

Innovation Culture at UVA

Building a Foundation for the Future

Does UVA have an Innovation Culture?

- ✚ Diagnostic data collected across the three principles of psychological safety (PS), self-determination theory (SDT), and idea meritocracy (IM) indicate “no.”
- ✚ An Innovation Culture is foundational to The University being both “Great and Good,” as set forth in The 2030 Plan. An innovation culture will engender broader institutional excellence, advancing both “greatness and goodness”, organizationally and individually.

What is an Innovation Culture?

- ✚ An embedded Innovation Culture is one that fosters new ideas from all members of our community, values diversity of views in the pursuit of an idea meritocracy and provides a safe space to challenge the status quo. A people-centric innovation culture empowers to collaborate faculty and staff to collaborate at their highest levels. It is grounded in The Newsmart Framework and three foundations principles.

The Newsmart Organization <i>(Humility is the New Smart pg. 158, Hess & Ludwig)</i>	
Old Cultural Ways	New Cultural Ways
Individuals Win	Teams Win
Play Cards Close to the Chest	Transparency
Highest-Ranking Person can trump	Best Idea or Argument Wins
Listening to Confirm	Listening to Learn
Telling	Asking Questions
Knowing	Being Good at Not Knowing
IQ	IQ & EQ
Mistakes are Always Bad	Mistakes are Learning Opportunities
Compete	Collaborate
Self-Promote	Self-Reflect

Idea Meritocracy (IM)

- Everyone's point of view is valued
- Best idea wins based on data

Psychological Safety (PS)

- Safety for interpersonal risk-taking
- Enables people to challenge others' thinking

Self-Determination Theory (SDT)

- Intrinsic motivation based on autonomy & competence
- Being accepted & respected as a unique human



Survey Assessment

Diagnostic Tool

- Grounded in research
- Statistically Sound
- Gained insight into the University’s current Innovation Culture in order to understand our gaps

Sample

- The survey sample was a stratified, random sample of faculty and staff representing diverse units and departments.
- Sample size calculated at the sub-unit level based on a 95% percent level of confidence
- Sample Size: 4,942
- Response Rate of 18.3%

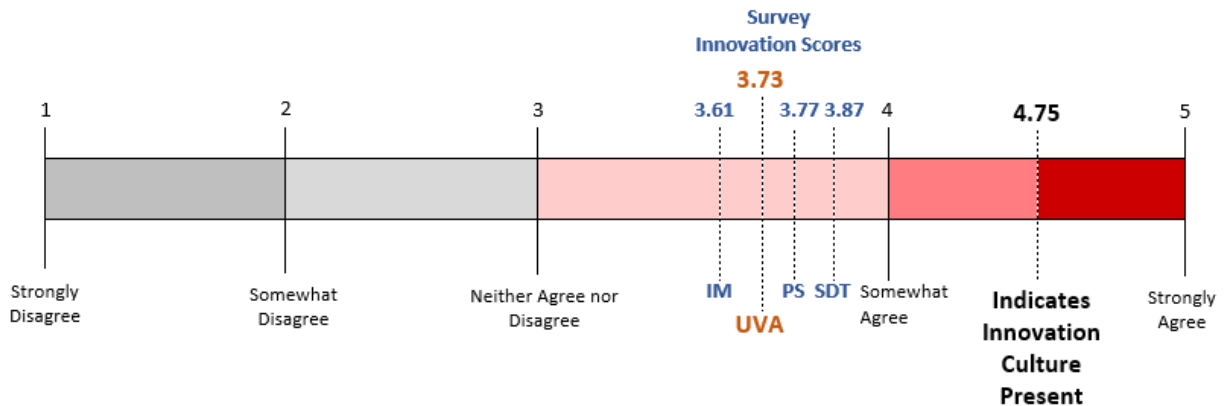
Survey

- 45 Statements about their experiences and interaction with colleagues, managers and the institution on a 5-point scale. For example,
- *“I feel safe disagreeing with my colleagues.” (PS)*
- *“My Department Chair/Manager gives me opportunities to grow and develop.” (SDT)*
- *“The University of Virginia rewards people who speak up with new ideas.” (IM)*



UVA’s Current Innovation Culture

UVA's overall Innovation Culture score is **3.73 on a 5.0 scale**. An overall score of 4.75 or higher signals an embedded Innovation Culture.



➔ Recommendations to Enhance and Sustain an Innovation Culture



Understanding UVA's Strategic Plan goal to "Promote a culture of integrity, mutual respect, excellence, and innovation," we believe our recommendations align directly with this goal and provide President Ryan with a tangible plan and a proven tool to accomplish the objective of making The University both "Great and Good."

➔ Want to Learn More?

Please Contact:

Project Team Member

✚ Jenny Mays, jlm4wv@virginia.edu

Project Sponsors:

✚ Ed Hess, Darden School of Business, edh7mf@virginia.edu

✚ Sarah Collie, Organization Excellence, slc6h@virginia.edu