Innovation Culture at UVA

BUILDING A FOUNDATION FOR THE FUTURE

2019 CORNERSTONE LEADERSHIP PROGRAM

TEAM INNOVATION UNIVERSITY

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Why does an Innovation Culture Matter?

- It is MISSION-CRITICAL

- Innovation, especially amid a digital age and shifting higher education landscape, is the means through which every UVA Person can use her or his human uniqueness to make a meaningful contribution to UVA being "Great and Good"

- UVA's Strategic Plan Goal: "Promote a **culture** of integrity, mutual respect, excellence, and **innovation**"

What is an Innovation Culture?

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

The Newsmart Organization

(Humility is the New Smart pg. 158, Hess & Ludwig)

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

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How did we assess UVA's level of an Innovation Culture?

- **Survey**
  - Research-based, statistically sound
  - 4,942 sample size with 18.3% response rate

- **Faculty and staff recipients were asked about their interactions and experiences with:**
  - Peers
  - Managers
  - The institution-at-large

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- **Sample Questions**
  - *"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)

Does UVA have an Innovation Culture?

- Our assessment reveals that UVA **DOES NOT** have an embedded Innovation Culture
- UVA's overall Innovation Culture score is 3.73 on a 5.0 scale.
- Culture is defined by observable behavior
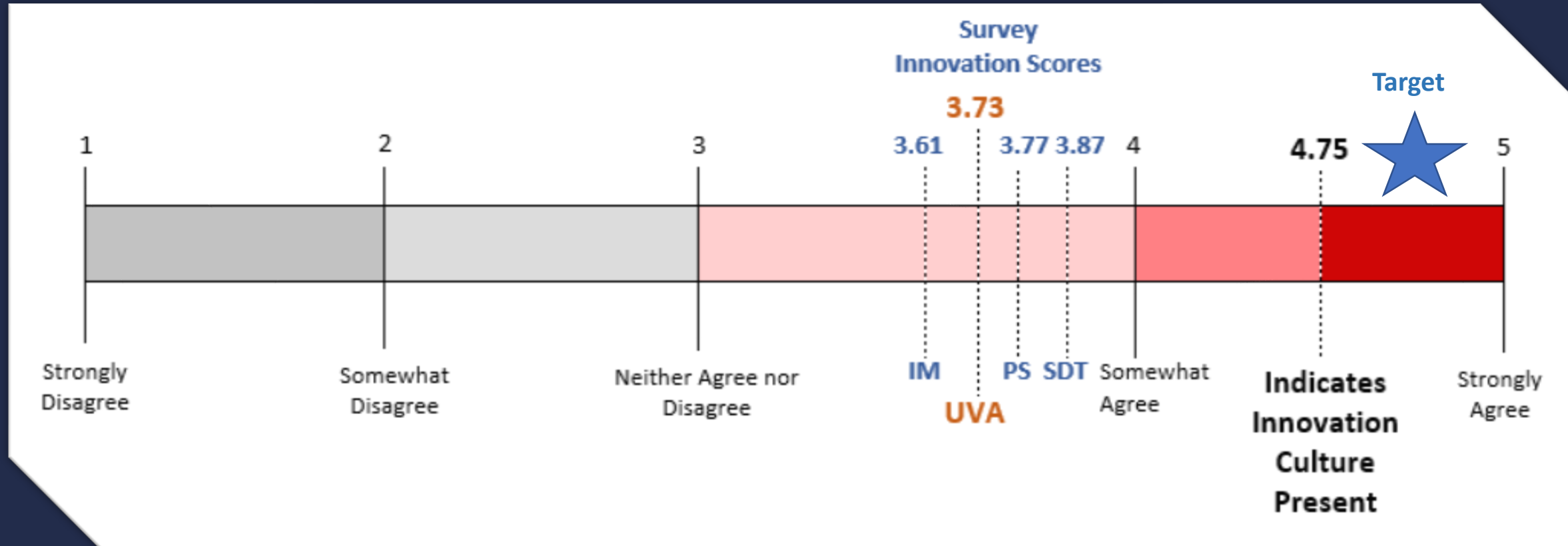
Now What – How do we improve?

- With deliberate attention, action and accountability:
  - UVA can cultivate an Innovation Culture by June 2021
  - Unleash the highest levels of human performance
  - Advance the institution's goals and priorities
- Results were shared with the Office of the President
- Recommendations

| Leadership Sponsorship and Commitment | Define Desired Key Behaviors | Accountability Processes to Elicit Desired Behaviors | Continuous Assessment of Cultural Progress and Gaps |

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