



Collaboration & Innovation

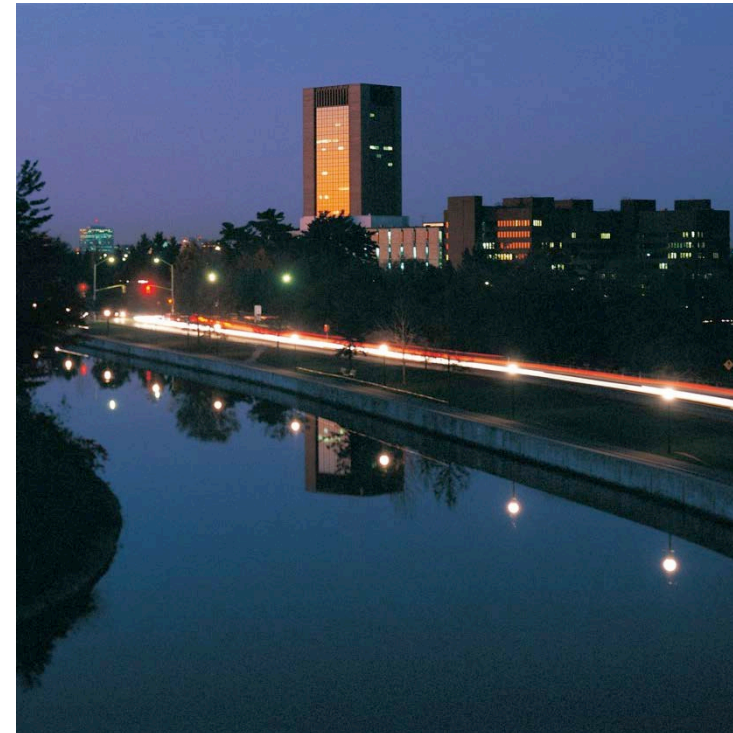
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Carleton University

- Canada's Capital University
- Approximately 27,000 students (Bachelors, Masters, Doctoral)
- Comprehensive university
- \$338M operating budget
- Research-intensive institution



Challenges to Collaboration

- Organizational structure
- It comes with the territory
- What's in it for me?
- It's the way we have always done it
- Lack of vision & commitment



Innovation is....



- Improved products, processes, services, technologies and ideas
- “Introducing something new”
- What you do (need to do) when your platform is burning
- Questioning the status quo

Innovation Barriers

- Punish failure –
- Reward complacency
- Never ask your staff
- Micromanage your organisation
- Don't make it part of performance reviews
- Add concrete to the walls

Innovation is driven and focussed on

- Market research
- Perceived customer needs
- Innovation teams
- Employees
- Outsourcing
- Breakthrough
- Significant improvement
- Small improvement
- Service innovation

The Carleton experience - Collaboration

- When was your best experience at Carleton?
- Someone has to be leader
- It does require agreement on the goal(s)
- Departmental Teams
- Moving from “ego” to “pride”
- Cross functional teams



What are we doing at Carleton?

- Office of Quality Initiatives
- Cross functional teams
- Strengths Based Approach
- Benchmarking projects
- Ideas@Carleton
- Lean transformations
- Service Excellence
- Strategic planning

Some examples

- Academic Interdisciplinary offerings
- Congress 2009
- 25+ Benchmarking projects
- Lean projects
- Setting Service Excellence standards
- Strengths based change approach



Embedded Staff Involvement

- Selection of participants
- Selection of data collection
- Empowerment of teams
- Inter-team communication – no titles
- Presentation of findings & recommendations
- Responsibility of implementation
- Onus on sustainability of change



Questions?
Go Ravens ...