self Management
 - Empathy
 - Managing Relationships
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Our Views on Leadership

Change Away From:

- **Command & control**
- **Sole responsibility**
- **Distance & barriers**
- **Vertical communication**
- **Protecting & hoarding information**

Change Towards:

- **Authenticity, respect**
 - **Shared leadership**
 - **Building relationships**
 - **Lateral communication**
 - **Sharing information**
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Our Views on Leadership cont'd

Change Away From:

- **Impenetrable, unaware of impact**
- **Mechanistic, cause & effect organisations**
- **Heroic styles**
- **Authoritative styles**

Change Towards:

- **Self aware, introspective**
 - **Complex, organic systems**
 - **Collaborative styles**
 - **Participative styles**
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Major experience was an outdoor, search and rescue exercise

- Exercise is challenging, complex and requires extensive coordination
 - Provides rich opportunities for participants to reflect on influence, power, decision making, inclusion, concern for others, etc
 - Used as a basis for giving and receiving feedback about impact of behaviours
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Focus of 2nd module: *Teams*

- Experiencing the dynamics of team formation, development, high performance and closure
 - Establishing the environment for creativity and innovation in teams
 - Developing strategies for enhancing effectiveness of teams back at work
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Participants also work with real data on their own “back at work” teams

- **Action learning projects to enhance team performance**
 - **Knowledge Team Effectiveness Questionnaire (KTEQ) provides data on:**
 - **leadership**
 - **resources**
 - **interpersonal dynamics**
 - **team processes**
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Focus of 3rd module:

Leading Into the Future

- **Developing scenarios for alternative futures**
 - **Strategies for creating the preferred future**
 - **Leading and managing change**
 - **Building organisations of the future based on networks and collaboration**
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Major activity is building a collaborative organisation

- Uses the actual subject knowledge, skills and experience of participants
 - Requires them to identify opportunities for synergy, creativity and innovation from the mix of participants
 - Demonstrates the importance of trust, shared values and open communication
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Some benefits from the program:

- **Significant reduction in new product development time**
 - **Major changes in work and personal relationships**
 - **Significant improvements in work team effectiveness**
 - **Opportunities for real collaboration identified**
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Some examples:

- **Appreciating differences**
 - **Inter-personal**
 - **Inter-organisational**
 - **Understanding one's sense of personal worth and putting a \$ value on it**
 - **Working with different organisational cultures**
 - **Reflection and re-evaluation of personal priorities**
 - **Having fun!**
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Facilitation Team drawn from:

- Sue Upton Clear Consulting Pty Ltd
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The Future:

Is there a need for an ongoing program?



If there was to be a program...

What should it focus on?

Who might support it?

What would be the most appropriate structure?

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