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## Panels

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# Disruptive Innovation: Leadership and Organizational Dimensions

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Today's interconnected and dynamic global environment presents challenges that were anticipated or even conceived just ten years ago. For example, the competitive pressure from growing economies such as India and China; the sensitivity of US markets to events around the world; the technological advances in virtual communications and collaboration; the decline in American scientific and engineering excellence; and security threats to our critical infrastructure and national power – all of these are acknowledged and accepted today.

These global challenges are beginning to outpace the progress in our organizational processes, architectures, and technology applications. Continuous process improvement moves business processes forward but at an incremental pace; architectures are somewhat but not fully integrated and thus continue to impede information sharing and collaboration; and existing technologies are still slow to enter mid to high levels of management and government, while younger generations have already thoroughly integrated them into their lives.

Having spent the last decade learning how to conduct process improvement and incremental change, our organizations now need to learn more about innovation, creativity, and large-scale transformation. Building on successes and lesson learned from the experiences of the 1990's, they need to increase their rate of learning. In many cases, this increase in learning will be experienced as disruptive to the organization. And, yet it is necessary and critical, for without disruptive innova-

tion and learning, our organizations cannot achieve the desired characteristics of the 21<sup>st</sup> century organization: partnership-based, metric-oriented, integrated, and externally focused.

It has been said that disruptive innovation is the ability to see change as an opportunity, not a threat. In this panel, leadership and organizational strategies for achieving that perspective will be examined. For the first sixty minutes, two panelists will give presentations focusing on the leadership, organizational, and cognitive variables that mediate the success of disruptive innovation and learning. Dr. Robert Childs will examine key leadership variables such as vision, strategy, and flexible positioning and Dr. Gerry Gingrich will examine the organizational variables of culture, organizational behavior, and cognitive growth. The presentations will focus on two organizational-wide examples of disruptive innovation at the presenters' college – the development of international partnerships and the creation of a robust distance learning program.

For the last thirty minutes of the panel, there will be a forum involving both the panelists and the audience. The forum is intended to integrate the presentations with the audience members' experience. For example, how useful are the best practices to audience members' organizations? Are the lessons learned more useful in the private sector than in the public sector? Should they be modified for one sector or the other? If so, how? The panelists will facilitate the discussion.

## Knowledge Development Innovation

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### INTRODUCTION

In his 2006 book, *Knowledge Development Innovation: How To Rescue America's Advantage*, Dr. Boulton Miller concludes as follows:

*"Knowledge Development Innovation will provide this nation with the ability to demonstrate a global leadership role in education, making use of the latest improvements in information technology, with faculty technically qualified to fulfill their role as guides or coaches, with students as active learners and synthesizers of*

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