

A Framework for Successful Management of Innovations in Language Programs

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Introductions

- Who am I?
- Who are you?
- What are we talking about?

Change vs. Innovation

- What is the difference between change and innovation?

Change vs. Innovation

- Change: Forces that impact an organization
- Innovation: Managing change, hopefully for the better....

Change vs. Innovation

- Have you ever been involved in an organization that has attempted to implement an innovation?
- Did it succeed or fail? Why or why not?

Factors

- The Plan
- The People
- The Process

Conduct Needs Assessment

- SWOT analysis
 - Strengths/Weaknesses/Opportunities/Threats
- PEST analysis (Trends)
 - Political/Economic/Social/Technological
- Accreditation self-study
- Outside consultant's program review

SWOT Activity

The Plan

1. Conduct needs analysis ✓
2. Determine need for improvement ✓
3. Draft an idea for moving forward
4. Evaluate the proposed innovation

Evaluating the innovation

- Compatibility
- Complexity
- Observability
- Relative Advantage
- Trialability

Rogers, E.M.(2003)

Evaluating the innovation

- Compatibility
 - Values
 - Past Experiences
 - Needs

Evaluating the innovation

- Complexity
 - Perception of ease of use

Evaluating the innovation

- Observability
 - See the results

Evaluating the innovation

- Relative Advantage
 - Perceived as better than before

Evaluating the innovation

- Trialability
 - Potential for experimentation

3 more factors – linking people + idea

- Balanced divergence
- Dissatisfaction factor
- Viability factor

Stoller, F.L. (2012)

Balanced Divergence



Dissatisfaction factor



Viability factor



The People - The law of the few



The power of context



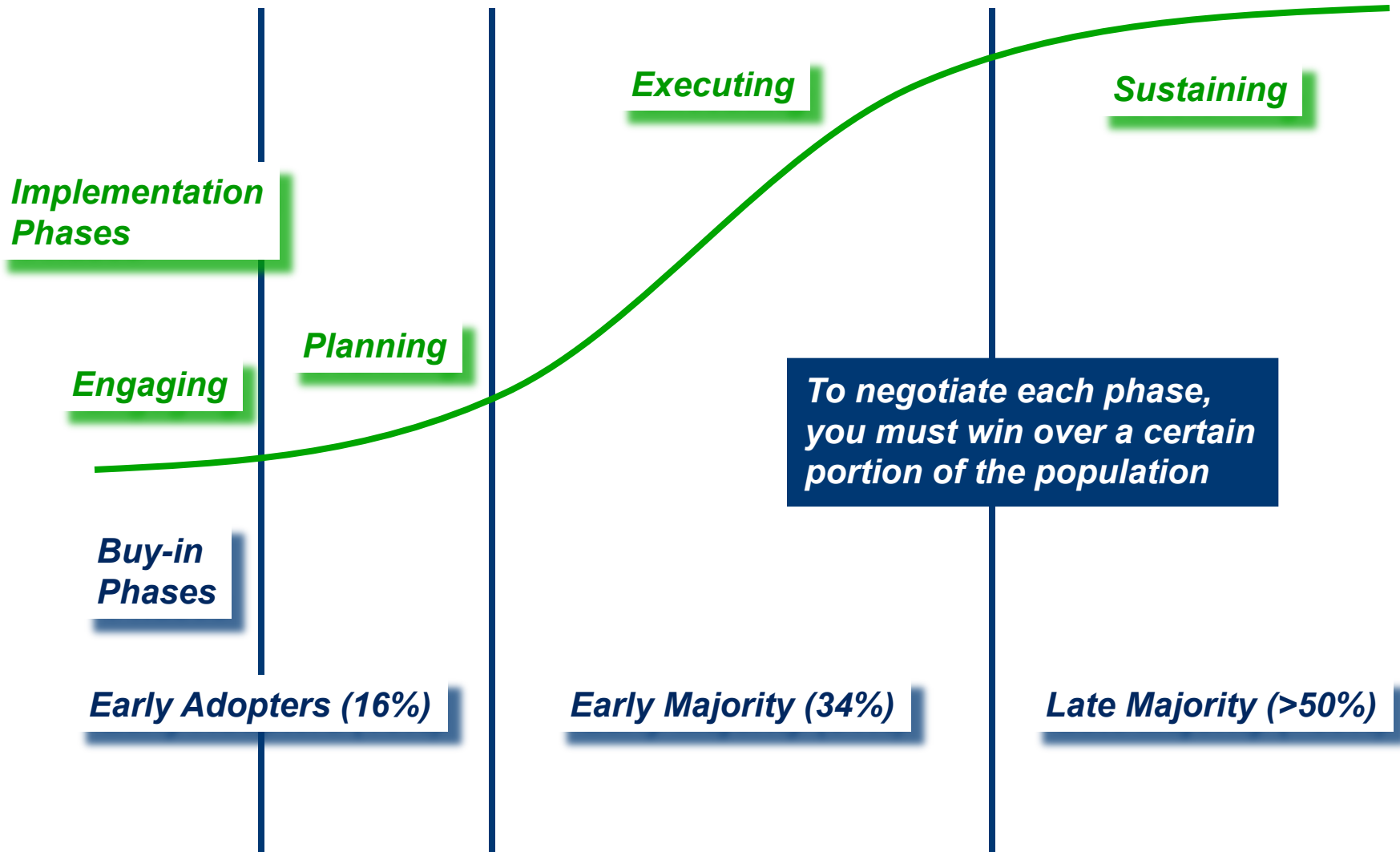
Innovation Cycle

- Innovators
- Early adopters
- Early majority
- Late majority
- Laggards

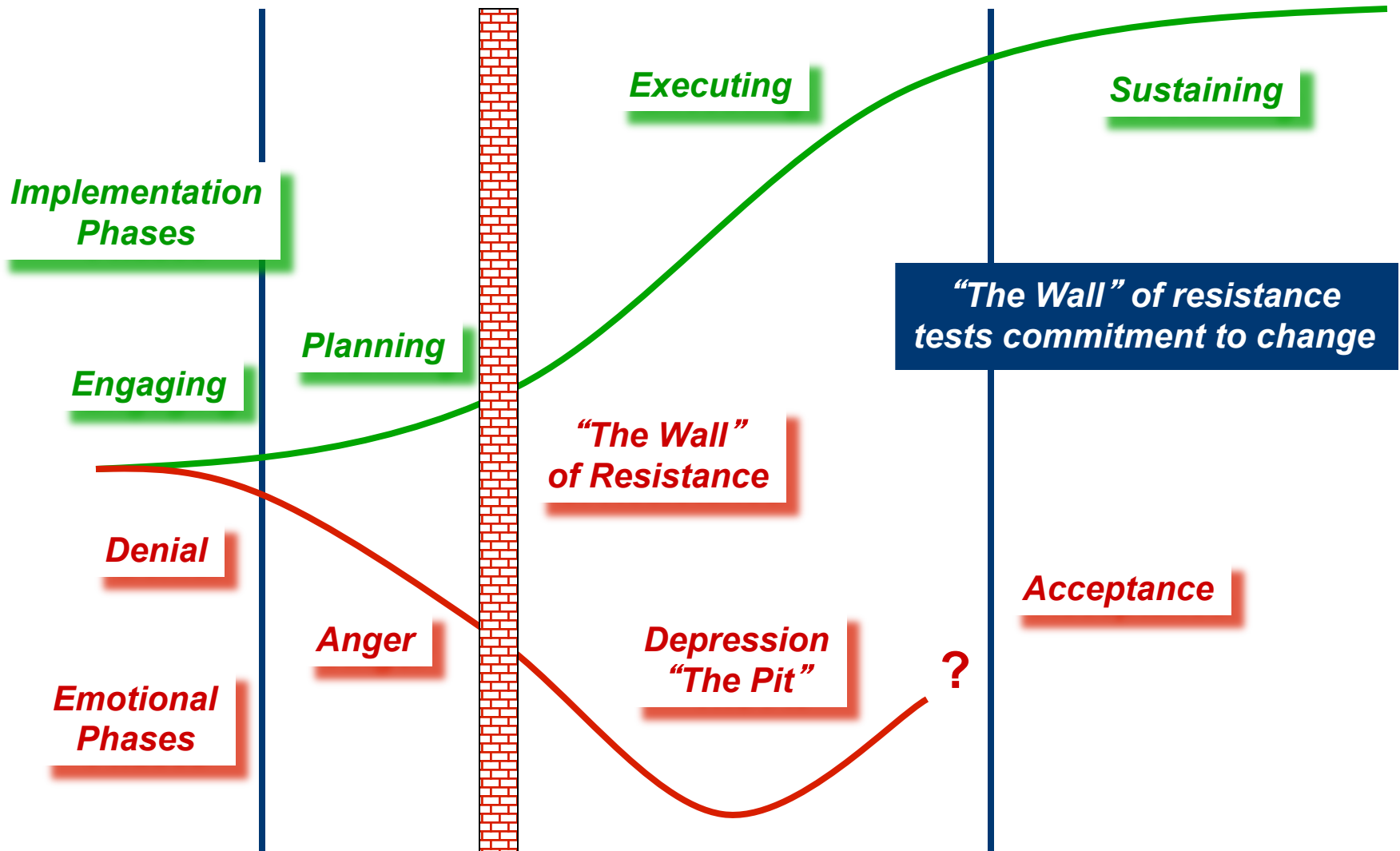
Innovation Cycle

- What is the tipping point?
- What kind of buy-in do you need to proceed?

Buy-in processes



Why Change Efforts Fail



Managing potential resistance

- Inclusion
- Distributed leadership
- Transparency
- Cheerleading
- Recognizing accomplishments

Process – The path to success

1. Conduct needs analysis
2. Determine need for improvement
3. Evaluate the proposed innovation
4. Decide to proceed

Path to success for innovations

5. Gather support
6. Assess resources
7. Create implementation plan
8. Launch, evaluate and revise

10 Tips -- Guidelines for success

1. Accept inevitability of change
2. Acknowledge complexity of change
3. Create context for innovation by building community

10 Tips -- Guidelines for success

4. Understand how innovations will affect others
5. Understand that perceptions guide attitudes
6. Bring in the dissenters, listen
7. Be wary of imposing from above

10 Tips -- Guidelines for success

8. Experience failure, and respond
9. Share responsibility
10. Be a leader

References

- Rogers, E.M.(2003) *Diffusion of Innovations*, New York: Free Press
- Stoller, F.L. (2012) *Catalyst for Innovation*, in Stoller and Christison, *A Handbook for Language Program Administrators*, Miami: Alta Books.